



# Sustainability Report

2025

SYSTRA

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# Sustainability Report 2025

SYSTRA is publishing a transitional Sustainability Report for the year 2025, anticipating the European CSRD regulation without yet being subject to it<sup>(1)</sup>.

As a committed player in sustainable mobility, we have chosen to demonstrate our responsibility and our commitment to transparency through this voluntary reporting. Its objectives are to structure our practices, strengthen data reliability, and meet the expectations of our clients, partners, shareholders, and employees.

At the heart of this approach, we conducted an initial double materiality assessment that evaluates both SYSTRA's impact on the environment and society, and the influence of environmental, social, and governance issues on our performance. This analysis allows us to focus the content of the report on the most significant topics for SYSTRA and to prioritise our action plans, with clear indicators and progress trajectories.

This transitional report represents the first step toward increased maturity and the progressive structuring of our sustainability reporting, with the objective of achieving full compliance with CSRD requirements by 2027, the results of which will be published in 2028. By publishing this report, SYSTRA reaffirms its determination to align economic performance with environmental and social impact, in a spirit of anticipation and continuous improvement. This choice is a commitment: to report, with rigor and clarity, on the value we create and the transformations we are driving to accelerate the transition of mobility systems and territories.

(1) Following the postponement of the implementation of the European Corporate Sustainability Reporting Directive (CSRD) for companies in wave 2, SYSTRA is not, at this stage, subject to the resulting regulatory reporting obligations.

# Joint Interview

**Jean-Charles  
Vollery**

Chief Executive Officer

**Christelle  
Chichignoud**

Vice-President Group Sustainability



In 2025, SYSTRA accelerated the integration of sustainability at the heart of its growth trajectory. Governance, projects, and service offering are now aligned around a single requirement: performance and demonstration backed by evidence. A joint interview with Jean-Charles Vollery, Chief Executive Officer, and Christelle Chichignoud, Vice-President Group Sustainability.

## In what way does this year mark a change in nature for sustainability at SYSTRA?

**J.-C. V.:** Sustainability is fully integrated into SYSTRA's growth strategy. It is a key driver, on par with our other performance drivers. In an international context that is sometimes less favourable to these topics, this choice is deliberate and consistent with our long-term vision.

**C. C.:** It has been a positive and inspiring year, and one we can be collectively proud of. Progress has been driven by strong internal engagement and coconstruction at the Group level. We have moved from a primarily top-down approach to a more embodied dynamic, rooted in projects, teams, and local realities.

## How is this evolution reflected from a business perspective, in operations and in the Group's competitive positioning?

**J.-C. V.:** Client expectations are changing: sustainability is becoming a performance criterion in project specifications. To meet this demand, we have structured a dedicated offering that brings together expertise in sustainable design, climate, resilience, energy transition, and environment, and mobilises civil engineering, urban planning, and systems disciplines. This is what makes us unique: making sustainability a business-oriented value-add, carried by all our disciplines and creating a positive impact on projects. In 2025, for some of our clients, environmental performance became a structuring criterion, with stronger monitoring requirements. This shift strengthens our positioning, particularly on major international projects, where credibility and the ability to demonstrate performance make the difference.

## "Demonstration backed by evidence" has become central. How does it translate into SYSTRA's projects and offering?

**C. C.:** It is essential to demonstrate alignment between our commitments, our practices, and our achievements. Demonstrating this through evidence means being able to illustrate, project by project, what contributes to a positive impact: the missions performed, the technical solutions implemented, and the indicators embedded in project management. This approach makes sense both for our employees, who want to showcase pragmatic results of their expertise, and for our clients, who are reassured by tangible outcomes. In 2025, we established a systematic process for identifying the services contributing to sustainability in the projects we won. Lessons learned from our various projects enable us to offer clients proven levers to strengthen their resilience.

Our innovation approach is also tangible, with pilot projects – for example, our digital solution ClimateViz. By cross-referencing historical data with climate projections, we demonstrated that it is possible to identify vulnerabilities in a transport network and anticipate necessary adaptations. This momentum relies on employee engagement and on internal ambassador networks involved in bids and projects. This is how we anchor sustainability in the day-to-day practice of our business operations.

## How does the governance implemented in 2025 align strategy, operations, and stakeholder expectations?

**J.-C. V.:** We now have dedicated governance for all sustainability topics, and this theme is fully embedded within the company's overall governance. The creation of the Group Sustainability Committee illustrates this: it meets twice a year to set direction, track priorities, and ensure alignment between strategy and operations. Sustainability is a collective challenge, with shared responsibility across all our countries – from the bidding stage through project delivery – also involving support functions. In 2025, we also formalised a Group Sustainability policy, and that's a significant milestone! It enhances the clarity of our framework and strengthens SYSTRA's credibility with clients, funders, and partners.

## What are the priority levers to activate to further strengthen the momentum for sustainability?

**J.-C. V.:** We need to accelerate the roll-out of sustainability within projects, for the benefit of our clients, communities, and territories. As an engineering firm, we have an advisory role: it is our responsibility to propose solutions that make projects more sustainable – even when this is not explicitly requested in the specifications – so that environmental issues, energy transition, and infrastructure resilience are better taken into account. The expansion of our activities into the water and energy markets is part of this trajectory.

**C. C.:** Acceleration relies on employee engagement, on recognising the expertise that contributes to sustainability, and on a strong link with innovation. We must also leverage regulatory developments such as the CSRD to enhance the visibility and mainstreaming of sustainability. Balancing values and performance – that is one of the challenges for 2026!

# 2025 HIGHLIGHTS

In 2025, across the globe, our teams mobilised their expertise to anticipate climate risks affecting infrastructure, integrate environmental performance from the earliest design phases, enhance safety, accessibility, and service quality, and establish common management frameworks. Impactful projects, international cooperation, solidarity initiatives, and evolving practices: an overview of a pivotal year in which sustainability was embraced by everyone, every day.

## Climate, resilience, and environmental performance

### CLIMATEVIZ: A DATA VISUALISATION TOOL TO INFORM CLIMATE RISKS

1. SYSTRA won second prize in a collaborative hackathon focused on visualising the effects of climate change. The ClimateViz web application, designed in a record time of three weeks by a team of five experts from SYSTRA SA and SYSTRA France, enables users to identify an infrastructure's vulnerabilities to climate hazards, anticipate how these vulnerabilities may evolve under future climate conditions based on historical data, and pinpoint vulnerable assets that may require adaptation measures. Today, ClimateViz strengthens our service and solution offering for climate change adaptation and infrastructure resilience.

### CANADA: CONTRIBUTING TO THE COUNTRY'S LARGEST SUSTAINABLE MOBILITY PROJECT

2. The Cadence consortium, of which SYSTRA is a part, has been selected to design, build, and operate the future Alto high-speed line between Quebec City and Toronto. This approximately 1,000-kilometre network will allow speeds of up to 300 km/h and drive significant modal shift to rail. Developed in consultation with Indigenous peoples, the project will generate more than 51,000 jobs and benefit 18 million inhabitants. SYSTRA is contributing to the project's design and leading the climate strategy, combining vulnerability analyses, sustainable design solutions, and adaptation measures to ensure the infrastructure's performance and resilience.

### FRANCE: MANAGING THE ENVIRONMENTAL PERFORMANCE OF THE NEW SOUTHWEST LINE

3. SYSTRA France has been selected for a nine-year general and technical project management assistance assignment on the "Ligne Nouvelle du Sud Ouest" (LNSO) Bordeaux-Toulouse and Bordeaux-Dax. Our teams will be involved in all design and construction phases of this new line, which will reduce travel times between the main metropolitan areas in the southwest of the country. The 418 kilometres of new lines, with three new stations and two stops, will help avoid up to 340,000 tonnes of CO<sub>2</sub> emissions per year thanks to reduced road traffic. SYSTRA is managing the project through environmental performance, enabling ambitious low-carbon mobility targets and impact mitigation while ensuring cost and schedule control.



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### ITALY: PRODUCING LOCAL ENERGY FROM WASTE

3. SYSTRA Italy is involved in designing two waste-to-energy plants in Sicily, addressing a structural waste management challenge on the island while strengthening local electricity production. SYSTRA's teams are conducting technical and economic feasibility studies, as well as geological studies, ahead of construction phases planned between 2027 and 2028. Ultimately, the two facilities will process 300,000 tonnes of waste per year, generate up to 50 MW of power, and produce around 200,000 MWh of electricity annually.

### SUSTAINABLE DEVELOPMENT WEEK: SHARING EXPERTISE THAT DRIVES POSITIVE IMPACT

4. The 2025 Sustainable Development Week highlighted the diversity of the Group's initiatives through three conferences focused on key sustainability challenges. The teams shared their expertise on adapting to climate risks and interactions with the insurance sector, managing environmental performance on projects and creating social value for clients and territories.

## Sustainable mobility, territorial development and infrastructure performance

### CHILE: SUPPORTING THE DEVELOPMENT OF SUBURBAN MOBILITY AROUND SANTIAGO

5. In Chile, SYSTRA is working on the Santiago-Melipilla (61 kilometres, 11 stations) and Santiago-Batuco (26 kilometres, 8 stations) suburban lines for Empresa de los Ferrocarriles del Estado (EFE), delivering execution studies (track and catenary) and performing supervision and works inspection. These two projects will improve access to the capital for more than 1.5 million residents and will carry 57 million and 35 million passengers per year respectively.

### NIGERIA: SUPPORTING URBAN GROWTH WITH HIGH PERFORMANCE PUBLIC TRANSPORT

6. In Lagos, SYSTRA is conducting a feasibility study for the future Orange Line of the metro on behalf of the African Development Bank and the local transport authority LAMATA. This assignment is part of a programme of 6 new lines designed to meet the mobility needs of a rapidly growing megacity.

### INDIA: EXTENDING KOLKATA'S HISTORIC METRO

7. SYSTRA is engaged in extending Line 4 (Yellow Line) of the Kolkata Metro. The teams will deliver execution studies for the tunnel, as well as infrastructure and access at the Birati station, as part of a 30 month project led on behalf of Cemindia. This extension will provide direct access to the international airport and strengthen a network essential to nearly 20 million residents.

### PORTUGAL: A SUSTAINABLE RAIL COOPERATION

8. In Europe, SYSTRA, alongside Compagnie des Signaux (CSEE), signed a letter of intent with Infraestruturas de Portugal, the country's rail infrastructure manager. The partnership aims to strengthen technical cooperation through exchanges of expertise, feedback, and support on high speed and rail systems projects, in preparation for forthcoming strategic investments.

### AUSTRALIA: CONTRIBUTING TO THE ROLLOUT OF BRISBANE'S ELECTRIC BUS NETWORK

9. Brisbane has inaugurated the M2 line of its Bus Rapid Transit network, operated with electric buses. Following the M1 line commissioned in early 2025, this new line strengthens the Metro Route network. SYSTRA Australia's teams contributed to rolling stock technical specifications, bid evaluation, driver training, and the deployment of the operations support system. Ultimately, the network will comprise four lines and carry up to 45 million passengers per year.

## Accessibility, safety, and quality of life

### IRELAND: SECURING SCHOOL JOURNEYS AND ENCOURAGING ACTIVE MOBILITY

1. In Ireland, SYSTRA is supporting the national Safe Routes to School programme as Owner's Engineer, to secure access to nine schools in Fingal County. The teams are overseeing studies and works monitoring, identifying high-risk areas, and improving road infrastructure to promote active modes (walking, cycling).

### UNITED STATES: MAKING THE METRO MORE ACCESSIBLE THROUGH TECHNICAL MODERNISATION

2. SYSTRA USA contributed to making Chicago's Racine metro station fully accessible, as part of the Chicago Transit Authority's All Stations Accessibility Program (ASAP). SYSTRA provided technical supervision and on-site engineering, notably for modernising electrical systems, at a station that serves more than 200,000 passengers per year.

## Employee experience, diversity, and solidarity

### ADVANCING DIVERSITY THROUGH STRONGER GOVERNANCE AND ACTIVE LISTENING

3. The Diversity, Equity & Inclusion (DE&I) Charter has been revised and is now supported by a Group DE&I Committee responsible for coordinating initiatives, tracking key indicators (gender parity, diversity of nationalities and generations), and ensuring consistency across entities, each remaining accountable for local actions. Among the initiatives launched to promote diversity, the Group-wide Women's Voice survey gathered more than 1,600 responses from female employees. This listening initiative highlighted strong expectations regarding mentorship, career support, and advancement from women in top management.

### RWANDA: ENGAGED EMPLOYEES WITH BRIDGES TO PROSPERITY

4. Since 2022, SYSTRA has renewed its solidarity commitment alongside the NGO Bridges to Prosperity (renamed Fika in 2026), mobilising ten volunteers from around the world each year. In 2025, colleagues from France, South Korea, the United Kingdom, Canada, Denmark, Italy, Australia, and the United Arab Emirates participated in building a bridge in northern Rwanda, in the Kabira region. This structure now connects two previously isolated hills, secures travel, and facilitates economic exchanges for several thousand residents in an area where the nearest roads were previously more than a thirty-minute walk away.

## Strengthening sustainable governance and oversight

### A COMMON FOUNDATION: PUBLICATION OF THE GROUP'S SUSTAINABILITY POLICY

SYSTRA reached a significant milestone by publishing its Sustainability policy, formalising the Group's strategic orientation toward sustainable performance. The policy reflects a clear intent: to embed environmental, social, and ethical issues, as well as health, safety and security, at the heart of technical, operational, and managerial decisions. It now forms a common foundation for all Group entities and contributes to the framework SYSTRA has set to steer projects' sustainable performance, secure operations, and support teams in the practical implementation of its commitments.

### SUSTAINABILITY & OPERATIONS NETWORK: AN INTERNATIONAL COMMUNITY

5. In October, members of the Sustainability & Operations Network were welcomed to Paris for the first time. Participants from around the world worked toward a shared goal: developing and sharing effective strategies to accelerate environmental performance within infrastructure and building projects. Indicators and reporting, success stories, innovation and digital solutions, and positive impact for communities and territories were part of the discussions.



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## Speaking engagements and events: sharing expertise to accelerate sustainable transition

Throughout the year, SYSTRA took part in numerous professional events to share its sustainability expertise and contribute to discussions led by sector partners.

### SIFER, LILLE

6. At the International Exhibition of Railway Technology, SYSTRA spoke at the conference "Sustainable design for optimised, high performance rail". Speakers presented methodologies and tools developed by SYSTRA to manage projects' environmental performance.

### GLOBAL RAIL EXHIBITION, ABU DHABI

7. SYSTRA showcased its innovative solutions, including ClimateViz, and led a talk on carbon tracking applied to transport systems, illustrating an integrated approach to sustainability across the entire project lifecycle.

### RENCONTRES DE L'INGÉNIERIE, SYNTEC INGÉNIERIE, PARIS

8. SYSTRA participated in two key sessions:

- "Climate challenge: how does engineering shape a low-carbon future?" highlighting the key role of engineering in decarbonisation and climate adaptation.
- "Is European engineering possible?" exploring European cooperation in the face of industrial and environmental challenges.

## Awards: international recognition of SYSTRA's expertise

In 2025, SYSTRA received numerous distinctions worldwide, honouring the technical excellence, innovation, and contributions of its teams to more sustainable infrastructure.

### UNITED KINGDOM

- John Connell Awards, Quiet Mark Built Environment Award for the modernisation of London Gatwick Airport station, recognising the project's environmental and acoustic quality.
- ITS UK Annual Awards, Better Integration through Technology for FUSION, a digital solution enabling more integrated and sustainable mobility journeys.

### COLOMBIA

- GRI Awards Infrastructure Andean for Bogotá Metro Line 2, recognising a collaborative approach serving sustainable urban mobility.

### MIDDLE EAST

- MEED Projects Awards, Mega Project of the Year for the Riyadh Metro, a landmark project for sustainable mobility for more than 8 million residents.

### SPAIN / CHILE

- Premios Potencia, Tunnels Award for the AVO1 project, sustainably improving Santiago's road infrastructure.

### ASIA

- MIPIM Asia Awards: Gold medals for BSD City, Tangerang (Indonesia), and the University of Hong Kong's Pokfield Campus, honouring projects integrating flows, mobility, and sustainability.



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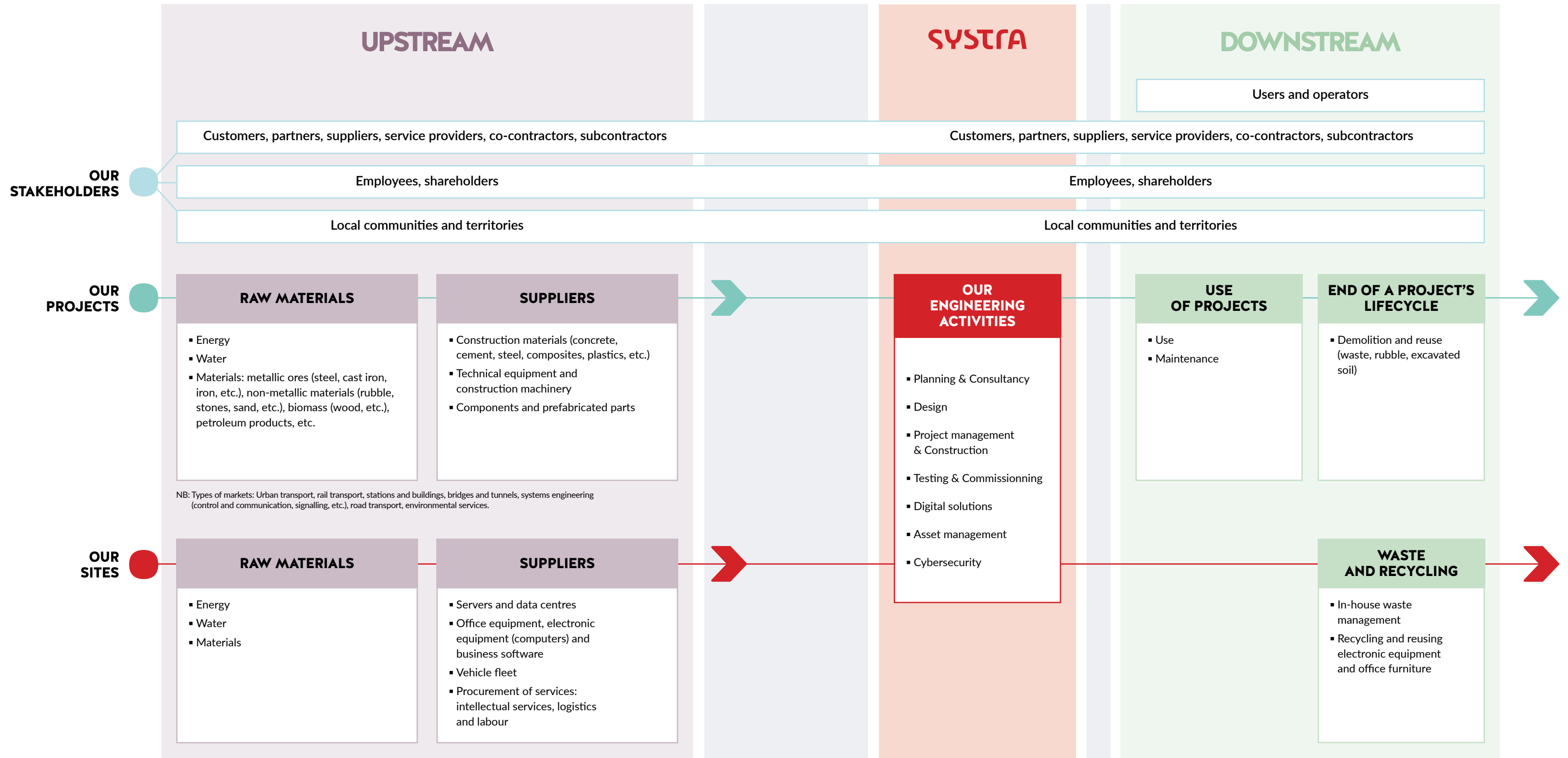
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# OUR VALUE CHAIN

SYSTRA stands out for its highly integrated value chain, which covers every stage of the design, development, and delivery of its solutions, and involves its stakeholders at each step of the process.



# STAKEHOLDERS' INTERESTS



We choose to recognise the environment as a full-fledged, intangible stakeholder, given the nature of our activities.

SYSTRA considers the interests and expectations of its stakeholders across the entire value chain when defining its overall strategy and sustainability roadmap. All stakeholders have been mapped into five categories, and engagement methods are governed by internal policies.

## GENERAL POLICY Updated in 2025



SYSTRA's General policy establishes a common framework aligning the Group's strategic vision with its operational requirements, guiding all entities toward sustainable performance, client satisfaction, risk management (including health, safety and security), technical excellence, and ethics, in support of safe and responsible

mobility projects. It embeds stakeholder management within the Group's governance and its management systems (quality, safety, sustainability, ethics).

## HEALTH, SAFETY AND SECURITY (3S) POLICY Updated in 2025



The 3S policy places health, safety, and security at the heart of strategy and operations, setting out principles and requirements to prevent accidents and harm, protect people and assets, and ensure continuous improvement in 3S performance across all projects and sites. Its top priority is risk prevention for employees and partners. It aims

to eliminate or reduce hazards at the source, anticipate risky situations, and foster a culture where every preventable incident is prevented. Training, awareness-raising, and structured communication with stakeholders ensure the adoption of 3S requirements across the entire value chain.

## BUSINESS ETHICS AND COMPLIANCE POLICY Updated in 2025



SYSTRA's Ethics policy defines the principles and rules governing the conduct of the Group's business and projects to ensure integrity, compliance, and responsibility: combating corruption and fraudulent practices, preventing conflicts of interest, complying with laws and standards (including competition and data protection), ensuring

transparency and traceability of decisions, respecting human rights and working conditions, exercising due diligence toward partners and suppliers, and implementing alert and control mechanisms to detect, prevent, and correct deviations.

## SUSTAINABILITY POLICY Published in 2025

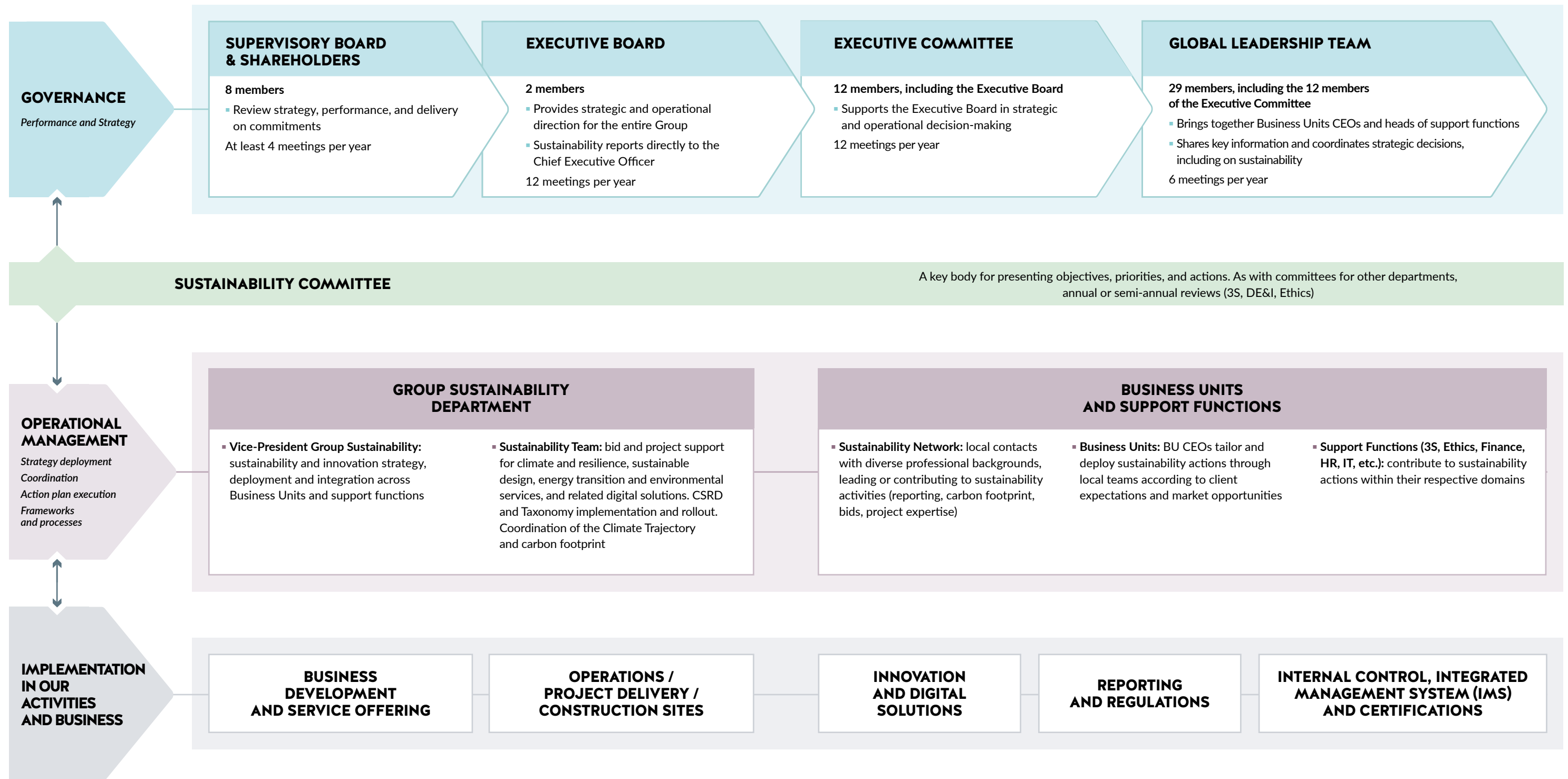


The Sustainability policy turns sustainability principles into an operational reference framework for the entire Group. It guides the way SYSTRA designs, plans, and delivers transport projects to actively contribute to ecological transition, aligning technical and strategic choices with climate objectives, resource preservation, and community

well-being. It includes consultation with clients, authorities, local residents, and partners to identify expectations, codevelop solutions, and ensure transparency on impacts and benefits. Sustainability follows a continuous improvement approach and transparent communication with stakeholders, supported by a dedicated committee and an annual publication of results and actions.

# OUR SUSTAINABILITY GOVERNANCE

Sustainability is steered in a coordinated manner by all the Group's governing bodies, which set the strategy and oversee its implementation. In 2025, a dedicated committee further strengthened this framework.



# OUR VALUE CREATION MODEL

For more than 65 years, SYSTRA has positioned itself as 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 RESOURCES

### Our human capital

- **11,892** employees: Europe **45%**, Asia and India **25%**, Middle East **7%**, Africa **5%**, Latin America **6%**, North America **4%**, Australia and New Zealand **8%**
- **+58%** growth in the workforce in the past 5 years
- **About 62%** of our employees between 30 and 49 years old
- **+110** nationalities
- **27%** share of women in the total workforce
- **91/100**: Gender equality index<sup>(1)</sup>

### 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

- **15** home countries accounting for **92%** of our total turnover
- Operational presence in **80 countries**
- **11** centres of expertise

### Our financial stability

- **€1,284.5 million** turnover in 2025 of which **41%** from rail or high-speed projects, **25%** from urban mobility projects, and **34%** from other types of projects
- An order book representing **14 months** of sales

(1) SYSTRA SA.  
(2) Engineering News-Record 2025.  
(3) Number of work-related accidents resulting in time off work, relative to the number of hours worked.  
(4) Scope: China and Taiwan excepted.

## OUR MISSION

### DESIGNING SAFE AND SUSTAINABLE TRANSPORT SOLUTIONS FOR THE BENEFIT OF COMMUNITIES

#### REFERENCE LEADER in mobility markets

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

**1 metro out of 2** in service worldwide designed by SYSTRA

**50%** of high-speed lines in service worldwide (outside of China)

**ENR<sup>(2)</sup> RANKING 2025**

**No. 2** in Mass Transit & Rail

**No. 3** in Bridges

**No. 6** in Transport

**No. 21** in International Design Firms

**+**  
Adjacent markets:

- Complex buildings
- Water
- Energy

## OUR POSITIVE IMPACT

### For our clients

Promoting innovative solutions for sustainable mobility

- **96%** of our clients would recommend SYSTRA
- **100%** of top management has reasserted its commitment to the Group's ethical principles
- **95%** of employees have received training on the anti-corruption code of conduct

▪ **Carbon footprint: 2.97 tCO<sub>2</sub>eq/employee** in 2025

▪ A target of a **10%** reduction in intensity for our carbon emissions by 2030

### For communities and territories

A long-term commitment to developing the territories in which we operate

▪ **About 500 million inhabitants**: population impacted by operational metro networks to which SYSTRA has contributed<sup>(4)</sup>

▪ **10,000** bridges to which SYSTRA has contributed since its creation, adding up to a total length of more than **1,500 kilometres**.

Participation in about **200** bridge projects per year

▪ **About 3,600 kilometres** of tunnels

### For our employees

Developing an inspirational, fair, and inclusive culture

▪ on average **9.5 hours** of training per employee<sup>(3)</sup> (scope: France, SA, UK & Ireland, India and Brazil)

▪ **0.7**: frequency rate of occupational accidents<sup>(3)</sup>

▪ **87%** of employees have followed the "9 Life-Saving Rules" training programme

### For the environment

Speed up work on aligning our Climate Trajectory with the Paris Agreement and the European CSRD directive

▪ **About 7,800** employees have followed the Climate Trajectory Programme (Cycle 1 - Awareness)

### For our shareholders

A trajectory towards 2030 supported by promising markets

▪ **8.5% EBIT** in 2025

### Services that tackle the CHALLENGES OF TOMORROW

- Planning & Consulting
- Design
- Project management and construction supervision
- Testing and commissioning
- Digital engineering
- Asset management
- Cybersecurity

Integrating sustainability in all our services

### The drivers of our DAILY ACTION

Our contribution to the UN Sustainable Development Goals



▪ 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, Ethics, Environment and Climate Trajectory, Diversity, Equity & Inclusion

# STEERING SUSTAINABLE PERFORMANCE

The sustainability momentum is firmly established within the Group. We are now entering a key phase: measuring the impact of our actions more precisely so that we can focus our efforts on the issues that matter most to SYSTRA, its clients, and its stakeholders. Beyond compliance, our ambition is to manage non-financial performance with the same level of rigour as financial performance, to inform action and accelerate progress.

To this end, we have structured a set of key performance indicators (ESG performance), integrated into our reporting and monitored at the Executive Committee level. These indicators are designed to objectify our trajectory, assess our sustainable performance, and support the Group's medium- and long-term strategy. Data quality and reliability are essential levers for decision-making and continuous improvement.

In 2025, SYSTRA conducted its first double materiality assessment to identify its material impacts, risks, and opportunities, in line with CSRD requirements. Led by the Sustainability Department, this approach is coordinated with existing work on risk management and duty of care, making these issues a lever for sustainable performance in support of the Group's growth.

This assessment covers contextual risks – climate and resources, talent attraction, expectations regarding health, safety and security, and transparency – as well as emerging risks linked to the evolution of our markets and the strengthening of technical requirements in our assignments. It also highlights the positive impacts of our activities and our contributions to territories and communities, serving tangible and measurable sustainability.

In 2025, the Group opted for a voluntary publication incorporating certain CSRD expectations, as part of a path toward increased maturity and the progressive structuring of our reporting.



**Arnaud Jeudy**

Chief Finance and  
Administration Officer

In 2025, SYSTRA took a structuring step in its sustainability trajectory by conducting its first double materiality assessment, in line with CSRD requirements. This exercise aims to identify the Group's material impacts, risks, and opportunities, strengthen the management of non-financial performance, and inform strategic decision making with a medium and long-term perspective. It builds on existing work in risk management and duty of care, while marking a step up in the maturity of the Group's sustainability reporting framework.

## DOUBLE MATERIALITY ASSESSMENT

The double materiality assessment is based on the CSRD standards and the delegated acts published in July 2023, as well as on EFRAG's "Materiality Assessment" methodological guidance published in May 2024. It was conducted at Group level, considering all entities and SYSTRA's main activities across the entire value chain. The results of the analysis were reviewed and approved by the Executive Board. This initial analysis was designed as an evolving exercise, to be updated regularly in order to incorporate significant developments likely to impact the results, such as acquisitions, business diversification, a broadened scope of consulted stakeholders, or regulatory changes.

### 1. Definition of impacts, risks and opportunities (IROs)

Impacts, risks and opportunities were identified based on the list of topics and sub-topics defined by the CSRD, using Table AR-16 of ESRs 1 as a reference. The topics relevant to SYSTRA were selected by drawing on existing internal documents – Sustainability Report, risk mapping, and duty of care analysis – as well as on a sectoral analysis conducted by Syntec Ingénierie in France. The selected sub-topics and associated IROs were reviewed and refined, then validated by a steering committee. For each IRO, time horizons were defined in accordance with CSRD criteria (short, medium and long term), along with the parts of the value chain concerned.

### 2. Pre-scoring of impacts, risks and opportunities

The identified impacts, risks and opportunities were subject to a pre-scoring in line with CSRD-defined criteria. This step made it possible to assess the magnitude and likelihood of risks and opportunities, as well as the magnitude, scope, remediability and likelihood of impacts. This pre-scoring, based on internal and external analyses and sectoral public data, served as the basis for subsequent discussions without being integrated into the final scoring.

### 3. Consultation of internal experts

For this first exercise, the scoring of impacts, risks and opportunities relied on consultation with internal Group stakeholders. Experts representing the diversity of SYSTRA's activities were mobilised, notably covering human resources, health, safety and security, international tenders, communication, legal, cybersecurity, risk management, ethics, and operational performance. The consultation took the form of interviews and thematic workshops aimed at adjusting the scoring and ensuring the completeness of the identified IROs.

### 4. Prioritisation by impact and financial perspectives

All collected data enabled an assessment of the materiality of impacts, risks and opportunities according to the two perspectives required by the CSRD: the impact perspective and the financial perspective. The methodology is based on a four-level rating scale, aligned with the Group risk mapping and the duty of care framework. This approach allows financial materiality and impact materiality to be assessed in a consistent and comparable manner.

### 5. Consolidation of results and identification of material issues

For this first exercise, a collective decision was made to set a materiality threshold to focus the reporting on the most significant challenges for SYSTRA. Material impacts, risks and opportunities were grouped by sub-topic and presented in the form of a matrix to facilitate readability and communication. The results were reviewed by the steering committee and then approved by the Executive Board. The conclusions of this analysis are incorporated into this transition report, which bridges the Non-Financial Performance Statement and the future Sustainability Report expected by 2027.

## GLOBAL VIEW OF OUR IMPACTS, RISKS AND OPPORTUNITIES (IROs)

### SOCIAL TOPICS

#### S1: OWN WORKFORCE

##### Working conditions (Secure employment and health and safety)

**Negative impact** Harm to the physical health of SYSTRA employees

**Risk** Harm to the physical health and safety of SYSTRA employees (site safety, work on live/operating systems, travel, premises below safety standards, safety in public spaces)

**Opportunity** Employment stability enabled by a buoyant sector and talent retention

##### Equal treatment and equal opportunities (Training and skills development and diversity)

**Risk** Mismatch between employees' skills, the projects undertaken, and market developments

**Opportunity** Diversity of employee profiles (origin, age, gender, disability, etc.) fostering creativity and innovation and enhancing employer branding

#### S2: WORKERS IN THE VALUE CHAIN

##### Health and safety

**Negative impact** Harm to the physical health of workers in the value chain

**Risk** Harm to the health and safety of workers in the value chain

##### Training and skills development

**Risk** Lack of training and skills across the value chain

#### S3: AFFECTED COMMUNITIES

##### Economic, social and cultural rights of communities

**Positive impact** Improved quality of life for communities living near transport infrastructure designed by SYSTRA (public transport, rail, etc.)

**Negative impact** Adequate housing: Displacement, expropriation and relocation of populations as part of projects

**Negative impact** Land-related impacts: Displacement, expropriation and relocation of populations for resource extraction, to the detriment of their well-being and quality of life, across the value chain of projects in which SYSTRA is involved

#### S4: CONSUMERS AND END-USERS

##### Access to products and services

**Positive impact** Activities/missions contributing to the development of territories and access to mobility for residents

**Opportunity** Activities/missions contributing to the development of territories and access to essential services for residents

### ENVIRONMENTAL TOPICS

#### E1: CLIMATE CHANGE

##### Climate change adaptation

**Negative impact** Harm to the health and safety of workers in the value chain and/or end users, and destruction of ecosystems due to projects not being adequately adapted to climate change

**Risk** SYSTRA's involvement in projects that do not sufficiently take into account climate change effects in planning, design, execution, or maintenance

**Opportunity** Development of technical solutions and service offerings that incorporate climate change adaptation

##### Climate change mitigation

**Negative impact** GHG emissions from projects in which SYSTRA is involved

**Positive impact** Avoided GHG emissions thanks to sustainable mobility projects designed by SYSTRA (modal shift)

**Opportunity** Supporting SYSTRA's clients in managing and reducing their carbon footprint (optimising the carbon footprint of materials transport, high environmental performance buildings, renewable energy, etc.)

##### Energy

**Negative impact** Energy consumption across the life cycle of projects in which SYSTRA is involved

**Positive impact** Avoided fossil fuel consumption thanks to energy transition projects designed by SYSTRA

**Risk** Project interruptions or lower demand for projects linked to energy price volatility and increases

**Opportunity** Supporting SYSTRA's clients in energy transition, through projects in new markets and through new services

#### E2: POLLUTION

##### Air pollution

**Positive impact** Avoided air pollution thanks to sustainable mobility projects designed by SYSTRA

#### E3: WATER AND MARINE RESOURCES

##### Water withdrawal and consumption

**Negative impact** Water withdrawals across the entire value chain of projects in which SYSTRA is involved

**Risk** SYSTRA's dependence on water withdrawals for its projects

#### E4: BIODIVERSITY AND ECOSYSTEMS

##### Direct drivers of biodiversity loss

**Negative impact** Land artificialisation for construction (past or future) in projects in which SYSTRA is involved

**Risk** Increasing complexity of projects and of obtaining environmental or urban planning permits in a context of stricter regulations limiting land take and soil sealing

**Impacts and dependencies on ecosystem services**

**Negative impact** Deterioration of ecosystem services by projects in which SYSTRA is involved, undermining project value and reducing its benefits

**Risk** Dependency of projects in which SYSTRA is involved on ecosystem services: provisioning, withdrawals, production (materials, drinking water, etc.), regulating services (climate regulation, erosion control, pest control, etc.), and cultural services (aesthetic benefits in the built environment)

**E5: RESOURCE USE AND CIRCULAR ECONOMY**

**Resources inflows, including resource use**

**Negative impact** ■ Overexploitation of mineral resources and rare earths for manufacturing components required for IT equipment production  
■ Consumption of finite resources for projects in which SYSTRA is involved

**Risk** Dependency of projects in which SYSTRA is involved on the supply of raw materials: increased costs and supply disruption risks

**Excavated materials and land**

**Negative impact** Generation of waste, spoil, and excavated land across the entire life cycle of projects

**Risk** Difficulty managing waste, excavated materials and land in the projects in which SYSTRA is involved (hazardous and non-hazardous waste)

**GOVERNANCE TOPICS**

**G1: BUSINESS CONDUCT**

**Corporate culture**

**Negative impact** Development of projects that go against sustainable development (social and environmental acceptability of projects)

**Risk** Insufficient or non-existent sustainability framework documents codifying the company's activities, which may lead to SYSTRA being excluded from or penalised in certain tenders

**Managing relationships with suppliers (including payment practices)**

**Risk** Non-compliance with signed contracts (including payment terms) with suppliers, service providers, or partners, which may result in SYSTRA being excluded from certain tenders

**Corruption and bribery**

**Risk** Acts of corruption internally or along the value chain

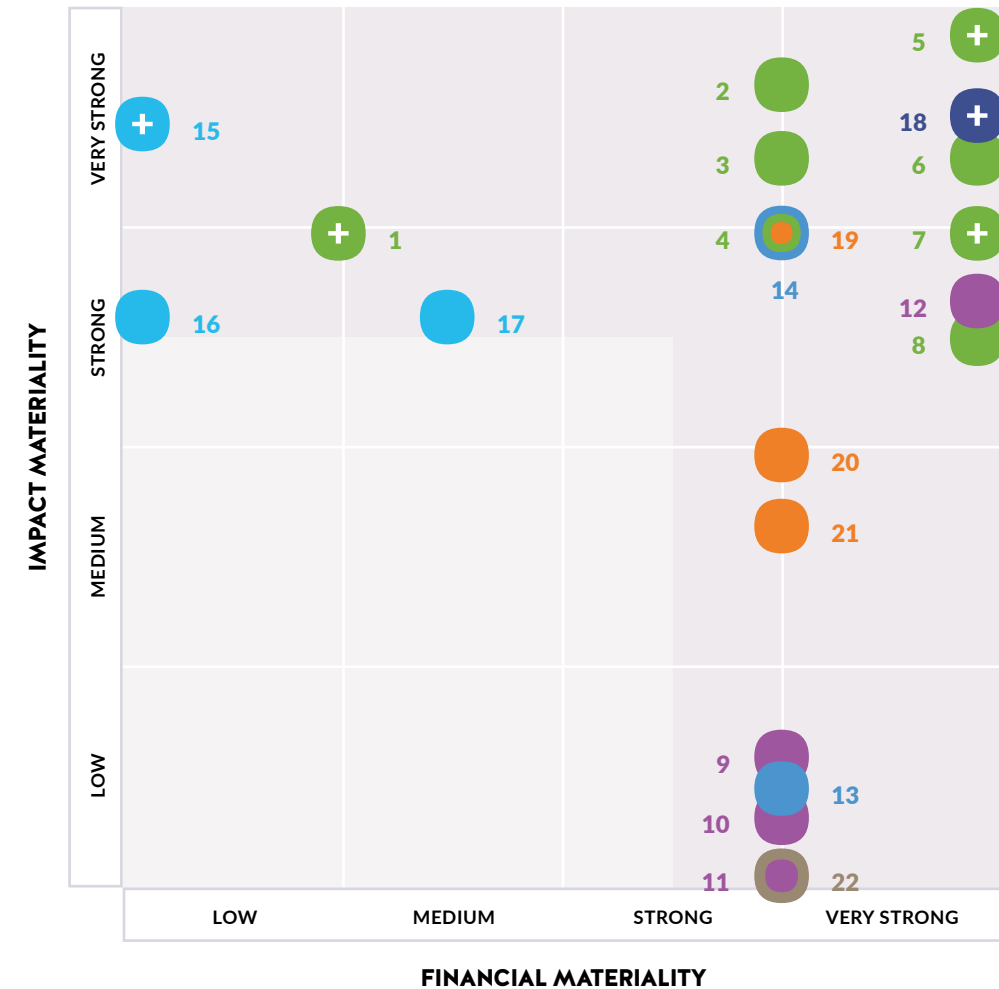
**Specific issue - Cybersecurity**

**Risk** Cyberattack leading to system paralysis and leakage of contract/project data

**LEGEND**

Impact materiality: Positive impact (green), Negative impact (blue)  
Financial materiality: Risk (orange), Opportunity (purple)

**RESULTS OF OUR DOUBLE MATERIALITY ASSESSMENT**



- E ENVIRONMENT**
    - 1 Air pollution (interior and exterior)
    - 2 Land-use changes
    - 3 Excavated materials and land
    - 4 Water Withdrawal and Consumption, Resources inflows, including resource use
    - 5 Climate change mitigation
    - 6 Impacts and dependencies on ecosystem services
    - 7 Energy
    - 8 Climate change adaptation
  - S1 OWN WORKFORCE**
    - 9 Training and skills development
    - 10 Diversity
    - 11 Secure employment
    - 12 Health and safety
  - S2 WORKERS IN THE VALUE CHAIN**
    - 13 Training and skills development
    - 14 Health and safety
  - S3 AFFECTED COMMUNITIES**
    - 15 Improved life conditions for the communities
    - 16 Adequate housing
    - 17 Land-related impacts
  - S4 CONSUMERS AND END USERS**
    - 18 Contribution to the development of territories and access to mobility
  - G1 GOVERNANCE**
    - 19 Corporate culture
    - 20 Corruption
    - 21 Managing relationships with suppliers (including payment practices)
  - A SPECIFIC ISSUES**
    - 22 Cybersecurity
- +** Includes a positive impact  
**-** Includes a negative impact  
**Text** Includes an opportunity



# Take action FOR THE CLIMATE AND THE ENVIRONMENT

1. Carbon footprint	P. 24
2. Climate change and decarbonisation	P. 26
3. Biodiversity – environment	P. 28
4. Sustainable design and circular economy	P. 30

# CARBON FOOTPRINT

[ESRS E1]

Far more than a simple compliance exercise, the carbon footprint underpins the Group's climate strategy and credibility. By quantifying emissions across scopes 1, 2, and 3, it makes it possible to identify the main emission sources, prioritise reduction levers, and align internal targets with the expectations of clients and funders. In 2025, SYSTRA continued to roll out its Climate Trajectory and strengthened the reliability, transparency, and appropriation of its carbon footprint at Group level.

## CHALLENGES, RISKS, AND OPPORTUNITIES

### Group-wide steering based on actual data

SYSTRA conducts an annual carbon footprint assessment across all three scopes for all its sites and employees. From the early years of its Climate Trajectory, the Group chose to rely as much as possible on actual data from its entities, in order to propose actions tailored to local contexts and to go beyond a simple accounting exercise. This approach also helps to empower teams and give meaning to emissions reduction actions. This methodology is a challenge for an international group operating in many countries. It requires progressively integrating entities into the process, supporting local teams as they build capabilities, and harmonising data collection methods. To this end, the Group relies on a shared platform deployed with our partner Tennaxia, which facilitates data traceability and consolidation. Emission factors are updated annually to reflect national energy mixes.

### Local issues driven by the emissions profile and operating contexts

As an engineering firm primarily focused on consulting activities, SYSTRA's emissions come mainly from scope 3, while scopes 1 and 2 account for a smaller share. The main emission sources include business travel, commuting, purchases of goods, services, furniture and IT equipment, energy, and digital uses. In this context, the Group's objective is to continue improving data reliability, involve all entities in the process, and deploy emission reduction action plans tailored to local specificities.

## GOVERNANCE AND POLICIES

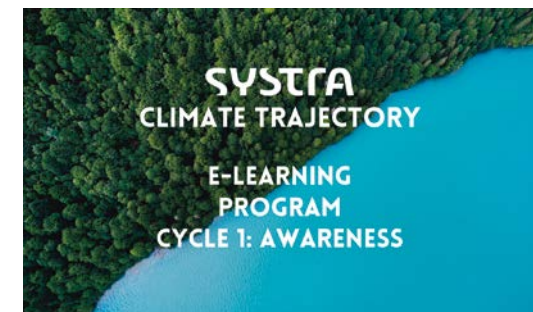
### Structured management of the Climate Trajectory

Integrated into the Sustainability policy, the emissions reduction trajectory and its progress are presented twice a year to the Sustainability Committee, under the sponsorship of the Executive Board. The results of the annual carbon footprint are audited by an independent third party as part of the Sustainability Report. Each Group entity conducts its own carbon footprint assessment, coordinated by local correspondents, in accordance with the GHG Protocol methodology. The data is consolidated at Group level by the Sustainability Department. At the end of each cycle, each entity develops an action plan to reduce its emissions, under the sponsorship of the local CEO or manager. These plans must align with the Group's trajectory and demonstrate each entity's contribution to the shared target. The results and actions are communicated to employees and integrated into Business Unit steering committees to ensure monitoring, alignment, and implementation.

## FLAGSHIP ACTIONS 2025

### Revisiting the Carbon Trajectory to align with Group growth

In 2025, in line with the evolution of its activities, SYSTRA revised its emissions reduction trajectory to align it with its growth strategy and its engineering role. This evolution builds on efforts undertaken in previous years and aims to better reflect the diverse realities of teams worldwide and the reduction levers that can be effectively mobilised. The trajectory is now expressed in intensity – tons of CO<sub>2</sub> per employee – with a reduction target of 10% by 2030, to make objectives clearer and more tangible for the teams. This evolution helps better account for local contexts and strengthens appropriation of reduction actions by every employee.



Nearly **7,800** employees completed the Climate Trajectory training in 2025

### PRIORITIES 2026

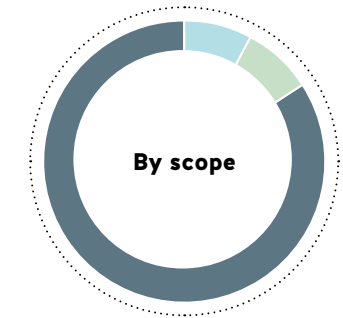
The Group will continue to gradually integrate its entities into the carbon footprint assessment process, enhance the reliability and traceability of data, and roll out action plans aligned with the Group's trajectory in order to achieve the carbon intensity reduction target by 2030.

➔ For more information, please refer to the methodological note on page 63.

**35,286**  
tCO<sub>2</sub>eq for our 11,892 employees in 2025

**2.97**  
tCO<sub>2</sub>eq on average per employee in 2025

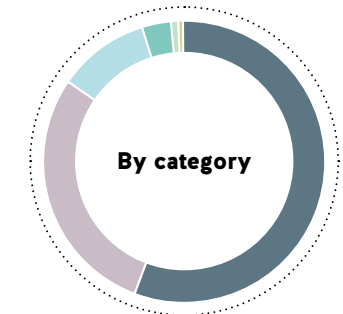
EMISSIONS BREAKDOWN 2025  
(35,286 tCO<sub>2</sub>eq)



8.0%  
Scope 1:  
2,833 tCO<sub>2</sub>eq

8.1%  
Scope 2:  
2,866 tCO<sub>2</sub>eq

83.9%  
Scope 3:  
29,588 tCO<sub>2</sub>eq



56.0%  
Business travel and commuting:  
19,776 tCO<sub>2</sub>eq

28.9%  
Purchases of goods and services:  
10,204 tCO<sub>2</sub>eq

10.5%  
Building energy:  
3,695 tCO<sub>2</sub>eq

3.4%  
Capital goods purchases:  
1,201 tCO<sub>2</sub>eq

0.7%  
Waste:  
250 tCO<sub>2</sub>eq

0.5%  
Other emissions, including fugitive emissions:  
161 tCO<sub>2</sub>eq

2030 COMMITMENT FOR CLIMATE TRAJECTORY

**-10%**

reduction in intensity for carbon emissions per employee

# CLIMATE CHANGE AND DECARBONISATION

[ESRS E1]

**The Group's ability to support its clients in decarbonising transport and driving their energy transition is a central pillar of its activities. SYSTRA promotes energy sobriety and efficiency, system electrification, and the integration of renewable energy. In 2025, in a context of increasing demands for sobriety and resilience, this approach relies more than ever on its engineering expertise – mobilised from the earliest stages and across the entire project lifecycle – to bring together emissions mitigation and adaptation to climate change.**

## CHALLENGES, RISKS, AND OPPORTUNITIES

### Addressing the intensification of climate risks

The key challenge for SYSTRA lies in integrating, from design through to operation, both physical and transition climate risks that may affect the performance, costs, timelines, and availability of infrastructure. Extreme events – high water levels, floods, heatwaves, cold spells, high winds, or landslides – can affect all components of a transport system: platforms, tunnels, engineering structures, power supply and control systems, depots, and stations, with consequences for structures, materials (corrosion, expansion), equipment (cooling, ventilation), operations (speed restrictions, breakdowns, outages), as well as construction timelines. Water management is also a major issue for infrastructure durability.

From the early stages, SYSTRA conducts multi-hazard climate risk and vulnerability assessments based on IPCC projections and regional data. These inputs are integrated to enable clients to anticipate investments and choose sound adaptation and mitigation strategies. Group teams embed these climate inputs into their core disciplines to propose resilient infrastructure and buildings.

In parallel, the pursuit of energy sobriety reinforces the deployment of technical solutions geared toward climate and performance. The surroundings of transport systems – stations, terminals, and technical buildings – integrate depaving, cool islands, natural ventilation, shading, and greening. Stations are designed as “climate hubs”, limiting active energy needs and improving user comfort.

## GOVERNANCE AND POLICIES

The integration of climate issues into projects is enshrined in the Group's Sustainability policy. SYSTRA offers a dedicated range of services to support clients in decarbonising and adapting their infrastructure. Teams draw on in-house digital solutions (Carbontracker, Climateplus, ClimateViz, and TESS) and on lessons learned and references shared within the Innovation Gallery and the “Écothèque”. This digital library compiles sustainable solutions and best practices applied across projects. Awareness and training initiatives help foster a shared culture around climate challenges.

## FLAGSHIP ACTIONS 2025

### Strengthening a Group-wide climate culture

In 2025, SYSTRA consolidated a common foundation of climate knowledge across teams. Launched in 2024 in eight languages, in partnership with AXA Climate School, this awareness programme was scaled up with strong involvement from local sustainability correspondents, support from Human Resources, and management sponsorship. The objective is to ensure every employee understands the challenges of climate change, regardless of their location, so that each person can act at their level and better engage with the Group's clients and partners. Nearly 7,800 employees have already completed the first training cycle.

### Deploying decarbonisation and resilience strategies in projects

Decarbonisation and adaptation strategies have been tailored by different disciplines and countries.

In India, building on a strategy launched in 2024, teams shared progress and next steps to promote decarbonisation within their assigned projects. They developed the “Actions for carbon reduction & sustainable design” programme, involving nearly 400 people. Based on the systematic deployment of the Carbontracker solution in design projects and a well-structured local network of discipline correspondents, this initiative sets annual carbon-reduction targets at the project level and ensures their monitoring.

In France, in order to better anticipate client needs, teams organised a collaborative workshop to illustrate how climate issues translate into engineering disciplines. Drawn from various fields (architecture, civil engineering, environment, systems), employees worked on real tenders for high-speed rail and tramway projects. This practical exercise helped them strengthen their ability to anticipate the effects of climate change and reduce infrastructure vulnerability from the design stage onward.

### Promoting the ClimateViz digital solution

In 2025, the Group developed ClimateViz, a web application that combines historical data and scenarios to identify vulnerabilities in a transport system and prioritise the most relevant adaptation measures.

With climate change, historical data alone are no longer sufficient to anticipate future climatic conditions, where extreme events are becoming more intense and more frequent. Infrastructure is already under threat, and the annual costs associated with such hazards are expected to rise significantly. It is therefore essential to cross-reference historical data with future climate projections and asset sensitivity to identify infrastructure vulnerabilities. Adaptation requires striking the right balance between investing in resilient design, avoiding future damage, and maintaining service performance.

ClimateViz was developed to visualise and analyse the vulnerability of project assets to climate hazards and to prioritise adaptation measures. It informs decision-making from feasibility and preliminary design phases by identifying the most exposed assets, mapping points of fragility, and assessing the evolution of long-term risks.

### PRIORITIES FOR 2026

SYSTRA will continue to roll out low-carbon and resilient engineering solutions, strengthen the integration of climate considerations into projects, and expand training programmes across the Group.



### CANADA: ALTO PROJECT, A FULLY INTEGRATED CLIMATE STRATEGY IN AN EXCEPTIONAL PROJECT

Within the Cadence consortium, SYSTRA is contributing to the design and leading the climate strategy for the Alto rail project. The teams are deploying an integrated approach that combines vulnerability analyses, sustainable design principles, and adaptation measures to ensure long-term performance and resilience of the infrastructure.

Alto is Canada's first high-speed rail project – up to 300 km/h. By 2040-2050, it will connect the Toronto-Quebec corridor – nearly 1,000 kilometres – in 4h30 instead of 8h40 today, benefiting millions of Canadians. The project is expected to generate around 51,000 jobs and contribute to reducing greenhouse gas emissions across the corridor.

From design through construction and into operation, Alto incorporates stringent requirements for climate resilience. The first step is to anticipate future climatic conditions. To this end, SYSTRA leverages the Climateplus solution, which produces forward-looking maps of climate indicators and calculates climate change coefficients.

The second step is a detailed assessment of infrastructure vulnerability, a prerequisite for developing a robust adaptation plan. The ClimateViz solution will be deployed to visualise points of vulnerability and monitor their evolution over time.

The methodology complies with current regulations, Canadian and international standards, and Canada's reference protocol, the Public Infrastructure Engineering Vulnerability Committee. This is the first time a mechanism of such scale has been applied to a nearly 1,000-kilometre flagship project set to play a key role in the development of sustainable mobility in Canada.

# BIODIVERSITY – ENVIRONMENT

[ESRS E2, E3 AND E4]

**SYSTRA works on infrastructure projects that have the potential to significantly impact natural environments, the climate, and quality of life. In this context, the systematic integration of environmental considerations is an essential lever for performance, resilience, and social acceptability. The Group's ambition is twofold: to contribute to the ecological transition of the mobility sector while ensuring the technical, economic, and social viability of projects.**

## CHALLENGES, RISKS, AND OPPORTUNITIES

### Preserving biodiversity and the ecosystem

Biodiversity loss is accelerating due to habitat fragmentation, land artificialisation, pollution, and climate change. Transport infrastructure, through its use of land and its operations impact, can intensify these pressures or, on the contrary, help mitigate them. As an engineering firm, SYSTRA is involved from the design phase through the construction phase to preserve and enhance ecosystems. The Group integrates biodiversity conservation strategies into its projects, drawing on specialised expertise and environmental management systems, notably environmental management plans.

“No net loss” and “net gain” approaches are deployed to maintain – or even improve – biodiversity conditions before and after projects. The Avoid, Reduce, Compensate (ARC) hierarchy is also applied to limit impacts on natural habitats and ecosystem fragmentation. The robustness of studies (surveys, modelling, connectivity analyses) and the traceability of environmental measures have become decisive factors for securing permits and ensuring the legal compliance of projects.

Avoiding sensitive areas, reducing land take, and implementing ecological continuity measures (wildlife crossings, or hydraulic transparency) are now regulatory prerequisites in many of the countries where SYSTRA operates. During construction, ecological planning, low-nuisance methods, land and water management, as well as team training significantly reduce impacts and risks of direct destruction, disturbance, and pollution.

### Managing water-related challenges

In designing its projects, the Group faces several challenges, notably the appropriate management of stormwater and the prevention of impacts on the hydrological cycle – both essential to preserve water quality and ensure infrastructure resilience. Soil sealing increases runoff, overloads existing networks, and heightens flood risks, especially as rainfall intensifies with climate change. Increased stormwater runoff can also lead to soil and water pollution, stream erosion, water warming, and impacts on aquatic biodiversity. Infrastructure design must therefore be based on a precise analysis of the hydrogeological context, soil quality (notably infiltration capacity), the sensitivity of surface and underground water resources, and the local regulatory framework.

### Improving air quality over the long term

Rail, public transport, and active mobility projects in which SYSTRA is involved contribute to the long-term reduction of air pollution. The overall impact of the Group's projects is positive. More specifically, during construction, temporary nuisances that affect air quality may arise. These are anticipated at the design stage and integrated into environmental management plans, with appropriate monitoring and mitigation measures. Across all environmental issues, stakeholder consultation and dialogue around a project help improve acceptability and enable the co-design of avoidance, reduction, and compensation measures that are relevant, proportionate, and monitored over time.

## GOVERNANCE AND POLICIES

### Managing environmental performance across the entire lifecycle

Reducing environmental impacts is embedded in SYSTRA's Sustainability policy and identified as a non-negotiable to be considered in all projects. Upstream, environmental criteria guide the comparison of design options. During design, objectives are translated into measurable specifications, test plans, and procurement requirements. Modelling tools – BIM, hydrology, life cycle assessment, or environmental twins – make it possible to simulate scenarios, optimise technical choices, and objectify decisions. Before construction, environmental management plans specify measures, controls, and responsibilities.

During operations, performance and compliance indicators ensure the monitoring of commitments and continuous improvement. Environmental issues thus form structuring elements of project performance and acceptability.

## FLAGSHIP ACTIONS 2025

### Managing environmental performance with GAYA

SYSTRA France has developed GAYA, a solution for measuring and managing the environmental performance of infrastructure and development projects across their entire lifecycle. A comprehensive project management tool, GAYA demonstrates that the environment is no longer a secondary concern, but a key success factor. The solution integrates environmental considerations – impacts on fauna and flora, visual or noise nuisances – at a very early stage to quantify their effects and guide technical choices. An intuitive dashboard provides continuous monitoring of indicators and supports decision-making while ensuring risk control. The solution is already being deployed on several projects in France, including the Chambéry Metropolitan Regional Express Service (SERM).



### “NO NET LOSS” PRINCIPLE ON A RAIL PROJECT

The “No Net Loss” principle has become a prerequisite for obtaining building permits: each rail infrastructure project must demonstrate no net loss for biodiversity. To this end, a baseline assessment is carried out before the project starts, with precise observation and quantification of each area within the study perimeter using a codified scoring system, in order to compare the end-state to the baseline. At their client's request, SYSTRA Sweden applied this methodology to the project to double rail capacity on the Krylbo-Dalslund link, northwest of Stockholm. The lessons learned were presented on International Day for Biological Diversity during a Group webinar to raise team awareness of biodiversity protection issues.



### PERU: ENSURING ACCESS TO DRINKING WATER IN LIMA

Access to drinking water is a key issue for the development of Peruvian provinces. In this context, SYSTRA Subterra teams are conducting studies, on behalf of Sedapal – the Peruvian public water authority for the capital, Lima – for a roughly 15-kilometre water supply tunnel crossing the La Viuda mountain range, which will improve the drinking water supply for Lima's northern districts using water from the Chillón River.

# SUSTAINABLE DESIGN AND CIRCULAR ECONOMY

[ESRS E5]

**Choosing sustainable design reflects SYSTRA's commitments to climate, biodiversity, and resource optimisation. By mobilising all disciplines and assessment tools for carbon, energy, water, and circularity, it aligns projects with client objectives and public policies. This approach integrates measurable criteria from the design stage to reduce emissions, optimise resources, and strengthen asset resilience, while ensuring safety and quality of service.**

## CHALLENGES, RISKS, AND OPPORTUNITIES

### Mainstreaming the circular approach

Sustainable design spans all the Group's areas of expertise. It aims to reduce environmental impacts and enhance positive effects on sustainability by balancing transport system performance, cost control, and return on investment along the entire lifecycle. It is based on an integrated, collaborative approach that mobilises disciplines at every project stage around shared sustainability objectives. The challenge is to strike a balance between environmental impacts, costs, and performance to guarantee the required level of service.

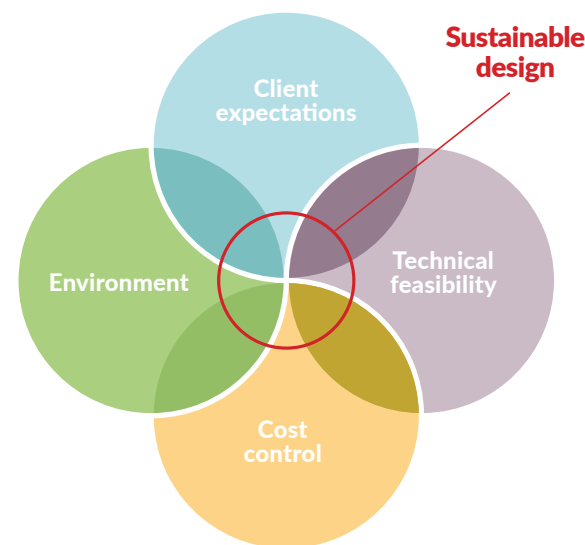
Amid rising raw material costs, resource management is becoming a key lever. At SYSTRA, it is embedded from the design phase to combine efficiency, circularity, and traceability. Geometry optimisation, hybrid structures, lighter platforms, and prefabrication reduce volumes, while low-carbon concrete and recycled materials offer durable alternatives. Teams draw on the "Écothèque", an internal digital library cataloguing implemented sustainable design solutions. These examples, combined with experience-sharing organised within Business Units and across the Group, facilitate the spread and replicability of proven solutions.

## GOVERNANCE AND POLICIES

### Rolling out a common framework for sustainable design

Sustainable design, at the heart of the Group's engineering know-how, is integrated into the commitments of its Sustainability policy. It contributes to project resilience, the deployment of adaptation and mitigation solutions, as well as decarbonisation and energy sufficiency. Implementation relies on a dedicated internal framework that summarises international certification standards and engineering best practices. This framework provides a common reference across the Group and supports performance monitoring and team awareness. It is structured around four themes: resource management efficiency, climate change mitigation and adaptation, natural environment preservation, and quality of life enhancement. Dedicated training programmes facilitate its adoption and application.

To support this approach, SYSTRA is deploying evaluation and optimisation tools, including the internal digital solution Carbontracker, which measures, visualises, and optimises carbon emissions in real time during design phases.



## FLAGSHIP ACTIONS 2025

In the context of the cultural transformation initiated several years ago, 2025 was marked by numerous initiatives to embed the sustainable design approach across specialties and geographies. These initiatives help share best practices and provide a more nuanced understanding of how to implement sustainable design on projects. They come from both local sustainability correspondents and technical teams from different disciplines.

### Environmental certifications as a performance lever for our projects

In Dubai, the teams produced an educational video explaining how to integrate environmental certifications such as LEED or BREEAM into projects. Made available to the entire Group, it raises awareness among employees about the requirements of these frameworks and their role in overall project performance.

Increasingly required by clients worldwide, environmental certifications are a genuine performance lever. They provide independent proof of a project's environmental quality and international recognition. Certification is embedded in project management from the earliest study phases. It relies on collective work that mobilises all disciplines – engineers, architects, planners, and project managers – beyond the dedicated environment and sustainability teams.

### Creating tools dedicated to resource management

The Bridges & Tunnels teams based in France and Dubai, with support from an environmental expert based in Canada, have developed an e-learning module on sustainable resources in infrastructure. Intended for project managers, engineers, and production teams, this training module enables staff to adopt the approach and apply sustainable design solutions every day, on every project. It draws on international case studies to illustrate environmental impacts, strategies to reduce resource consumption, and ways to integrate sustainability throughout the lifecycle.



### CONTRIBUTING TO THE WHITE PAPER "SUSTAINABLE DESIGN, THE SIGNATURE OF ENGINEERING"

SYSTRA contributed to the white paper published by Syntec Ingénierie as part of the roadmap "Another World Is Achievable".

The result of collective work enriched by feedback from member companies across varied sectors (buildings, infrastructure, energy, industry, mobility, environment, etc.), this document presents a shared vision of sustainable design practices, analyses the systemic issues it addresses, showcases the profession's contributions, and offers operational benchmarks for integrating sustainable design into all project phases.

### UNITED KINGDOM & IRELAND: CARBON MANAGEMENT CERTIFICATION

SYSTRA UK & Ireland obtained PAS 2080 certification, the benchmark standard for carbon management in infrastructure projects. This recognition attests to the teams' ability to integrate carbon management throughout the project lifecycle, set realistic and effective emissions-reduction targets, establish and track robust indicators to quantify those emissions, and ensure transparent reporting. The certification confirms SYSTRA's proactive approach and leadership in embedding carbon management across all activities, while harmonising practices, strengthening governance, improving project performance, and consolidating its market reputation.



### ITALY: TURNING WASTE INTO VALUE

SYSTRA Italy is conducting the technical and economic feasibility studies and the geological study for two waste-to-energy plants in Sicily, near Palermo and Catania. These facilities aim to generate electricity from waste, contributing to resource management and the region's energy transition. Ultimately, with these two units, Sicily will be able to process 300,000 tonnes of waste per year, capable of generating up to 50 MW of power, for an annual electricity production of 200,000 MWh.



# Commit TO COMMUNITIES AND TERRITORIES

# SOCIAL IMPACT AND COMMUNITIES

[ESRS S3]

The mobility projects led by SYSTRA transform territories and have a positive impact on the daily lives of millions of people worldwide. SYSTRA's teams design accessible, sustainable infrastructure by integrating social issues and community expectations from the earliest stages and throughout project delivery, thanks to continuous dialogue with stakeholders. Being useful to communities and territories is the driving force behind the Group's and its employees' commitment, as they put their engineering expertise at the service of all. This dynamic is amplified by solidarity and volunteer initiatives carried out locally around the world.

## CHALLENGES, RISKS, AND OPPORTUNITIES

### Managing the impact of infrastructure projects

The Group's mission is closely tied to the positive impacts of the infrastructure projects it helps deliver. By facilitating mobility and access to essential services, and by improving accessibility, safety, and economic opportunities, these projects support and transform the lives of local communities and the development of territories. Leveraging its engineering expertise, the Group seeks at every stage of its projects to maximise this positive impact and to measure it wherever possible.

At the same time, infrastructure projects can also affect ecosystems, trigger land-use changes, increase resource needs, or, in some cases, lead to relocations that affect local communities.

### Designing responsible and accepted projects

Social and environmental acceptability is a key priority for SYSTRA: the goal is to design projects that are useful, understood, and supported by stakeholders, in order to prevent potential controversies. From design to construction and on to operation, teams provide solutions adapted to local economic, social, and cultural contexts. The aim is to strike a balance between socioeconomic benefits, environmental impacts, and community expectations, with a view to project durability as well as schedule and cost control. This also helps protect the company's reputation, built over the years on a foundation of shared values.

In some countries, clients expect additional proposals to further strengthen positive impacts beyond the strict perimeter of the infrastructure. This is why the Group includes pragmatic community-oriented actions in its tender responses, together with implementation and monitoring arrangements throughout the project. This approach requires defining adapted governance mechanisms and relevant indicators, including for social dimensions where assessment remains partly qualitative.

## GOVERNANCE AND POLICIES

At the heart of SYSTRA's DNA lies its commitment to designing transport solutions that enhance territorial attractiveness, economic development, and service coverage, while improving quality of life through better access to essential services. This mission is reaffirmed in the Group's overall policy and expressed in its Sustainability policy. The Group also encourages employee involvement in significant positive impact projects and solidarity initiatives.

### Group-level governance of projects' social impact

Social impact management begins at the bidding stage, with risk analyses that integrate environmental and social dimensions. These analyses help identify major issues and define appropriate measures at both project and territorial levels, while showcasing SYSTRA's sustainability expertise.

Project social and environmental acceptability is the subject of specific analyses. This approach – seeking the best balance between expectations and impacts – continues through planning and design, in line with client requirements and local regulations, to ensure effective consideration of social and environmental issues across the project lifecycle.

The Group also relies on mechanisms for continuous stakeholder engagement with communities. In France in particular, a dedicated team coordinates these efforts and supports projects to enhance their social acceptability.

### Deploying methods to assess the social value of projects

SYSTRA develops and uses analytical tools to measure the social, environmental, and economic impacts of infrastructure. These methods are especially in demand in countries where social value is a criterion for awarding public contracts. In the United Kingdom, where 10% to 25% of bid evaluation may rest on this criterion, two studies were conducted on the Tyne & Wear Metro to quantify the effects of stations and travel assistance measures.

In addition, the Group conducts socioeconomic evaluations in line with local regulations. These studies – distinct from social impact assessments – analyse territorial needs, define project objectives, and compare options against those objectives. They aim to inform public decision-making by assessing the project's overall contribution to territorial development.

## FLAGSHIP ACTIONS 2025

### TUNISIA: Cutting travel time by a factor of four

The inauguration of Line D of the Tunis Rapid Rail Network in early 2025 illustrates the immediate impact of infrastructure on daily life. The journey between downtown Tunis and Gobâa now takes 15 minutes, compared with an hour or more by bus previously. With more than 10,000 riders on day one, this new connection helps decongest the capital and reduce transport-related emissions. SYSTRA's teams provided full project management for the scheme.

### FRANCE: Expanding active mobility in Brittany

The cycling link project between Saint-Malo and Dinard via the Rance dam showcases a commitment to active mobility. The six year technical project management assistance assignment entrusted to the consortium led by SYSTRA supports a strong territorial ambition for ecological transition.

ENR 2025  
Rankings<sup>(1)</sup>

#2

Mass Transit & Rail

#3

Bridges

#6

Transportation

#21

Top 225 International Design Firms

#42

Top 150 Global Design Firms

Nearly **500 million** people are positively impacted by metro networks in operation to which SYSTRA has contributed

More than **150** contracts on urban rail lines in which SYSTRA participated worldwide in 2025

More than **50** High Speed Rail contracts in which SYSTRA participated worldwide in 2025

(1) Engineering News Record 2025 Rankings, based on 2024 turnover.

**NORWAY: Safer, shorter national connections**

Designed by SYSTRA teams, the 12.4-kilometre Røldal tunnel – the country's third longest road tunnel – will shorten the E134 highway by 6.4 kilometres and significantly reduce travel times between eastern and western Norway. Beyond time savings, the project improves user safety and eases freight transport, contributing to national economic resilience.



**INDIA: Transforming major stations to support growth**

SYSTRA is supporting the modernisation of three of India's main stations – New Delhi, Mumbai, Ahmedabad – to meet rapidly growing mobility needs. In New Delhi, commissioned by the Rail Land Development Authority (RLDA) in a consortium with Mace, SYSTRA is overseeing the complete redevelopment of the central station, which handles nearly 500,000 passengers per day. The project enhances intermodality and flow efficiency through new parking facilities, pedestrian bridges to neighbourhoods and buses, a reconfigured road network, and a hall dedicated to airport transfers.

**BRAZIL: Connecting 11 municipalities and 15 million residents**

In São Paulo, TIC Eixo Norte is the country's first medium speed rail. At 101 kilometres long, reaching 140 km/h and accommodating up to 860 passengers per trip, it will link major hubs in around 64 minutes. With 21 stations and direct benefits for 11 municipalities, the project helps structure regional mobility across a territory of 15 million inhabitants. SYSTRA Brazil is developing the entire system and is also supporting the modernisation of Line 7 as well as the new Água Branca station, contributing to the overall transformation of the network.

**EGYPT: Building regional mobility for over 5 million inhabitants**

Between Alexandria and Aboukir, the conversion of a historic rail line into a high-frequency regional metro aims to meet the needs of a fast-growing agglomeration. The objective is to offer faster, safer, higher capacity service benefiting more than 5 million people. The mission entrusted to SYSTRA Egypt covers technical, economic, financial, and environmental studies, as well as a separate assessment of social, health, and safety impacts. This integrated approach is essential to securing international financing and ensures the project's long-term viability.

**SAUDI ARABIA: Anticipating major demographic and tourism growth**

Mecca could reach 3 million inhabitants by 2030 and host up to 30 million visitors per year. The framework agreement signed in a joint venture by SYSTRA with the Royal Commission for Makkah City aims to modernise and secure mobility to accommodate this growth. The challenge is to anticipate future needs while ensuring smooth and safe travel in a high-density context.



**AUSTRALIA: Sustainably connecting Greater Melbourne**

The commissioning in November 2025 of a new section of Melbourne Metro marks a key milestone for the metropolitan area. Five new stations directly serve the central business district and significantly reduce travel times. Thanks to two 9-kilometre tunnels, the East and West branches are now interconnected, offering fast, reliable access to the city centre and its multimodal interchange hubs. Mobilising SYSTRA ANZ and BG&E teams, the project strengthens metropolitan cohesion and supports the growth of an urban area of more than 5 million inhabitants.



**VIETNAM: Easing congestion in Ho Chi Minh City**

SYSTRA contributed to the construction of Ho Chi Minh City Metro Line 1, inaugurated in 2025. At 19.7 kilometres with 14 stations, it provides a structural response to urban congestion and polluting emissions. This new project reaffirms the Group's continuous involvement in Vietnam for more than 30 years and its sustained commitment to transforming urban mobility.

**DENMARK: Designing bridges that serve communities and biodiversity**

In Denmark, SYSTRA was selected as part of a consulting engineering consortium to design 18 road bridges north of the Limfjord, including 9 primarily dedicated to wildlife crossings. Part of the national Infrastructure Plan 2035, the assignment is being carried out for the Danish Road Authority (Vejdirektoratet). It aims to strengthen connectivity between the island of Vendsyssel-Thy and the rest of North Jutland while integrating strong biodiversity preservation objectives.

**ITALY: Halving travel time between Naples and Bari**

SYSTRA is contributing to the 145-kilometre double-track Naples-Bari high speed line, which will include 9 tunnels, 25 viaducts, and 16 new stations. Once in service, travel time will drop from 4 hours to 2. Part of the "High Speed / High Capacity" programme and connected to the Trans European Transport Network (TEN-T), this infrastructure will strengthen the integration of southern Italy and improve access to the Campania and Apulia regions.

**PRIORITIES FOR 2026**

In 2026, the Group will continue to systematically integrate social considerations into its projects, strengthen mechanisms for consultation with local communities, and develop its evaluation tools in order to measure more accurately the social value created for local areas. The commitment to social initiatives will be maintained and expanded. New projects will be launched, with an expansion of the partner network and a broader presence in new geographical areas, thereby consolidating the local roots and global impact of the actions undertaken.

**AUSTRALIA: VOLUNTEERS MOBILISED THROUGHOUT THE YEAR**

In Australia, teams took part in National Volunteer Week 2025 through several local actions. In Melbourne and Sydney, employees supported RSPCA Australia in its animal protection missions. In Brisbane, they prepared hundreds of meals with the Fare Share association. In Perth, a day of volunteering at City Farm contributed to the operation of a nonprofit urban farm and raised awareness of sustainable lifestyles.

**BRAZIL: COLLECTIVE MOBILISATION FOR A SOCIAL CAUSE**

On 15 November 2025, SYSTRA Brazil employees, joined by their families, took part in the "SYSTRA For A Cause" event. Organised in partnership with Abratop (the Brazilian Association for Olympic and Paralympic Triathlon), this solidarity initiative supported the development of inclusive sports and strengthened ties between the company and civil society.



**RWANDA: AN INTERNATIONAL TEAM OF VOLUNTEERS TO MAKE TRAVEL SAFER**

In 2025, the Group mobilised an international team of ten volunteers to work alongside the NGO Bridges to Prosperity (now Fika) to build the Kabira Bridge in Rwanda. This pedestrian bridge secures crossings in an area regularly exposed to flooding, where the nearest roads are more than thirty minutes' walk away. More than 1,330 children can now reach school safely every day, and nearly 3,600 residents have easier access to health centres and local markets. Beyond the structure itself, the initiative helps strengthen the resilience of rural communities and supports their economic and social development.

**PHILIPPINES: A DAY OF VOLUNTEERING FOR SYSTRA PHILIPPINES' 30TH ANNIVERSARY**

To mark its 30th anniversary, SYSTRA Philippines organised a volunteer day in Agoncillo, in the province of Batangas. In partnership with the NGO Gawad Kalinga, which fights poverty and substandard housing, around a hundred employees helped build homes, renovate buildings, and clean up the coastline.



# Build WITH OUR EMPLOYEES

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# HEALTH, SAFETY AND SECURITY (3S)

[ESRS S1 AND S2]

**Health, Safety, and Security (Santé, Sécurité et Sureté, 3S) are an absolute priority, a core part of SYSTRA's identity, and a central lever of operational excellence. In 2025, the Group continued to raise the maturity of its processes, with increasingly rigorous supervision on worksites, heightened vigilance around travel security in a complex and evolving geopolitical context and strengthened management of technical risks.**

## CHALLENGES, RISKS, AND OPPORTUNITIES

The Group's activities take place in highly diverse international environments – offices, construction sites, and operational systems. Exposure to varied contractual, regulatory, cultural, health, and security contexts presents a major challenge for employees, partners, and the company.

### Occupational health, safety, and security risks

Design, supervision, and construction activities expose our teams and partners to a range of occupational hazards: falls from height, impacts and crushing, electrical risks, vibrations, and noise. In addition to these physical risks, there are psychosocial factors linked to the pressure of meeting project deadlines and milestones, multi-partner project complexity, and work in multicultural or sensitive contexts. Their combination can increase the likelihood of accidents, health issues, and absenteeism, with significant human, legal, and economic consequences.

These risks are amplified by the very nature of our assignments. Work on live networks, in dense urban settings, in constrained environments – such as tunnels or industrial zones – or in extreme climates, complicates the deployment of collective protections and access control. Internationally, the diversity of regulatory and security frameworks also requires constant adaptation of processes and practices.

In this context, any 3S incident can result in injuries, serious harm to health, site shutdowns, infrastructure downtime, contractual penalties or disputes, and a loss of confidence from clients and local authorities.

### Managing technical risks across the lifecycle

As an engineering firm, SYSTRA helps design and deliver complex projects that must remain safe throughout their lifecycle: construction, testing, operation, and maintenance. Technical risks emerge at the intersection of multiple factors: client requirements, standards and regulations, geotechnical and urban constraints, and design assumptions. The Group must limit risks linked to omissions, errors, or biases during design, execution, or verification processes that could harm people, the company, or stakeholders. A confirmed technical risk can lead to non compliance, commissioning delays, rework costs, reduced performance, or increased maintenance needs. It can also expose the Group to contractual penalties, disputes, and reputational damage to its technical standing. Beyond direct costs, the Group's reputation for technical excellence and exemplary performance – and its ability to win future tenders – are at stake.

**Ultimately, 3S issues represent both an operational risk factor and an opportunity to enhance project quality, stakeholder trust, and the Group's technical excellence.**

## GOVERNANCE AND POLICIES

### A Group policy led at the highest level

For more than ten years, SYSTRA has implemented an ambitious Health, Safety, and Security (3S) policy that applies to all Group activities worldwide, to employees, subcontractors, and to companies and third parties present on supervised sites. The 3S policy defines a common framework for all entities and projects. Revised in 2025 to reflect company developments and strengthened practices, it is aligned with ISO 45001 standards. Embedded in the Integrated Management System, it aims to manage health, safety, security, and wellbeing at work in a structured manner.

Safety is above all a shared culture guiding decision-making, planning, and field practices. This culture draws on international benchmarks, lessons learned, and data-driven management based on performance indicators, audits, and risk reviews.

The organisation is based on a decentralised, empowering approach for Business Units, focused on risk identification, assessment and control, the application of the "9 Life Saving Rules", and regular oversight at the highest level.

The Executive Board conducts monthly reviews of 3S indicators, complemented by biannual reviews with the Business Units management to reinforce consistent practices and share feedback. Beyond compliance, the Group's ambition is to make prevention an operational and managerial reflex, integrated into every project phase, every field mission, and every business trip.

### Integrating technical risk management into the 3S system

Technical risk management is an integral part of SYSTRA's 3S management system. Roles and responsibilities are defined at Group level to ensure consistent application of requirements. Each entity establishes any additional processes and documentation needed to meet legal, normative, and contractual obligations applicable to its activities and projects. Dedicated lessons learned sessions are regularly organised to share preventive actions and analyse incidents, fostering continuous improvement and the dissemination of best practices.

### Embedding security into operational processes

Security is embedded in Group procedures, particularly for business travel. GardaWorld Travel Security (GWTS) and Crisis Messenger, operated by Crisis24, provide 24/7 monitoring and rapid response in the event of deteriorating country security conditions. Specific analyses are conducted for higher-risk countries to anticipate security constraints and adapt project arrangements. Regular crisis management drills, country brief updates, and continuity plans help strengthen operational resilience. Security analyses are also integrated at the bidding stage to assess constraints and tailor project setups accordingly.

87%

Share of employees who have received training on the "9 Life Saving Rules"

0.7

Frequency rate of occupational accidents<sup>(1)</sup>

### WORLD DAY FOR SAFETY AND HEALTH AT WORK: A COORDINATED COMMITMENT

On the World Day for Safety and Health at Work, coordinated actions were carried out at several locations. In the United Arab Emirates, teams highlighted the 3S management system and concrete protection measures on projects. In Spain and Latin America, the day focused on promoting a culture of prevention and shared responsibility. In Canada, internal talks were held on safety protocols, risk management, and innovative solutions, while in Brazil the emphasis was on the 3S policy as a collective commitment beyond mere regulatory compliance.

### UNITED KINGDOM & IRELAND: 4D PLANNING FOR SAFETY

SYSTRA teams use 4D planning tools that combine digital modelling and dynamic simulations to anticipate risk situations, test construction sequences, and optimise coordination on infrastructure projects. This approach helps ensure safe execution while improving overall performance.



### CANADA: AWARD WINNING DIGITAL PLATFORM

SYSTRA Canada was recognised at the TRACCS Rail Achievement Awards in the "Best Safety in a Rail Project" category for a digital platform that provides field teams with real time tools, enhancing supervision and ensuring consistent health and safety practices across complex infrastructure programmes.

(1) Number of work-related accidents resulting in time off work, relative to the number of hours worked.

### Extending the scheme to partners and the value chain

SYSTRA works closely with partners, subcontractors, and co-contractors to deliver safe transport solutions to clients, operators, and end users. The Group ensures its partners share the same 3S and performance objectives, notably through a dedicated evaluation platform and requirements integrated into selection and monitoring processes.

### FLAGSHIP ACTIONS 2025

#### Training, engaging, and sustaining the 3S culture

A prevention culture rests on both individual and collective commitment. SYSTRA deploys training tailored to roles and contexts, including e-learning dedicated to 3S topics, technical risks, and information protection. "3S moments & minutes" integrated into meetings encourage concise, tangible exchanges about risk situations. This approach promotes the reporting of incidents, near misses, or hazardous situations, as well as the exercise of the right to raise concerns and to withdraw from work. Specific attention is paid to wellbeing and mental health, with preventive measures and managerial support. Initiatives promote wellbeing, work life balance, and the prevention of psychosocial risks.

#### Supervising worksites while ensuring compliance with standards

In its supervision assignments, SYSTRA acts as a guarantor of health and safety standards. Teams plan 3S actions, review work methods, conduct inspections, audits, and checks, and monitor construction contractors' performance. Onsite activities follow the "Working in the Field" procedure, which governs the preparation and monitoring of field missions. Serious incidents are subject to in-depth analysis with structured handling and lessons learned shared across teams.

#### Structuring technical risk management

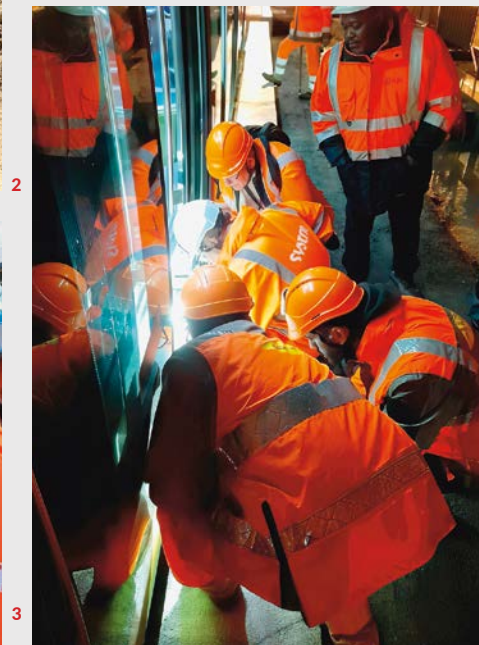
In 2025, the Group strengthened its technical risk management framework to limit exposures linked to mission execution. A phased deployment plan is being rolled out across all Business Units, supported by targeted training and e-learning.

#### Enhancing security watch with the Cindex network

Since 2025, SYSTRA has been a member of the Cindex inter-company security committee, which brings together security leadership from major French groups. This participation enables regular sharing of information and best practices, particularly in sensitive geopolitical situations. The Group contributes to quarterly committees, alert exchanges, and working groups dedicated to crisis management.

#### PRIORITIES FOR 2026

In 2026, the Group will continue to pursue its non-negotiable objectives: prevent accidents and fatalities, ensure the safety of teams and partners worldwide, reach the highest level of maturity in technical risk management, and, starting in 2026, roll out a 3S worksite supervision initiative aiming for the highest maturity level by 2028.



### 3S prevention in action

#### BRAZIL

1. First aid training at the São Paulo offices

#### SPAIN

2. Supervision of track construction for the future Cantabria - Mediterranean high speed rail corridor between Tafalla and Campanas (Navarre)

#### FRANCE

3. Supervision of works as part of the rail upgrades south of Bordeaux ("Aménagements ferroviaires au sud de Bordeaux") project

#### CHILE

4. Supervision of works on the Américo Vespucio Oriente II (AVO II) highway tunnel project in Santiago

#### EGYPT

5. 3S briefing on the Electric Express Train (EET) high speed line project

#### FRANCE

6. Technical supervision of dynamic tests on Brest tramway Line B

# DEVELOPING TALENT AND CAREERS

[ESRS S1]

**Developing talent means combining excellence, connected teams and bold leadership. With a particular focus on recruiting and integrating new teams – especially engineering profiles – employees remain the Group’s primary strength. Through training, recognition and internal mobility, SYSTRA strives to attract, retain, and grow talent. For this purpose, the Group values its disciplines, offers clear and demanding career paths, and creates the conditions for continuous learning, closely linked to projects.**

## CHALLENGES, RISKS, AND OPPORTUNITIES

### Attracting and retaining talent in a context of tight competition for expertise

The international engineering market is characterised by fierce competition for technical skills and engineering profiles. This pressure poses a direct risk to the Group’s ability to meet project needs, maintain its level of technical excellence, and support its growth. The goal is therefore to attract and retain talents in a growth context, provide relevant career paths, recognise expertise and contributions, and increase opportunities for internal mobility.

### Local challenges linked to growth and team integration

The Group’s growth and the onboarding of new employees – particularly those from recently acquired companies – across diverse national and cultural contexts, require strengthening shared reference points and team cohesion. The diversity of markets, disciplines, and locations is an opportunity for professional development, and the Group promotes internal mobility. This momentum is also supported by stronger academic partnerships and outreach initiatives, helping build the talent pipeline in a market that demands learning-oriented and equitable companies.

## GOVERNANCE AND POLICIES

### Group-wide approach built on values and projects

Human Resources management rests on three complementary principles: enabling each employee to add value for a better world; developing careers through the variety and complexity of projects; and promoting diversity as a lever for performance and innovation. This approach is grounded in the Group’s values. Excellence, rooted in the engineering culture, is both a goal and a way of working. Teams operate with a Connected Teams mindset, where areas of expertise from across the Group come together and build on one another. Bold leadership fuels innovation and the ability to design tomorrow’s mobility solutions. Operating in more than 80 countries, the Group ensures a fair and respectful work environment for all employees. Cultural diversity and inclusion are integral to its identity.

### Structuring the employee experience

The employee experience is based on clear, demanding pathways that combine learning, on-the-job practice, and recognition of contributions. It includes several annual interviews, including performance and development reviews, to align objectives, skills, and career trajectories.

The training offer combines project-based learning, technical, managerial and soft skills modules, and degrees or certification programmes, aligned with project needs. Dedicated technical pathways accelerate the mastery of tools and methods, while the capitalisation of lessons learned strengthens operational effectiveness.

The Global People Survey engagement survey, deployed annually, is the cornerstone of the listening framework. It identifies global and local signals and informs action plans tracked over time.

Build with our employees

## FLAGSHIP ACTIONS 2025

### Embedding a common culture and strengthening onboarding

In a context of high activity and new team integrations, SYSTRA reinforced its onboarding journey around a common core focused on ethics, Health, Safety and Security (3S), and its Climate Trajectory. This includes mandatory training for new hires, a welcome session with management, and a personalised pathway presented by the line manager and HR.

### Building bridges to support internal mobility

The diversity of markets, disciplines, and locations creates opportunities for professional growth. In 2025, the Group continued to reinforce internal mobility mechanisms by deploying “visible bridges”: profession showcases, internal campaigns, HR forums, and conferences on international opportunities, to facilitate transitions across projects, disciplines, and countries.

### Inspiring and expanding the talent pipeline

Attracting diverse talent requires making engineering careers tangible and accessible. In 2025, SYSTRA intensified team engagement with young audiences and local communities by diversifying educational formats. Partnerships with schools and professional networks also enhanced the attractiveness of mobility engineering careers and fed the Group’s talent pipeline.

### PRIORITIES FOR 2026

In 2026, SYSTRA will consolidate the Group-wide onboarding journey, enhance the visibility of internal mobility pathways, and align skills development plans with project needs.

11,892  
employees

9.5

hours of training

on average per employee  
(for France, SYSTRA SA, UK & IRL,  
India, and Brazil)

### A RECOGNISED EMPLOYER BRAND IN FRANCE

In 2025, SYSTRA France once again earned the HappyTrainees label, based on feedback from students and recent graduates. It was also ranked Best Employer 2025 by *Capital* magazine, leading the “Engineering and Control” sector, highlighting the quality of its integration and development programmes for young talents.

### STRUCTURING LEADERSHIP PATHWAYS IN THE UK AND INDIA

The Group pursued its leadership programmes, notably the “Next Generation Leadership Team” in the UK and Ireland and “Transformative Journey” in India, combining mentoring, training, exposure to business issues, and operational responsibilities.



### MAKING CAREERS MORE VISIBLE TO YOUNG AUDIENCES

In the UK, Ireland, and France, podcasts and Twitch livestreams showcased concrete career paths – including apprenticeships and career transitions – making roles more transparent and appealing. The interactive game “Engineering 4 Kids”, available in six languages and facilitated by volunteer employees, raised awareness among more than 4,100 children in 32 countries. In France, SYSTRA partnered with Syntec Ingénierie to include this game in the “Ingé’Box” on the “Avec l’ingénierie, tu peux vraiment tout faire”<sup>(1)</sup> platform.

(1) “With engineering, you can do everything”.

# DIVERSITY, EQUITY & INCLUSION

[ESRS S1]

**At SYSTRA, diversity is a lived reality: the diversity of professions, expertise, profiles, and cultures that make up the Group are levers for performance, engagement, and cohesion. In a context of sustained growth – marked in 2025 by a rising headcount and the integration of new teams – making these diversities known, recognised, and effectively combined is key. With transparent monitoring tools, strengthened internal dialogue, and locally driven actions, SYSTRA's human capital is a durable asset. Diversity, Equity & Inclusion (DE&I) are levers of synergy and technical creativity that reinforce employees' sense of belonging and contribute to project excellence and client and partner trust.**

## CHALLENGES, RISKS, AND OPPORTUNITIES

### Addressing equity and inclusion challenges in a growth context

The diversity of SYSTRA's teams is a major asset, strengthening cohesion, creativity, collaboration, and client understanding.

The Group's main challenge is to enable very diverse professional and cultural identities to work together so that diversity becomes a true opportunity. The countries where SYSTRA operates present varied contexts and challenges across regions. This requires deeper collaboration across entities to develop initiatives specific to each market, while continuing to deploy transversal actions at Group level.

Different norms, regulations, and cultures around DE&I in the countries and regions where the Group's entities operate are both an opportunity to highlight the varied DE&I priorities and a complexity factor when establishing a meaningful Group-wide framework.

In implementing SYSTRA's equity and inclusion commitments, the primary challenge is to account for all disability situations. Disabilities – especially invisible ones – can remain unspoken and create inequalities in access to work, tools, and opportunities.

Finally, as an engineering company, the technical teams recruit mainly from engineering schools, where the share of women remains low. Cultural and family contexts in some countries can also hinder women's career progression. Recruiting female talent, supporting their advancement, and retaining them are among SYSTRA's main DE&I challenges.

## GOVERNANCE AND POLICIES

### Steering commitments and ensuring long-term equity

The deployment of the DE&I strategy relies on each entity's responsibility within a structured Group governance framework. The DE&I Charter, updated in 2025 to reflect company developments, sets a common foundation of principles and commitments at Group level. The Group DE&I Committee steers and monitors actions: it oversees the Charter, ensures adherence to core principles, tracks progress, and supports the integration of locally adapted initiatives within Business Units. This organisation accommodates the diversity of regulatory frameworks, cultures, and traditions specific to each country or region.

The Group is committed to ensuring accessibility and addressing all disability situations, visible or invisible. It also aims to increase the proportion of women in leadership and management roles by 2029, promote inclusive recruitment practices, and deploy training on unconscious bias. Key indicators are published annually to ensure transparency.

## FLAGSHIP ACTIONS 2025

### Gender equity: showcasing women's career paths

To achieve its objective of increasing the share of women in its workforce – particularly in leadership and management by 2029 – and given the continued underrepresentation of women in engineering, SYSTRA undertook targeted actions to highlight inspiring career paths. On International Women's Day and International Women in Engineering Day, the Group rolled out varied formats to showcase women in engineering roles. Videos, podcasts, and profiles highlighting women in technical, expert, and managerial positions were shared in several countries, including the United Arab Emirates, India, France, Italy, Canada, Spain, and Latin America.

### Visible and invisible disabilities: raising awareness and providing support

Aware that some disabilities – especially invisible ones – can create inequalities in access to work, tools, and opportunities, the Group is strengthening awareness and support actions, particularly around invisible disabilities and neurodiversity.

## Build with our employees

Several Business Units, including France and SYSTRA SA, already have dedicated policies. In 2025, in Australia and New Zealand, SYSTRA joined the Hidden Disabilities Sunflower initiative, gaining access to resources, training, and webinars on including neurodivergent people. In the UK and Ireland, testimonials from employees diagnosed with attention deficit hyperactivity disorder (ADHD) helped raise awareness and foster better understanding of individual situations.

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### Inclusion: preventing discrimination and strengthening equity

Group guidelines were shared with HR teams to encourage greater diversity among shortlisted candidates, gender-balanced interview panels, and the use of standardised assessments on a common platform. These measures aim to limit bias in recruitment and promotion processes. In 2026, additional campaigns will be conducted within the recruiter community to deepen awareness. In parallel, two e-learning modules were developed to help teams and build awareness of discrimination and inclusion. The first, on preventing sexist behaviours, has been finalised and deployed in several countries. The second, dedicated to unconscious bias awareness, will be rolled out at Group level in early 2026, with versions tailored to managers, HR teams, and recruiters.

## PRIORITIES FOR 2026

SYSTRA will continue to roll out inclusive recruitment practices, unconscious bias training, and accessibility policies across the Group. In line with its objective to increase the proportion of women in leadership and management roles by 2029, the Group will continue the Women in Leadership mentoring programme and further expand the visibility of professions and career paths.

**110+** nationalities  
in the workforce  
**27%** women  
across the Group

## WOMEN'S VOICE SURVEY: IDENTIFYING KEY NEEDS

First deployed in 2024, the Women's Voice Survey – complementary to the Global People Survey – aims to gather and understand women's experiences within the Group. Between 2024 and 2025, more than 1,600 responses were collected. Two key needs emerged: the implementation of mentoring and training schemes to support women in their careers and increasing the share of women in top management. In response, SYSTRA will launch a dedicated mentoring programme in 2026.



## "SOMOS SYSTRA": SHOWCASING PROFESSIONS AND KNOW HOW

The Group is committed to strengthening pride of belonging, attractiveness, and understanding of technical professions in all their diversity. The "Somos SYSTRA" campaign, launched by SYSTRA Ibérica and Hispanoamérica, highlights the diversity of professions and expertise through employee profiles – from systems engineering in Chile to geological engineering in Peru – raising the visibility of sometimes lesser-known roles. Similar initiatives were conducted in several countries, notably Canada and France, to better promote SYSTRA's technical profiles both internally and externally.



## Progress WITH OUR CLIENTS, PARTNERS AND SHAREHOLDERS

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- 2. Ethics and compliance — P. 52
- 3. Information security and cybersecurity — P. 54

# 1.

## INNOVATION AND SUSTAINABLE STRATEGY

[ESRS 2]

In 2025, innovation was restructured to better integrate it into the Group's operational activities and to strengthen its role in project performance and sustainability. This evolution was accompanied by dedicated oversight at the Supervisory Board level. The objective is to make innovation a direct lever of competitiveness and value creation for clients and territories by embedding it durably in disciplines, processes, and expertise.

### CHALLENGES, RISKS, AND OPPORTUNITIES

#### Meeting expectations for competitiveness and performance

In an international context shaped by rapid technological change, growing climate constraints, and heightened client expectations, innovation is a decisive driver of competitiveness and performance. It should enable the Group to leverage its engineering expertise, improve operational project performance, and meet the expectations of all stakeholders.

The reorganisation undertaken in 2025 rests on three pillars: engineering innovation, notably around the digital twin; strengthening digital and artificial intelligence capabilities; and developing disruptive innovations through structured ecosystem exploration and the pursuit of partnerships.

#### Implementing practical solutions tailored to local contexts

Across entities, the challenge is to translate innovation into tangible solutions that teams can deploy and adopt. Local rollout comes with structuring objectives: develop AI and digital twin solutions, adapt projects to the effects of climate change, and strengthen a Group-wide innovation culture.

### GOVERNANCE AND POLICIES

#### A reinforced Group-level innovation governance

The year 2025 marked a pivotal step in organising innovation, with the implementation of dedicated oversight at the Supervisory Board level. This evolution is now supported by a common innovation procedure and four requirements in the SYSTRA Red Book (the document defining rules and deliverables applicable to all Group entities), progressively integrated into strategy and governance processes.

Within this momentum, a three-year innovation strategy was approved to align initiatives with value creation and business needs. Each country appointed an innovation lead and a sponsor, developed a local version of the plan to stimulate its own dynamic and address project-specific needs. This organisation aims to accelerate the diffusion of innovative solutions and enhance operational performance.

### FLAGSHIP ACTIONS 2025

#### Accelerating projects from the SPARK Challenge intrapreneurship programme

The 2024 intrapreneurship programme continued into 2025 with the acceleration of five projects from the SPARK Challenge. Tests were conducted with employees to evaluate the tools and demonstrate their utility and business value. The projects include a gamified onboarding tool for new hires, a bridge design tool, a quality review mechanism, a multidisciplinary data centralisation tool, and a solution for testing and commissioning activities.

Progress with our clients, partners and shareholders

#### Launching an internal platform to showcase innovative solutions

In 2025, the Group launched the Innovation Gallery, an internal platform dedicated to showcasing and sharing innovative solutions developed by teams worldwide. It allows users to explore available products, services, and digital solutions by category, sponsoring entity, level of adoption, and deployment status. The listed innovations cover all Group disciplines, from planning and design to digital engineering, construction supervision, and asset management. The tool is designed to facilitate solution diffusion across teams, accelerate adoption on projects, and strengthen the Group's competitiveness in bids.

#### An innovation hub for underground engineering

SYSTRA Subterra became the Group's first entity – and the fifth company in Spain – to obtain ISO 56001:2024 certification, the international standard for innovation management. This recognition highlights a structured approach across tunnels, geotechnics, and underground engineering. The Innovation team is also involved in four European projects funded by the Research Fund for Coal and Steel and Horizon Europe, focusing on the circular economy, the restoration of mining areas, operational safety, and the development of AI enabled digital tools. Among the solutions developed, MiDSafe reduces long-term environmental and geotechnical risks associated with lignite and coal waste deposits. The solution uses automated drone surveys equipped with multispectral and visual sensors to produce high precision point clouds. These data feed digital models analyse instability mechanisms, monitor vegetation health, and guide stabilisation strategies while accounting for changes in internal flows and water tables after extreme rainfall events.

#### 2026 PRIORITIES

In 2026, SYSTRA will focus its efforts on three areas: developing artificial intelligence and digital twin solutions to improve infrastructure performance, adapting projects to the effects of climate change, and strengthening the innovation culture and internal networks.

#### UNITED ARAB EMIRATES: SHOWCASING INNOVATIVE SOLUTIONS AT GLOBAL RAIL

At the Global Rail exhibition in Dubai, SYSTRA teams presented the Maintenance Optimiser and ClimateViz solutions in the Innovation Hub to highlight the Group's innovations to rail sector clients and partners.



#### CANADA: INNOVATING IN LIDAR CLASSIFICATION FOR HIGH VOLTAGE LINES

SYSTRA Canada developed ultrahigh precision Lidar<sup>(1)</sup> classification solutions for high voltage power lines in Europe, combining drones, geographic information systems, and artificial intelligence. This tailored approach offers a higher level of detail than standard practices and showcases the Group's expertise in advanced geospatial analytics.

(1) Light Detection and Ranging.

# ETHICS AND COMPLIANCE

[ESRS G1]

**Ethics is one of the Group's core commitments and a cornerstone of the trust it maintains with clients, partners, and all project stakeholders. SYSTRA's growth, the diversity of its activities and geographies, the variety of actors it interacts with, and evolving regulatory frameworks require continuous adaptation of the ethics programme.**

## CHALLENGES, RISKS, AND OPPORTUNITIES

### Addressing risks to integrity

Strict adherence to ethical rules by all teams worldwide is essential to achieving the Group's mission. The tagline "Confidence moves the world" reflects the standard of exemplary conduct that guides daily practices toward employees, clients, partners, and all stakeholders. Vigilance applies to every project, at every level of the company, and in every geography. As an international group, SYSTRA applies consistent ethical standards irrespective of local laws.

In this context, the Group's objectives are to prevent and manage integrity risks – corruption, fraud, anti-competitive or coercive practices –, to ensure the effective dissemination of rules across all entities, and to maintain a robust programme compliant with applicable requirements, particularly the Sapin II law in France.

## GOVERNANCE AND POLICIES

Deployed since 2012, the Business Ethics & Compliance programme integrates all actions across the Group and on its projects. It relies on both a body of rules and actions at the global level, and on local implementation and dissemination in each country where the Group operates and on all projects. The system to prevent behaviour contrary to ethical commitments is based on risk maps developed with entity input and periodically updated to reflect specific contexts and risks.

### A dedicated Business Ethics & Compliance policy

A pillar of the programme, the Business Ethics & Compliance policy describes the Group's commitments to combat corruption, fraud, and anti competitive and coercive practices. Its adoption aligns with ISO 37001 "Anti bribery management systems", and SYSTRA is ISO 37001 certified in France, India, the United Kingdom, Ireland, and Italy. The Group also has a code of ethics and an anti-corruption code of conduct applicable to all employees. These documents provide a common foundation for understanding risk situations and making decisions consistent with the stated principles. The Group ensures strict application of these rules, including disciplinary sanctions where necessary.

### Prevention, alert, and control measures, and regular oversight

The codes are complemented by a due diligence procedure for business partners and clients, a dedicated tool, ethics guides, a whistleblowing system, a gifts and hospitality register, control procedures, and communication, awareness, and training initiatives. The whistleblowing procedure, how complaints are handled, and the guarantees provided to whistleblowers acting in good faith are described in a dedicated document.

The Group Ethics Department designs, leads, and deploys the programme to prevent and manage integrity risks, including corruption, anti-competitive practices, fraud, and coercive practices. It also addresses harassment, discrimination, and human rights violations, and is supported by compliance officers in each Business Unit.

The Ethics Department relies on the Ethics Committee, which contributes to defining and implementing the programme, advises the Executive Board, and handles cases presenting significant risk. The committee meets at least quarterly and can be convened at any time as needed.

Finally, the control and evaluation system verifies the implementation of measures, tests their effectiveness, identifies shortcomings, and defines corrective actions. An annual Ethics management review is conducted to assess the system's effectiveness and track improvements.

### Training, awareness, and employee information

SYSTRA provides a mandatory e-learning course on the anti-corruption code of conduct to all employees. This training course explains how the Group's ethical commitments translate into everyday actions and behaviours. In-person courses tailored to specific issues and situations are also delivered by the Ethics Department, compliance officers, or the Legal Department, depending on the audience. An annual affirmation letter is sent to relevant managers to attest to their understanding and application of the Group's ethical commitments.

## FLAGSHIP ACTIONS 2025

### Reinforcing the fundamentals on Ethics Day

In November 2025, SYSTRA organised the sixth edition of Ethics Day. For this edition, the Group reaffirmed its commitment to the ethical programme's founding principles, with a particular focus on anti-corruption prevention, in continuity with communication, awareness, and training initiatives led by the Ethics Department.

### PRIORITIES FOR 2026

In 2026, the Group will continue to adapt its ethics programme in line with evolving risks and regulatory frameworks, strengthen risk mappings, controls, and the whistleblowing system, and reinforce training and awareness initiatives as close to the field as possible.

**95%**  
of employees trained on  
the anti-corruption code of conduct

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



### INDIA: ALIGNING PMC PRACTICES WITH STRATEGIC PRIORITIES

Manthan – Tritiya, the third annual summit for PMC leadership, brought together more than 50 colleagues from across the transport sector to discuss strategic priorities. Contract management and conflict management were among the key themes. With an emphasis on ethics, health, safety, and well being, the event fostered open dialogue with leadership and the sharing of common approaches.

# INFORMATION SECURITY AND CYBERSECURITY

[ESRS A1]

Information security and cybersecurity are critical to operational continuity, data protection, and the trust of clients and partners. In a context of sustained growth, increasing information flows, and rapidly evolving cyber threats, the Group strengthened team awareness in 2025, consolidated its governance, and structured its approach to cyber risk management internationally.

## CHALLENGES, RISKS, AND OPPORTUNITIES

### Responding to rising cyber threats

Cybersecurity risks are integrated into the Group's risk map and were identified as a specific issue during the double materiality assessment. These analyses underscore the importance of protecting operations, data, and the Group's reputation against increasingly complex and targeted cyber threats.

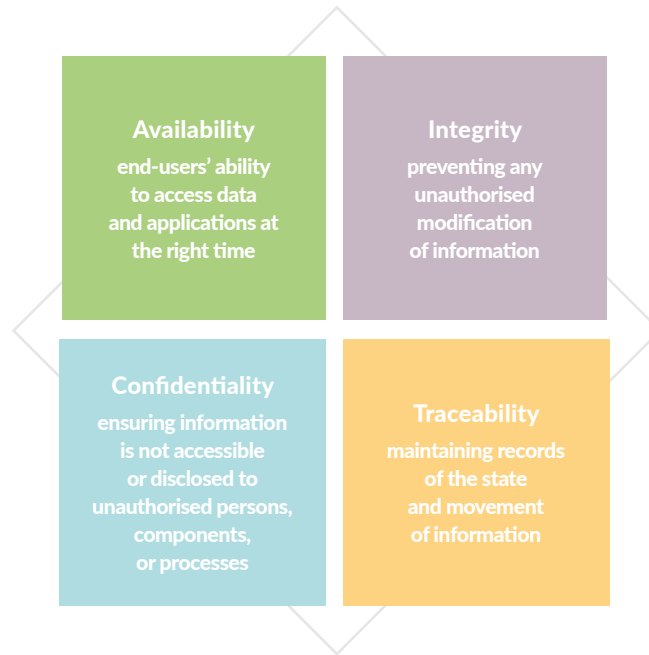
In an international context marked by growing cybercrime, SYSTRA faces risks such as data theft, ransomware, fraud, and denial-of-service attacks. The Group's growth, the rising number of employees and partners, and hybrid infrastructures spanning cloud and on-premises systems heighten this exposure.

In this context, information security aims to ensure the necessary and sufficient levels of availability, confidentiality, integrity, and traceability of data, while ensuring compliance with local regulations and the contractual requirements of clients, partners, and suppliers.

### Adapting to regulatory frameworks and technical environments

Regulations governing data storage, protection, and transfer differ by country, requiring security arrangements to be adapted to local legal frameworks. Clients may also require specific security clauses, notably regarding data localisation or protection of intellectual property. In engineering environments, the interconnection of industrial systems, operational technologies, and connected devices improves process efficiency but also creates new vulnerabilities. The challenge is to control access to information, identify critical data, and secure endpoints and infrastructure in a context of growth and integration of new entities. This dynamic comes with a continuous improvement objective for the information system to adapt to evolving threats and Group needs.

### The four principles of cybersecurity



## GOVERNANCE AND POLICIES

### A Group led Information Security Management System

Information security relies on operational procedures applicable across all IT services, integrated into an Information Security Management System (ISMS). This system covers authentication, network, storage, and remote access services and follows a continuous improvement logic with procedures reviewed annually by management.

Governance is based on a clear allocation of responsibilities: the Executive Committee validates key documentation; Business Unit directors ensure operational implementation; product owners and data owners define security criteria; and the Cybersecurity Department leads measures, audits, and awareness actions.

## FLAGSHIP ACTIONS 2025

### Deploying a training chatbot to strengthen cyber vigilance

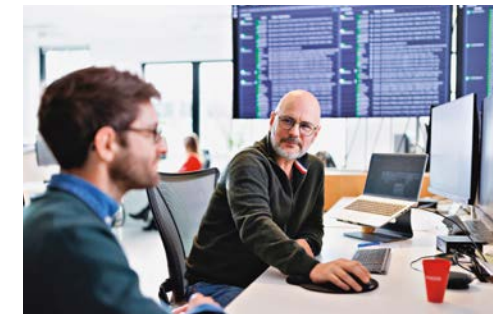
In 2025, the Group rolled out the "Albert" training chatbot to raise awareness of cyber risks among all employees. Integrated into Microsoft Teams, the tool offers short, interactive sessions based on real life scenarios, complemented by knowledge check quizzes. In the face of increasingly sophisticated attacks that often target employees as entry points into information systems, the Cybersecurity and Human Resources Departments opted for a continuous, accessible training solution. Deployed Group-wide, "Albert" aims to strengthen individual vigilance, build good reflexes, and reduce the risk of intrusions into the information system.

### PRIORITIES FOR 2026

In 2026, SYSTRA will continue to evolve its information system to address emerging threats in a context of Group growth, marked by the integration of new entities and new employees.

100%

deployment rate of the Endpoint Detection and Response (EDR) protection solution



### CANADA: BOOSTING AWARENESS DURING CYBERSECURITY MONTH

In October 2025, SYSTRA Canada took part in Cybersecurity Awareness Month under the theme "Secure Our World". Employees undergo annual training to strengthen knowledge and adopt best digital practices, fostering shared vigilance and the protection of client and partner data.

# REPORTING FRAMEWORK AND **Appendices**

Our contribution to the UN Sustainable Development Goals (UN SDGs)	P. 58
Our Global Reporting Initiative indicators	P. 60
ESG performance indicators	P. 62
Methodology of the Sustainability Report	P. 63
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## OUR CONTRIBUTION TO THE UN SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)

### GOALS AND MEANINGS FOR SYSTRA

### HOW SYSTRA INTEGRATES THIS OBJECTIVE WITH REGARD TO ITS STAKEHOLDERS



**Take action to promote diversity, equity and inclusion**

- **For employees:** promote all forms of diversity, foster inclusion, and combat discrimination by providing an environment conducive to professional fulfilment.
- **For communities and territories:** facilitate access to mobility for all.



**Act for access to safe drinking water, for water quality, and for the preservation of the resource**

- **For communities and territories:** through infrastructure and development projects, contribute to providing access to safe drinking water and improving water quality. Preserve water resources by applying construction methods that limit environmental impacts and by proposing appropriate technical solutions.
- **For partners and clients:** ensure the rational use of water resources on our projects and take action to protect water-related ecosystems.



**Drive the energy transition through our projects**

- **For communities and territories:** through our projects, contribute to the sobriety and energy efficiency of buildings and infrastructure, and support energy diversification by delivering advisory and implementation services for renewable energy.
- **For partners and clients:** offer solutions and services that advance the energy transition of transport systems and territories.
- **For employees:** across all our sites, promote practices that encourage individual responsibility in energy sobriety practices.



**Build an inspiring culture that fosters employee engagement and guarantees the health and safety of all**

- **For partners and clients:** ensure health and safety on sites and projects; set an example in ethics and in the fight against corruption, fraud, and anti-competitive or coercive practices.
- **For employees:**
  - Ensure health and safety on sites and projects.
  - Develop a shared corporate culture that enables every employee to uphold ethical and responsible practices.
  - Create a motivating and engaging work environment and enable the evolution of professional practices through training and career pathways.

### GOALS AND MEANINGS FOR SYSTRA

### HOW SYSTRA INTEGRATES THIS OBJECTIVE WITH REGARD TO ITS STAKEHOLDERS



**Put innovation at the service of sustainability**

- **For partners and clients:** propose innovative solutions that contribute to the resilience, energy efficiency/sobriety, and safety of infrastructure. Showcase technical and technological innovations that facilitate the construction and maintenance of projects.
- **For employees:** foster a spirit of innovation and entrepreneurship within teams by enabling collaboration and participation in innovation challenges.



**Ensure access to transport and services for populations**

- **For partners and clients:** facilitate the planning of urban growth and mobility through sustainable transport solutions and develop intermodal connections that make user journeys easier. Promote project design that fosters social and environmental acceptability. Reduce environmental impacts through the comprehensive management of resources and the application of the "Avoid, Reduce, Compensate" principles.
- **For communities and territories:** through the projects we deliver, help enhance people's mobility and access to services (healthcare, education, jobs, etc.). Enable public consultation and community involvement in project monitoring.



**Contribute to the rational use of natural resources in our projects**

- **For clients and partners:** offer sustainable design solutions in our projects to optimise the use of natural resources and encourage material reuse. Promote a holistic life cycle approach to material selection and logistics to construction sites.
- **For communities and territories:** help preserve natural environments and improve quality of life by incorporating sustainable design solutions into our projects.
- **For employees:** build a shared culture around sustainability and climate issues. On our sites, encourage the use of sustainable materials in fit outs, promote recyclability and waste sorting, as well as sustainable procurement practices.



**Contributing to infrastructure resilience and adaptation to climate change**

- **For partners and clients:** integrate resilience and preparedness for the consequences of climate change into the planning, design and delivery of projects (mitigation and adaptation). Support our clients on their journey towards carbon neutrality and alignment with the Paris Agreement.
- **For employees:** develop a shared culture around sustainability and climate action. Contribute through individual practices to limiting GHG emissions (commuting, travel, responsible digital use).

## 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) and the 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			14, 45 and 62
	<b>Training</b>	404-1	Average number of training hours per year per employee	✓		15, 45 and 62
	<b>Diversity and Equal Opportunities</b>	405-1	Diversity in governance bodies and among employees			14, 47 and 62
405-2		Base salary ratio and remuneration of women and men			14 and 62	
<b>Health, safety, security</b>	<b>Health and Safety in the workplace</b>	403-1	Occupational health and safety management system	✓		40 to 42
		403-2	Identification of hazards, assessment of risks and investigation of undesirable events	✓		40 to 42
		403-4	Participation and consultation of workers and communication concerning occupational health and safety	✓		40 to 42
		403-5	Training of workers on occupational health and safety	✓		41 and 62
		403-8	Workers covered by an occupational health and safety management system	✓		40 to 42
		403-9	Workplace accidents	✓		41 and 62
<b>Ethics</b>	<b>Ethics and Business Compliance</b>	205-1	Assessment of risks pertaining to corruption (operations)	✓		52 and 53
		205-2	Training on policies and procedures for tackling corruption	✓		15 and 62
		206-1	Anti-competitive, anti-trust behaviour and monopoly practices			52 and 53
		408-1	Operations and suppliers with a significant risk of forced or child labour			52 and 53
		409-1	Operations and suppliers with a significant risk of forced or mandatory labour			52 and 53
		412-2	Training of employees on policies and procedures to do with human rights	✓		52 and 53

	Aspect	Global Reporting Initiative	Description	ISO 26000	TCFD <sup>(1)</sup>	Reference pages
<b>Environment</b>	<b>Energy</b>	302-1	Energy consumption			25 and 62
		302-4	Reduced energy consumption	✓	✓	25 and 62
	<b>Water</b>	303-5	Water consumption	✓	✓	25 and 28
	<b>Biodiversity</b>	304-2	Significant impact of activities, products, and services on biodiversity			28 and 29
	<b>Emissions</b>	305-1	Direct GHG emissions (scope 1)	✓	✓	25 and 62
		305-2	Indirect GHG emissions (scope 2)	✓	✓	25 and 62
		305-3	Other indirect GHG emissions (scope 3)	✓	✓	25 and 62
		305-4	Intensity of GHG emissions		✓	25 and 62
305-5		Reduced GHG emissions	✓	✓	25 and 62	
<b>Local communities</b>	<b>Local Communities</b>	413-1	Activities involving the local community (impact and programmes)	✓		5, 6 and 34 to 37
<b>General SYSTRA information</b>	<b>Profile of the organisation</b>	102-1	Name of the organisation	✓		68
		102-2	Activities, brands, products, and services	✓		14 and 15
		102-3	Geographical location of head office	✓		68
		102-4	Geographical location of activity sites	✓		14 and 15
		102-6	Markets served	✓		14 and 15
		102-40	List of groups of stakeholders	✓		8, 9, 10 and 15
	<b>Stakeholder Engagement</b>	102-42	Identification and selection of stakeholders	✓		8, 9, 10 and 15
		102-43	Approach to involving stakeholders	✓		8, 9, 10 and 11
	<b>Reporting Practice</b>	102-46	Definition of report content and issue scopes	✓		1, 16, 17, 63 and 64
		102-47	List of relevant issues	✓		18 and 20
		102-49	Modifications pertaining to reporting	✓		63 and 64
		102-50	Reporting period			63 and 64
		102-51	Most recent report date	✓		63 and 64
		102-52	Reporting cycle	✓		63 and 64
102-54	Reporting statement in compliance with the GRI standards			60 and 61		
102-56	External audit	✓		63 and 64		

(1) The Task Force on Climate-Related Financial Disclosures (TCFD) is the working group on climate-related financial disclosures.

## ESG PERFORMANCE INDICATORS

	2023	2024	2025
<b>SYSTRA general information</b>			
Turnover (€m)	1,071.6	1,250.9	1,284.5
EBIT rate	6.6%	7%	8.5%
Share of turnover in our home countries	90%	90%	92%
Share of turnover in rail or high-speed projects	43.5%	39.5%	40.7%
Share of turnover in urban mobility projects	23%	28.4%	25.5%
Share of turnover in other types of projects	33.5%	32.1%	34.1%
<b>Environment</b>			
SYSTRA's carbon footprint (tCO <sub>2</sub> eq)	31,646	29,857	35,286
Direct GHG emissions (scope 1)	5.8%	6.3%	8.0%
Indirect GHG emissions (scope 2)	7.4%	9.3%	8.1%
Other indirect GHG emissions (scope 3)	86.7%	84.4%	83.9%
Share of purchases of goods and services	39%	35.2%	28.9%
Share of business and commuting trips	40.8%	43.7%	56.0%
Share of energy for buildings	11%	13.7%	10.5%
Share of asset purchases	7.4%	6%	3.4%
Share of waste	1.5%	0.6%	0.7%
Share of other emissions	0.3%	0.8%	0.5%
Average tCO <sub>2</sub> eq per employee	3	2.84	2.97
Digital footprint (tCO <sub>2</sub> eq)	1,785	1,521	1,316
<b>Human capital</b>			
Number of employees	10,700	10,515	11,892
Growth in workforce	+20%	-2%	+13%
Women in the workforce	26%	28%	27%
Women in the Global Leadership Team	34%	30%	31%
Number of permanent employees			11,189
Average number of training hours per employee	31h (SA) / 14h (France) / 3h (UK & IRL) / 2h (India)	~9h (France) / ~15h (SA) / ~6h (India)	~16h (France) / ~22h (SA) / ~7h (UK & IRL) / ~3h (India) / ~9h (Brazil)
Gender equality index	85 (SA)	92 (SA)	91 (SA)
Percentage of people with disabilities (SYSTRA France)	2.84%	3.41%	3.49%
Employees who have received regular performance and career development reviews			94% (France) / 93% (SA) / 90% (UK & IRL) / 77% (India)
Employee turnover rate			18.6%
<b>Health, Safety &amp; Security (3S)</b>			
Share of employees who have received training on the "9 Life-Saving Rules"	63%	87%	87%
Frequency rate of occupational accidents	1.63	0 (Brazil, SA, UK & IRL) / 0.2 (India) / 1.88 (France)	0.7
<b>Client-centric approach</b>			
Clients who would recommend SYSTRA	99%	99%	96%
Average overall satisfaction rating awarded by our client (out of 3)	2.5	2.6	2.5
Private stakeholders among our clients	20%	20%	35%
Public stakeholders and network managers among our clients	80%	80%	65%
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
<b>Ethics and business compliance</b>			
Employees trained in the anti-corruption code of conduct	88.3%	92%	95%
Top managers who have reasserted their commitment to the Group's ethical principles	100%	100%	100%

## METHODOLOGY OF THE SUSTAINABILITY REPORT

Following the postponement of the implementation of the Corporate Sustainability Reporting Directive (CSRD) for "wave 2" companies, as provided for in the Omnibus package of 26 February 2025 and enacted by the "Stop the clock" directive published on 16 April 2025, and in accordance with Article 7 of French Law No. 2025-391 of 30 April 2025 containing various provisions adapting European Union law in economic, financial, environmental, energy, transport, health and people movement matters, known as the DDADUE law, the SYSTRA Group is not subject to a non-financial reporting obligation for fiscal year 2025. The SYSTRA 2025 Sustainability Report is therefore a voluntary reporting exercise.

This report presents, for fiscal year 2025, SYSTRA's main challenges and achievements regarding sustainability. To establish the reporting scope, it was agreed to rely on the financial consolidation perimeter, which includes all subsidiaries of the SYSTRA Group. Quantitative information disclosed on social and environmental matters concerns the Group. Key performance indicators are presented at Group level or, for certain indicators, on a limited consolidation scope (SYSTRA SA and its subsidiaries SYSTRA France, SYSTRA UK & Ireland, SYSTRA Brazil, and SYSTRA India). The carbon footprint published in 2025 was prepared using actual data covering at least 64% of employees for each category. GHG emissions for categories that could not be collected for certain sites or countries were estimated based on headcount. The reporting period corresponds to the calendar year, from 1 January to 31 December 2025. Environmental and social indicators may present methodological limitations due to the lack of harmonisation in definitions, local practices, and the availability of certain data over a limited perimeter. SYSTRA is committed to a process of continuous progress and improvement in order to strengthen the internal reporting process and ensure the reliability of the data we disclose. A reporting protocol, including indicator definitions and the various procedures for data collection and consolidation, is updated and shared each year with the relevant contributors.

## APPENDIX ANNUAL CARBON FOOTPRINT ASSESSMENT

For the fiscal year 2025, the key performance indicators published by SYSTRA which have been audited by Forvis Mazars are:

### SOCIAL INFORMATION

- Group headcount and breakdown of employees by gender and by geographic area.
- Number of permanent employees.
- Gender equality index (SYSTRA SA, France).
- Share of women within the Global Leadership Team and among the Group's top 150 managers.
- Number of departures and employee turnover rate.
- Number of training hours per employee (SYSTRA SA, France, Brazil, India, the United Kingdom and Ireland)<sup>(1)</sup>.
- Percentage of employees who received regular performance and career development reviews.
- Share of employees who have received training on the "9 Life-Saving Rules".
- Number of hours worked during the year.
- Frequency rate of occupational accidents.
- Top management that has reasserted its commitment to the Group's ethical principles.
- Completion rate for the anti-corruption code of conduct e-learning.
- Client satisfaction rate on projects.
- Client who would recommend SYSTRA.
- Share of public / private clients.
- Implementation rate of the Endpoint Detection and Response (EDR) protection solution.

### CARBON FOOTPRINT INFORMATION

- Countries engaged in the carbon footprint process: Asia (China, South Korea, Hong Kong, Indonesia, Malaysia, Philippines, Singapore, Taiwan, Thailand, Vietnam), Australia, Saudi Arabia, Brazil, Canada, Chile, Denmark, Egypt, United Arab Emirates, United States, France, India, Italy, Norway, Poland, the United Kingdom and Ireland, Sweden.
- Carbon footprint – Direct and indirect GHG emissions by country, including: purchase of furniture, purchase of IT equipment, purchase of services, purchase of vehicles, energy consumption (scopes 1, 2 and 3), waste, commuting, business travel<sup>(2)</sup>, refrigerants, catering, and digital usage (e-mails, OneDrive, SharePoint).

Project related consumptions for projects we deliver are excluded from this carbon footprint. For participating countries, the footprint was prepared using actual data where available at permanent sites; complementary data were extrapolated based on headcount in the country. The same extrapolation was applied to other countries (those not yet formally engaged in 2025 in preparing an annual carbon footprint or with a limited number of employees) to consolidate Group-level results. Upstream and downstream transport in scope 3 is not calculated as it is not applicable to the Group's activities. The following information has been excluded as not applicable to the Group's activities: societal commitments in favour of the circular economy; collective bargaining agreements concluded in the company and their impacts on the company's economic performance and on employee working conditions; the fight against food waste; the fight against food insecurity; respect for animal welfare and responsible, fair, and sustainable food; actions to promote physical and sports activities; actions to promote the nation-army link and support engagement in the reserves.

(1) The number and definition of training hours vary from one entity to another due to local regulations. E-learning courses are included in these training hours.

(2) Business travel: for the United Kingdom and Ireland, trip categorization follows the definition of the Department for Environment, Food and Rural Affairs (Defra) and not that of Ademe.

Note: our key countries are: Saudi Arabia, Asia, Australia and New Zealand, Brazil, Canada, Denmark, Egypt, United States, France, India, Italy, Iberian Peninsula and Latin America, United Kingdom and Ireland, Sweden.

For the 2025 carbon footprint assessment, the audited indicators cover the following categories: vehicle purchases, business travel, waste, commuting, energy and other direct emissions (scopes 1, 2, and 3), IT equipment purchases, digital usage (e-mails, OneDrive, SharePoint, Teams), furniture and supplies purchases, and services purchases.

Project related consumptions for projects we deliver are excluded from this annual carbon footprint exercise.

The scope covers all activities over which SYSTRA has operational control worldwide as of 31 December Y. The collection period runs from 1 January to 30 November 2025. December data are extrapolated to ensure the availability of supporting documentation and alignment with the audit period (early February 2026).

### GENERAL PRINCIPLES

All collected indicators are referenced in the Tennaxia platform. Reporting is presented in a questionnaire format to facilitate user experience and data completeness for contributors during a limited campaign period. Each country has its own collection scope (not all indicators are relevant to each country's context) and can also adjust sites as needed according to its organization (add new sites, close obsolete ones). Some indicators are associated with a specific site or, conversely, to the entire entity (transverse), and countries may request to adjust this perimeter based on data availability. The collection indicators align with the Greenhouse Gas Protocol (GHG Protocol) reporting standards. Emission factor values are sourced from official databases of Ademe, Defra, Inies, The Shift Project, Carbone4, Ceda, Ecoinvent, IEA, OID, the UK Government, and Agribalyse. The latest versions of these emission factors are updated in the collection tool before the start of the campaign.

One-hour demo/training sessions were held. The reference document "Carbon footprint procedure" describes the step-by-step approach to connect, navigate the platform, complete, and validate data. The document also explains the key collection principles and good practices, such as:

- **Pursuing completeness:** if entities have other data available beyond the default list of collection items in Tennaxia that can be reported, this must be communicated to the Group Sustainability team so it can be added to the items to be completed.
- **Ensuring all supporting documents and calculation files** are attached and retained to guarantee data reliability and traceability (notably for audit purposes).

- **Referring to the definition of each collection item** to report the requested data correctly (example: air travel is categorized into three distance bands – short haul (<1,000 kilometres), medium haul (1,000-3,500 kilometres), long haul (>3,500 kilometres) – and three classes: business, premium economy, and economy).
- **Converting local currency into euros.** To ensure inter country comparability, an Excel spreadsheet is provided to entities so they can convert amounts into € based on the average exchange rates for the year.
- **Systematically favouring the most reliable data source.** In order: invoices; reports from external suppliers; internal measurement data; estimates based on calculations and assumptions.

### EXTRAPOLATION OF DECEMBER DATA

The data collection period for the 2025 carbon footprint runs from 1 January to 30 November 2025. December data are therefore extrapolated to ensure the availability of supporting documents and consistency with the audit period in early February 2026. When December data are available (digital usage, commuting survey, etc.), or when it is likely that no purchases were made for an item in December (e.g., vehicle or IT equipment purchases), no extrapolation is applied. For energy consumption, to provide reliable data that accounts for seasonal consumption variations, the December Y-1 data were used. The carbon footprint for participating countries is prepared using actual data where available for permanent sites; complementary data were extrapolated based on the number of employees in the country. The same extrapolation was applied for other countries (those not yet formally engaged in year Y in preparing an annual carbon footprint) to consolidate results at Group level.

## APPENDIX DOUBLE MATERIALITY ASSESSMENT

### PRIORITISATION OF IMPACTS, RISKS AND OPPORTUNITIES ACCORDING TO CSRD-REQUIRED DIMENSIONS - METHODOLOGICAL DETAIL

#### Context

All data collected (pre-scoring, interviews, workshops) are used to assess the materiality of impacts, risks and opportunities from both perspectives of double materiality: the impact perspective and the financial perspective.

#### Scales used

The ESRS standards under the CSRD allow each company to set its own scales and application thresholds. The methodology applied uses a four-level rating for each dimension assessed, aligned with the Group risk mapping scale and the one used for the duty of care. This results in a four-point scale for financial materiality and for impact materiality.

#### Assessment of the impact perspective

The impact perspective evaluates the company's impacts on people, society and the environment – positive or negative, actual or potential – linked to its direct activities as well as its upstream and downstream value chain.

CSRD (ESRS 1 – AR-10) states that impact assessment must be measured along the following dimensions:

- severity of impact, i.e.:
  - **magnitude:** level of criticality (from low to very high),
  - **scope:** portion of the value chain concerned (from localised to global),
  - **irremediability of the impact** (easy to remediate to irremediable, for negative impacts only);
- probability of occurrence (from unlikely to actual).

The impact materiality scoring formula is as follows:

- for negative impacts: severity (magnitude + scope + remediability)/3 × probability (final score/4);
- for positive impacts: severity (magnitude + scope) /2 × probability (final score/4).

#### Assessment of the financial perspective

The financial perspective evaluates risks and opportunities that may positively or negatively affect the company's business model, development, performance and position over the short, medium or long term, and thus increase or erode SYSTRA's value.

CSRD (ESRS 1 – AR 10) states that risks and opportunities must be assessed according to:

- magnitude (from low to very high): the severity level of risks/opportunities;
- probability of occurrence of risks and opportunities (from unlikely to actual).

The materiality scoring formula is as follows:

- for risks and opportunities: magnitude × probability (final score/4).

### SETTING THE MATERIALITY THRESHOLD AND IDENTIFYING MATERIAL TOPICS AND IROS

The ESRS standards, as defined in the CSRD, allow each company to set its own application thresholds. For this first reporting exercise, a threshold of 2.5 out of 4 was selected by the project team and validated by the steering committee. This threshold makes it possible to distinguish the most significant subtopics for SYSTRA and to focus reporting on them, while highlighting issues specific to the company's activities.

The threshold may be revised later to include a larger number of issues or to respond to future stakeholder or market expectations.





# SYSTRA

72-76, rue Henry-Farman  
75015 Paris - France

Tel.: +33 (0)1 40 16 61 00  
[systra.com](http://systra.com)



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