

Designing solutions for a positive life

Extra-Financial Performance Report **2024**



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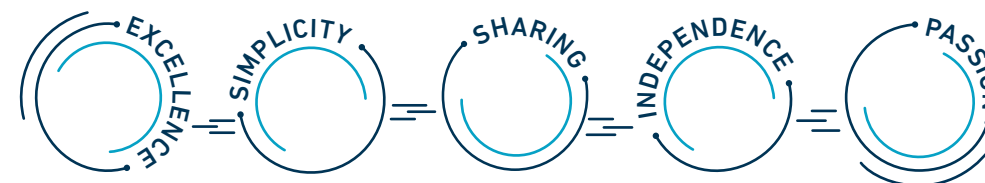
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Designing solutions for a positive life



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

Mobility
Water
Energy
Buildings
Industry



60 INDICATORS





INTRODUCTION

BENOÎT CLOCHERET

Chief Executive Officer

CSR, a key component of our overall performance

After more than twenty years of continuous progress in the fight against climate change, biodiversity loss and global inequalities in fundamental human rights have reached a critical point, ushering in a phase of uncertainty. Under the pressure of tense geopolitical developments, the resolve of many actors is weakening, and there are increasing calls to ease the environmental and social constraints applied to the economy.

Yet the needs remain unchanged, and the urgency is increasing. In October 2024, the Executive Secretary of the UN Framework Convention on Climate Change instead called for "a new era of acceleration, calling for much bolder new national climate action plans from every country". Recent analysis by this institution shows that current plans, even if fully implemented, would still fall far short of the goals set by the Paris Agreement. Now, an average global warming of at least 3°C by the end of the century is being discussed, whereas in 2015, exceeding 2°C was considered imperative. Faced with this increasingly alarming situation, Artelia renews and deepens its CSR commitments year after year. In 2024, several key topics stood out.

Sustainable design comes first, as it is a fundamental lever for guiding

development projects, from their preliminary phase onwards, towards avoiding and reducing impacts. We have finalised the TRACE by Artelia methodology and tools to support our clients in enhancing the environmental performance of their projects throughout their development. The strength of this approach is that it is simple and adaptable to all countries and project categories. Reducing our carbon footprint is a second key objective, and we have continued to implement the GHG emissions reduction trajectory validated last year by the Science Based Target initiative (SBTi). Given the very limited room for maneuvers available to us, we will have to redouble our efforts to meet these very demanding objectives. Throughout 2024, Artelia also conducted an initial double materiality analysis of its ESG (environmental, social, and governance) issues, which identified 95 significant IROs (impacts, risks, and opportunities). Actions have already been initiated for some of these, such as the implementation of a responsible purchasing process and the strengthening of the security of our information systems, for which an ISO 27001 certification process is underway.

At the same time, in 2024 we accelerated the extension of our CSR initiatives to the entire Group. This initiative was

especially significant within human resources, leading to the creation of a unified framework for diversity and inclusion as well as the implementation of a digital learning platform accessible to all employees. Artelia Academy, a center of excellence dedicated to training and raising awareness among executives, managers, and experts, now has six campuses around the world. Simultaneously, we have explored the possibility of opening share ownership to all our employees in several European countries, as is already the case in France through our FCPE employee share ownership fund.

Finally, we have strengthened our exchanges with the academic world, joined several European research programmes, and contributed to the creation of a partnership chair focused on the development of ethical and more energy-efficient AI. The Artelia Foundation has also supported 70 associations and launched a call for projects dedicated to biodiversity preservation and climate change. We are resolutely determined to continue implementing this ambitious CSR policy. It articulates our commitment to "create solutions for a positive life", highlighting the impact we aim to have on shaping a better world.

ASSERTING OURSELVES AS A REFERENCE IN CSR

Artelia has always been committed to being exemplary in terms of environmental and social responsibility and has made year-on-year progress in implementing its CSR policy, anticipating the increasingly demanding requirements of regulations and labels. Major efforts have been devoted to launching the decarbonisation programme validated by the SBTi and to rolling out the ISO 14001 environmental standard within the Group. For the first time, we also had our cybersecurity strategy assessed by an independent organisation, as we have been doing for several years for CSR.

SBTi



IMPLEMENTATION OF THE SBTi PROGRAMME

Artelia is committed to reducing its absolute GHG emissions by 46.2% for 'scope 1 and 2' and 27.5% for 'scope 3' by 2030. To meet these commitments, we have launched a wide range of initiatives.

In France, a network of 40 climate referents has been set up to support an awareness-raising and training campaign for around 4,000 employees. Structural measures have been taken to improve the transport carbon footprint. The systematic replacement of company vehicles with electric vehicle has been initiated. In addition, the new car policy now offers 100% hybrid or electric vehicle. The Group will also be providing its employees with high-quality electric bicycles at very attractive prices to encourage the use of active modes of transport.

Other actions have been undertaken on a country-by-country basis, particularly in the largest subsidiaries with the highest GHG emissions. Canada, Denmark, Italy, Norway, the United Kingdom and Vietnam have all worked on a quantified action plan (in € and CO₂) to determine the priority actions to be launched in order to achieve the 2030 targets.



AWARDED GOLD STATUS BY ECOVADIS

As we do every year, we had our CSR performance assessed by EcoVadis, a rating organisation that works with over 150,000 companies in 185 countries, analysing four areas: environment, labour & human rights, ethics and sustainable procurement. We obtained a score of 77/100, ranking us in the top 1% of companies in the "Architecture and Engineering" sector assessed by EcoVadis.

WE SUPPORT



RENEWAL OF OUR COMMITMENT TO THE UNITED NATIONS GLOBAL COMPACT

We have reaffirmed our commitment to the United Nations Global Compact, renewing our commitment to respect ten universal principles (human rights, labour law, environment, anti-corruption) and to implement 17 Sustainable Development Goals (SDGs). As part of this commitment, we publish our annual Communication on Progress (COP) on the Global Compact website.



DEPLOYING ENVIRONMENTAL MANAGEMENT AND ISO 14001 CERTIFICATION

The environment is a core, cross-functional issue for Artelia in many ways, making it one of the pillars of its CSR policy. The systematic deployment of high-quality environmental management at each of our sites is therefore one of our priorities. A rationalisation and standardisation of our approaches in this area have been initiated to offer best practices everywhere. Several of our sites in France, Dubai, Spain and the UK are already ISO 14001 certified, representing 37% of the Group's employees. Our aim is to increase this ratio to 50% by the end of 2025.

cybervadis

A FIRST CYBERVADIS ASSESSMENT

Given the importance of digital data and cyber attacks, Artelia had its cybersecurity system assessed by the independent organisation CyberVadis, which offers a comprehensive audit of this category of risk. We obtained an overall score of 811/1000, with results well above the average of the companies audited in the four main areas of analysis (confidentiality, data protection, maintenance in operational condition, third-party risk management). This overall score places Artelia among the 'developed' companies in terms of cybersecurity.

PROGRESS



OUR ESG COMMITMENTS AND OBJECTIVES

Artelia's CSR policy is structured around four main pillars and 20 quantified objectives which express the Group's ambitious aims as regards ESG (environment, social and governance) criteria.

As part of the process of defining the Group's new strategy for 2030, we are considering adjusting and renewing these objectives.

ENSURE RESPONSIBLE GOVERNANCE

OUR COMMITMENTS	OUR TARGETS	2023	2024
- Set the standards among engineering groups in terms of CSR - Remain exemplary in ethical matters - Motivate employees by sharing the financial performance created - Preserve our independence by promoting employee shareholding on a broad level	- Perform a detailed assessment of ESG risks and opportunities on 100% of our major bids, based on the EU taxonomy and the SDGs - Provide ethics training for 100% of our employees and freelancers each year - Include ESG clauses in 100% of our purchasing contracts and perform targeted audits each year - Share at least one third of the profit generated by our operational activities - Promote employee share ownership among at least 50% of our employees - Encourage young employees to acquire company shares with an initial target of at least 50% of shareholders under the age of 45	7 Business Units out of 9 95.9% 70% 35.2% 45% 44%	7 Business Units out of 10 94% 100% of standard group contracts contain the clause 34.9% 38% 57%



PROTECT THE ENVIRONMENT

OUR COMMITMENTS	OUR TARGETS	2023	2024
- Align the Artelia Group's carbon footprint with the objectives of the Paris Agreement, through our commitment to the Science Based Targets initiative (SBTi) - Contribute actively to reflections on ways to reduce the carbon emissions of our clients' projects - Encourage our clients to commit to a project approach centred on sustainable design and environmental monitoring of work sites, including biodiversity-related aspects	- Reduce the carbon footprint of our direct emissions (energy consumed by our offices and vehicle fleets) to meet the "1.5°C" pathway (scopes 1 and 2, in terms of absolute emissions and intensity per employee) - Reduce the carbon footprint of our indirect emissions (mainly our travel) to meet the "well below 2°C" pathway (scope 3 in absolute terms) - Develop internal expertise, in particular by training 100% of our project managers in internal methods and tools dedicated to sustainable design and to environmental monitoring of work sites - Promote sustainable design and work site environmental monitoring on 100% of our major projects	+20.4% relative to 2019 -11.3% relative to 2019 13.4% 100%	+22.3% relative to 2019 +45.1% relative to 2019 13.9% 100%



DEVELOP OUR HUMAN CAPITAL

OUR COMMITMENTS	OUR TARGETS	2023	2024
- Adopt a safety culture with a goal of "zero accidents" - Foster the commitment and well-being of our employees - Empower women within the company - Accelerate inclusion - Enable stimulating career paths	- Achieve a workplace accident frequency rate of less than 3.25 and aim for Zero serious accidents - Aim for an average rating of 8/10 on the "Engagement" and "Well-being" indicators in the annual employee survey - Increase the proportion of female managers and women on governing bodies to 25% - Make 100% of our employees aware of our "Each&All" Diversity and Inclusion policy each year - Enable 100% of our employees to receive face-to-face or digital training each year - Co-develop new professional opportunities for each employee at least every 3 to 5 years	1.2 7.5/10 27% 95.9% 83% Not available	3.2* 7.8/10 28.3* 100% 89% 74%**

* Safety and gender indicators include Artelia SAS, Artelia Holding, Artelia Industrie, Artelia Italy, Olav Olsen and Artelia Denmark
** 74% of employees have grown or feel they have grown in their position in the past five years.



CONTRIBUTE TO DEVELOPMENT AND SOCIAL PROGRESS

OUR COMMITMENTS	OUR TARGETS	2023	2024
- Help strengthen the appeal of scientific careers - Encourage women to take up engineering careers - Commit to the common good through the Artelia Foundation	- Support 15 research programmes through chairs or PhD programmes to boost Artelia's social impact - Participate in five action programmes aiming to encourage women into engineering - Increase the number of days spent each year on assignments for non-profit organisations to 500 - Aim to invest the equivalent of at least 3% of the Group's operating profit in the Foundation annually	13 2 400 1.22%	14 6* 500 1.45%

* 4 France + 1 Denmark + 1 Vietnam

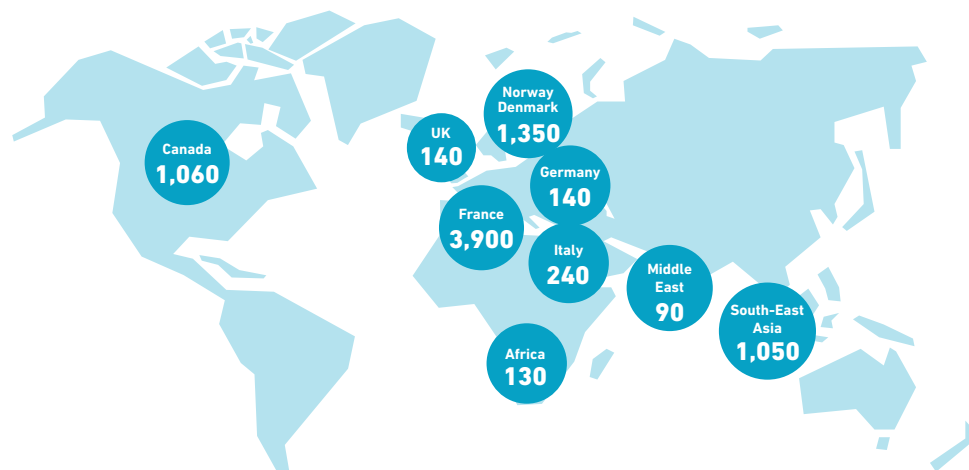


ARTELIA AND ITS ECOSYSTEM

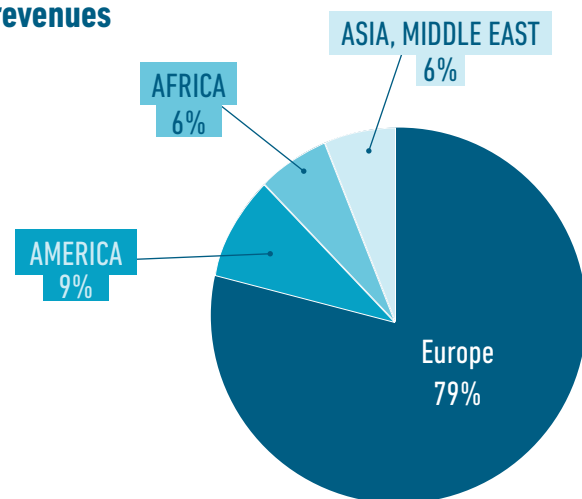
Designing solutions for a positive life

9,800 EMPLOYEES

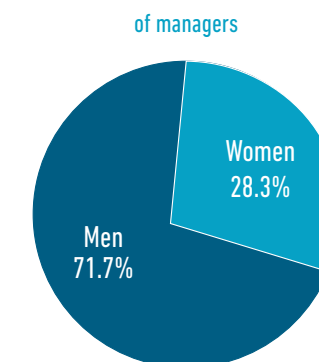
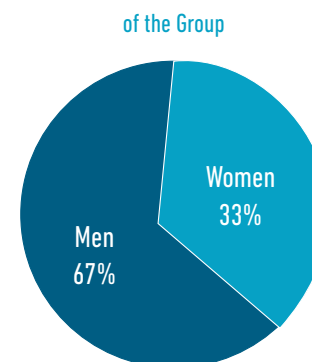
at 31 December 2024



€1.15 bn
in revenues



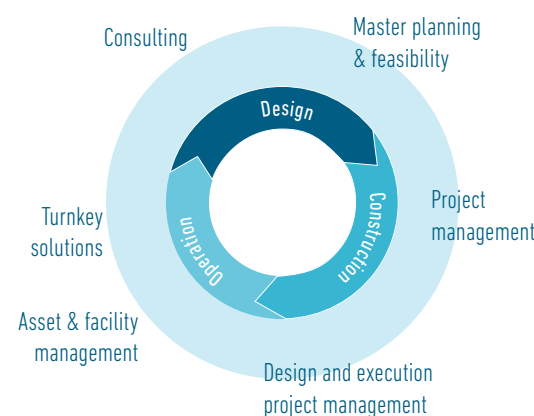
Diversity rates



82%
of employees
recommend Artelia

95%
of customers
recommend Artelia

Being involved throughout the development project life cycle



Mobility - Water - Energy
Buildings - Industry

Responding to 7 strategic challenges for the planet and humanity

- Climate resilience & biodiversity
- Energy transition
- Sustainable use of resources
- Advanced industrial facilities
- Regeneration of the built environment
- More liveable cities
- Sustainable & multi-modal transport

28,000 operational projects carried out in 2024

Decarbonization
trajectories
validated by SBTi

An approach based on
eco-design, applicable in
all our establishments

€25 million
per year
dedicated to research
and innovation

70
associations
supported by
our Foundation

2024 ENR* ranking
48th of the TOP 150
global design firms

*Engineering News-Record

5 cardinal values

Excellence, simplicity, sharing, independence and passion

100%
of the capital held by
3,734
Group employees

35%
of the Group's
profit shared among employees
Consolidated operating profit before amortisation
and depreciation and variable remuneration of
an individual or group nature



Read the Essentials 2024

ACTIVITIES

In 2024 the Artelia Group worked on nearly 28,000 development projects around the world, aligning its assignments with the seven strategic challenges to which it intends to contribute.



© CA2BM - Flooding in the lower reaches of the River Canche

CLIMATE RESILIENCE & BIODIVERSITY

FRANCE

Reduction of flooding in the lower reaches of the River Canche

The 2 Baies en Montreuillois urban community (CA2BM), which was badly affected in 2024, entrusted the preparation of an overall strategy to reduce flooding to Artelia. The ultimate goal is to implement a development programme that incorporates all the causes (rainfall, run-off, rising water tables and tides, etc.) and the local authority's expectations, at a 50-year horizon.



ENERGY TRANSITION

LAOS

Commissioning of the Nam Ngum IV hydroelectric station

Having reviewed the design and supervised the works, our teams commissioned this new hydroelectric power project on the River Nam Ngum, a tributary of the Mekong. It comprises a 68-metre high concrete dam, a power station with a capacity of 240 MW, a 17 km headrace tunnel and a 35 km high voltage (230 kV) transmission line. It will produce 870 GWh per year.



© Anders Nymann Wejse



© Sibanye-Stillwater



Benguerir Smart Health Care City



© MXR COMMUNICATION - Toulouse Metro

SUSTAINABLE USE OF RESOURCES

DENMARK

TRÆ, an emblematic timber construction and circular economy project

With its 20 storeys and 78 metres, the TRÆ office building is the tallest wooden building in Denmark and one of the tallest in the world. This project, for which Artelia provided the engineering alongside the Lendager architects firm, also constitutes a model use of recycled materials. These materials are widely used in the building, which also houses the "Living Lab", three experimental storeys where we respectively explored and tested the use of recycled, upcycled (creatively re-used) and biosourced materials. The objective was to show how these materials could best be integrated in the construction and thus contribute to reducing the climate footprint. Opened in 2024, TRÆ was given five stars by the country's most influential architecture critic and won the Green Award in the Building Awards trade fair.

ADVANCED INDUSTRIAL FACILITIES

FRANCE

Development of high-purity nickel production

Sibanye-Stillwater is studying the possibility of converting its Sandouville nickel refining plant into a production unit for pre-cursor cathode active material (pCAM) used in lithium-ion batteries for the electric vehicle market. In partnership with Hatch, Artelia is taking part in this feasibility study, which includes a section on the use of recycled materials.

REGENERATION OF THE BUILT ENVIRONMENT

MOROCCO

Development of the Benguerir Smart Health Care City

As part of the Benguerir Green City, the Mohammed VI Polytechnic University (UM6P) is developing a Smart Health Care City (SHCC). Artelia is providing comprehensive project management for the structure, the electricity, gas and water and the access roads for this project, which comprises a university hospital centre with 200 beds, a follow-up and rehabilitation centre with 120 beds and a medium-stay geriatric centre with 70 beds.

MORE LIVEABLE CITIES

ITALY

Urban regeneration of the Milan Trotting Racecourse (Ippodromo del Trotto)

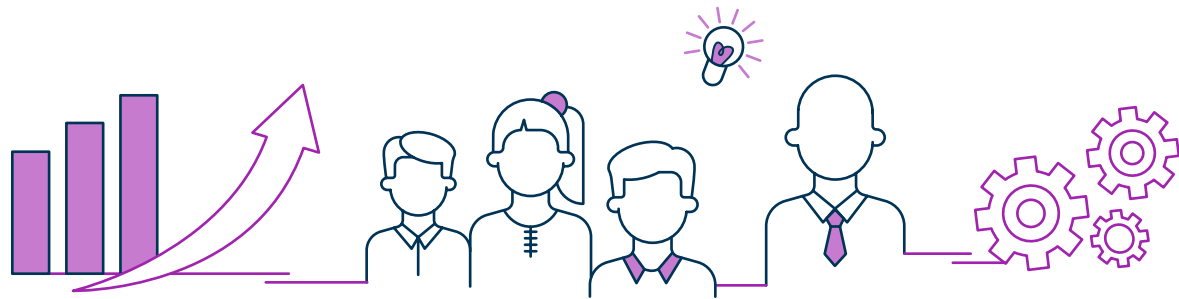
Artelia is involved in this major urban regeneration project of the Milan conglomeration which consists in transforming the run-down area of the old racecourse into a mixed neighbourhood with housing, shops and services. The accent is on biodiversity and inclusion, with a view to obtaining LEED Neighbourhood Development and WELL Community labels. Our teams are involved in both the design and construction phases in order to attain the highest levels of quality from the architectural, environmental and social points of view.

SUSTAINABLE & MULTI-MODAL TRANSPORT

FRANCE

Metro: growing dynamism

Implying as it does technical challenges, particularly as regards system engineering, civil and construction engineering, the design and construction of metro lines is an activity in which Artelia continues to strengthen its position, proposing innovative solutions adapted to the particular needs of each project. Being involved in the creation or extension of major infrastructure projects such as the Grand Paris Express (GPE) and the underground system for the Tel Aviv Metropolitan Area, our teams contributed to progress on various projects over the course of 2024: commissioning of the extension to line 11 and start of works on GPE line 15 West-South, excavation of the North-West tunnel of the third line of the metro for the Toulouse conglomeration, launch of Infrastructure & Systems studies for the Tel Aviv metro, a prospective feasibility study for a metro system for the Bordeaux conglomeration, and modernisation of Montreal's metro communications.



ENSURE RESPONSIBLE GOVERNANCE

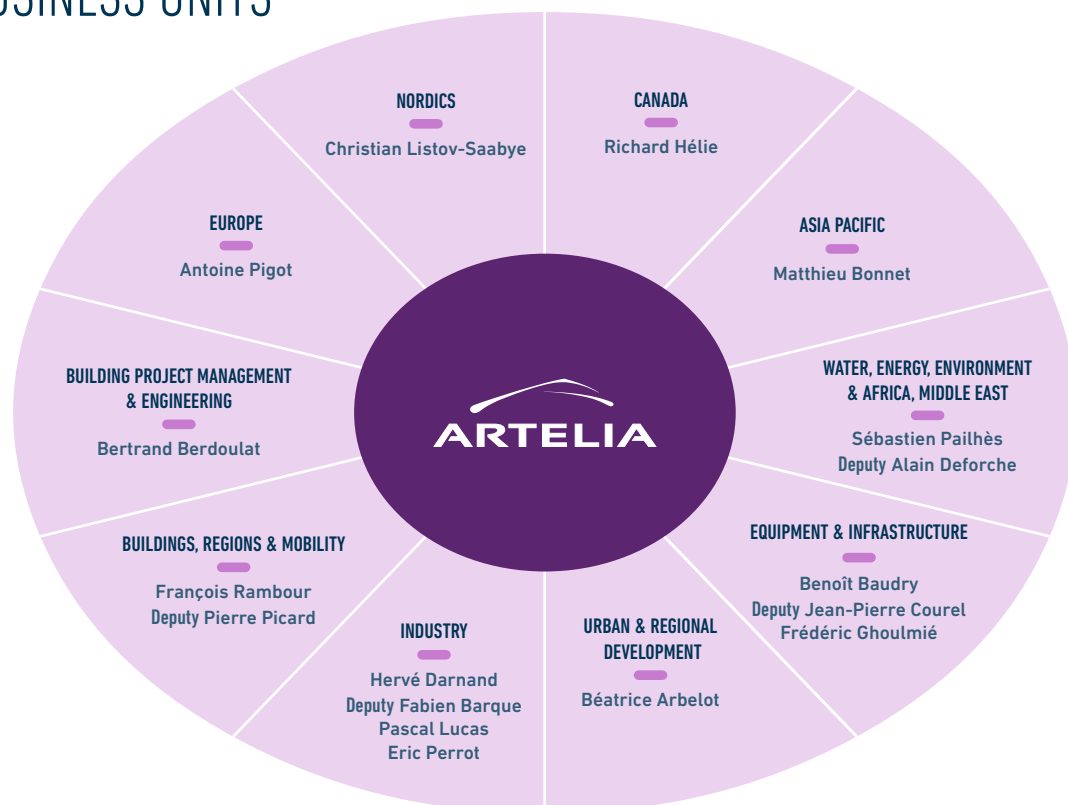
ORGANISATION AND GOVERNANCE OF THE GROUP

Artelia has adopted an agile organisation suited to the particular characteristics of its various markets.

OPERATIONAL ORGANISATION

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

10 BUSINESS UNITS



EXECUTIVE COMMITTEE

The Chief Executive Officer is responsible for the general management of the Group, reporting to the Board of Directors. He represents the Company in its dealings with third parties. He is assisted by an executive committee, which currently consists of nineteen members representing the Group's Business Units and Business Partners.



Benoît CLOCHERET
Chief Executive Officer



Frédéric ABBADIE
Director, Finance
& Purchasing



Béatrice ARBELOT
Executive Director
Urban & Regional
Development



Benoît BAUDRY
Executive Director, Mobility
& Infrastructure



Bertrand BERDOULAT
Executive Director, Building
Project Management
& Engineering



Cyrille BRICHANT
Director, Technologies
& Performance
Artelia Digital Solutions



Matthieu BONNET
Executive Director
Asia Pacific



Hervé DARNAND
Executive Director,
Industry



Marc GIROUSSENS
Senior Vice President
Strategy & Development



Richard HÉLIE
Executive Director,
Canada



Didier LANFRANCHI
Senior Vice President
Strategy & Development



Thierry LASSALLE
Director, Human
Resources



Christian LISTOV-SAABYE
Executive Director, Nordics



Anne LOOTEN
Director, Legal Affairs
& Compliance



Sébastien PAILHÈS
Executive Director
Water, Energy, Environment
& Africa Middle East



Anne-Laure PATÉ
Director, Marketing,
Communication & CSR



Antoine PIGOT
Executive Director
Europe



François RAMBOUR
Executive Director Buildings,
Regions & Equipment



Olivier SERTOUR
General Secretary

BOARD OF DIRECTORS

The Board of Directors, chaired by Claude Imauven, consists of 11 members, four of whom are external to the Group. It defines the Group strategy. The Board relies on three consultative committees, including the CSR Committee, to define its strategic focus areas

Benoît Clocheret
Chief Executive Officer,
ex officio member



Alain BENTEJAC
Co-founder of Artelia
and representing Alben Invest

Four external directors,
appointed by the Shareholders of
Artelia Global on the CEO's proposal



Claude IMAUVEN



Valérie PERHIRIN



Delphine SEGURA-VAYLET



Stéphane VILLECROZE

Two directors
elected from
among the
Shareholders of
Artelia Global



Nastaran VIVAN



Laurent VIGNEAU



Victoria OTERO SANCHEZ

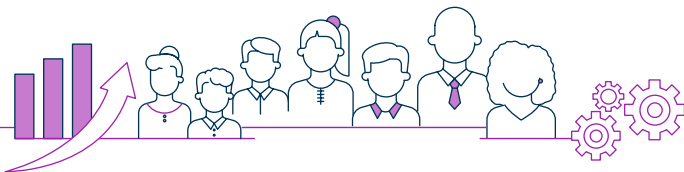


Olivier DELOOF

Two directors
elected from
among the
shareholders'
council

Céline KHAZNAGI
Chair of the Supervisory Board
of Artelia's Employee Savings Collective
Investment Scheme (FCPE)





GOVERNANCE OF CSR

The CSR function has adopted a system of governance and a dedicated organisation in order to deploy ESG subjects effectively in the Group. Via the CSR committee it is directly involved with the Board of Directors, shedding light on its deliberations and guiding its decisions.

THE CSR COMMITTEE

A consultative body reporting to the Board of Directors, the CSR committee meets as and when required, at least four times a year. Its members are appointed by the Board of Directors. They comprise: one external director, one in-house director, one representative of the shareholders' council and six members representing the Business Units, the Human Resources Division and the Artelia Foundation. It also includes three permanent guests: the CEO of Artelia, the secretary general and the CSR Director. It guides the actions of the Board of Directors in close liaison with the CSR Director, defines the Group's CSR policy, and evaluates its progress towards achieving its targets on an annual basis.

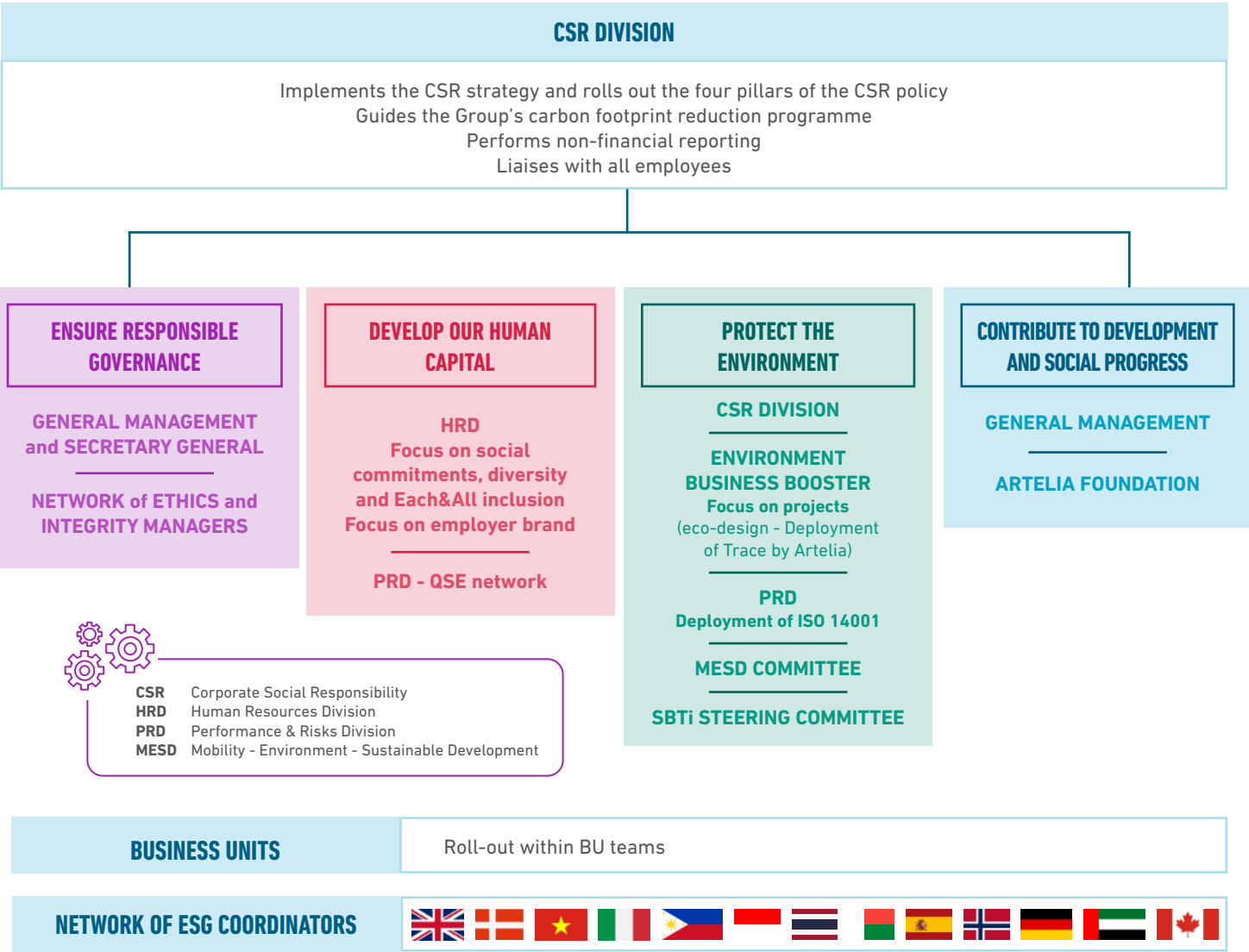


THE CSR COMMITTEE

From left to right:

- Jean-François Kalck - Committee Chairman
Béatrice Arbelot, Catherine Baldassarre, Jade Bécret, Laetitia Bélaube
Hervé Darnand, Anne-Françoise Hayman, Valérie Perhirin, Antoine Pigot
Katia Tibichte, Laurent Vigneau, Anne-Laure Paté, Olivier Sertour, Benoît Clocheret

CSR DIVISION



ETHICS COMMITTEE

Chaired by Alain Bentéjac, director and co-founder of Artelia, the ethics committee has ten members. It defines the integrity programme and more widely the Group's ethical approach. It oversees the roll-out of Artelia's integrity programme and keeps a watch on how it evolves. It analyses ethics reports, whether drafted by third parties or the parties themselves, audits or has these parties audited and, depending on the situation, responds or proposes elements of response to the general management relating to these reports.

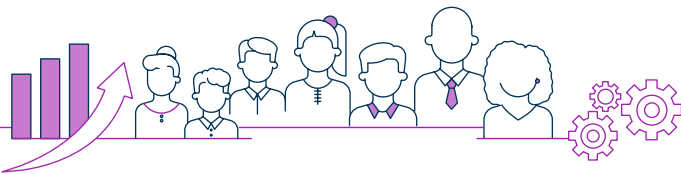
SBTi STEERING COMMITTEE

The SBTi steering committee was put in place following validation of the Group's decarbonisation trajectories by

the Science Based Targets initiative. Sponsored by Béatrice Arbelot, it brings together the various functional divisions of the Group involved in climate action in order to jointly define, steer and evaluate the GHG emission reduction actions taken.

ENVIRONMENT BUSINESS BOOSTER

The Environment Business Booster, a cross-cutting entity of the Artelia Group, brings together representatives of the 10 Business Units. It plays an essential role in the deployment of the ambitious TRACE initiative, which offers a unique opportunity to influence the built environment, to engage in discussions at a political level and to collaborate with our customers in designing solutions favouring a sustainable way of living.



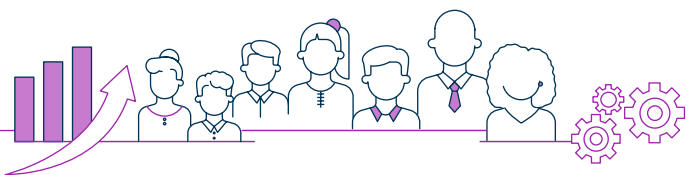
STAKEHOLDERS: IMPLICATIONS, CHALLENGES AND CONCERNS

Artelia maintains regular dialogue with its main stakeholders. The Group has identified six key categories and implemented dedicated modes of dialogue for each one designed to respond to their expectations.

	Modes of dialogue implemented	The stakes for Artelia	Stakeholder's expectations
GRADUATE SCHOOLS OF ENGINEERING AND UNIVERSITIES	- Participation in more than 30 academic forums - Participation in a large number of fairs and exhibitions	Presenting our professions and supporting the education and training of young people	- Training and skills - Attractiveness - Partnerships (chairs, sponsorship)
SOCIETY, LOCAL COMMUNITIES AND ASSOCIATIONS	- Support for non-profit organisations via the Artelia Foundation - Membership and active participation in events organised by bodies such as: Palladio Foundation, Entreprise & Progrès, Rêve de Scènes Urbaines and Transparency International - Public inquiries and consultation of local residents during projects	- Training and skills - Attractiveness - Partnerships (chairs, sponsorship)	- Positive environmental and social impacts - Contributing to regional development (attractiveness)
PROFESSIONAL ASSOCIATIONS	- Syntec Ingénierie (France): sustainable development committee, climate coordinators' working group, CSRD working group - EFCA (European Federation of Engineering Consultancy Associations): Green Deal Committee	Defending and promoting the profession, especially in dealings with public authorities, and organising the collective approach	- Involvement in working groups, committees, sub-committees - Feedback of concrete information - Promotion of our professions
CUSTOMERS	- Dialogue throughout the contractual relationship - Satisfaction surveys: 400 surveys covering sustainable development, ethics, innovation, and health and safety aspects were conducted in 2024. 95% of our clients would recommend Artelia	Meeting the major strategic challenges facing our planet by contributing to the entire development project life cycle in five key areas of the economy (Mobility - Water - Energy - Building Construction - Industrial facilities)	- High-quality services - Proximity and continuity of service - Ability to innovate, advise and implement sustainable development in the commissioned assignments - Ethics - Health and safety

	Modes of dialogue implemented	The stakes for Artelia	Stakeholder's expectations
GENERAL SERVICE PROVIDERS	- Written communications and organisation of regular meetings - CSR evaluation by means of a questionnaire	Obtaining high-quality products or services in accordance with our mutual commitments and in line with our CSR targets, particularly as regards climate	- Generation of sustainable business - Ethics
FINANCIAL ORGANISATIONS	- Annual information meeting and financial presentation to our banks - Information and detailed presentation of our external growth operations, and communication of financial ratios to our financing banks - Information supplied regularly to rating institutions	Obtaining funding that meets our needs, as well as support and advice on specific transactions (acquisitions, PPP bids, etc.)	- Growth, cash position - Ethics - ESG responsibility (sustainable finance), in particular by monitoring the Group's ESG indicators (questionnaires) and contractualising CSR objectives in the context of financing
CO-CONTRACTORS AND SUBCONTRACTORS ON ASSIGNMENTS	- Consultation and dialogue throughout the contractual relationship - Ethics assessments of 100% of co-contractors and subcontractors on assignments	Obtaining high-quality products or services in accordance with our mutual commitments and in line with our CSR targets, particularly as regards climate	- Generation of sustainable business - Health and safety on worksites - Ethics

	Modes of dialogue implemented	The stakes for Artelia	Stakeholder's expectations
EMPLOYEES	- Annual Bleexo survey - Annual evaluation and professional development interview	Retaining talent, encouraging diversity and supporting professional development	- Acquisition and development of skills - CSR commitment - Confidence in the company's strategy - Sharing of value - Ethics - Values and culture - Labour/management relations - Working conditions, work/life balance - Health and safety
TRADE UNIONS AND STAFF REPRESENTATIVES (SOCIAL & ECONOMIC COMMITTEE)	119 meetings: 5 Group committee meetings 18 meetings (5 of them extraordinary meetings) of the Social and Economic Committee (CSE, replacing the former Works Council) 24 Commission meetings 18 WHSC meetings 47 staff rep. committees 17 Negotiations	Retaining talent, encouraging diversity and supporting professional development	- Labour/management relations - Economic, environmental and social information on the Group - Protection of employees' interests - Working conditions - Diversity and non-discrimination
SHAREHOLDERS (shareholding managers of Artelia Global and employees via the collective savings investment scheme (FCPE))	With Artelia Global shareholders: - Annual meeting of Artelia Global shareholders - Quarterly electronic newsletter sent to all shareholders With shareholder employees via the collective savings investment scheme (FCPE): - Webinars - Dedicated area on the intranet	Affirming the Group's independence and performance with its capital held entirely by its employees and managers	- Generation of sustainable growth - Sharing of value - Confidence in the company's strategy
APPLICANTS	Encounters at trade fairs, forums	Attracting talent, encouraging diversity and supporting professional development	- Interesting job opportunities (technical skills, large projects, etc.) - Prospects for building a career and developing skills - ESG responsibility (mainly environmental and social aspects)



ESG IMPACTS, RISKS AND OPPORTUNITIES (IROS)

Throughout 2024, the Group conducted a double materiality analysis of its ESG challenges and the associated impacts (positive and negative), risks and opportunities. This analysis, which was carried out in accordance with the ESRS, will be updated if any major event looks likely to affect its results.

METHOD

To identify the IROs associated with the Group's ESG challenges, Artelia, supported by an external consultancy, brought together a number of in-house stakeholders in the form of workshops. For each of the three themes (environment, social and governance), three workshops were held: the first to identify the Group's ESG challenges on the basis of available internal documentation, GRI and SASB frames of reference and sector benchmarks, a second one to translate these challenges into IROs, and finally one to rank the IROs in order to determine their materiality. This last phase enabled us to assess Artelia's effects on the environment and on people, using for criteria: extent, intensity, (ir-)remediability and likelihood. It also led to a financial estimate of the risks and opportunities generated by the objects of sustainable development, by combining the potential extent of the impact with the probability of occurrence of the event (risk or opportunity). All IROs were rated "gross", that is to say without taking account of the policies and actions put in place by the Group to mitigate them.

These workshops brought together:

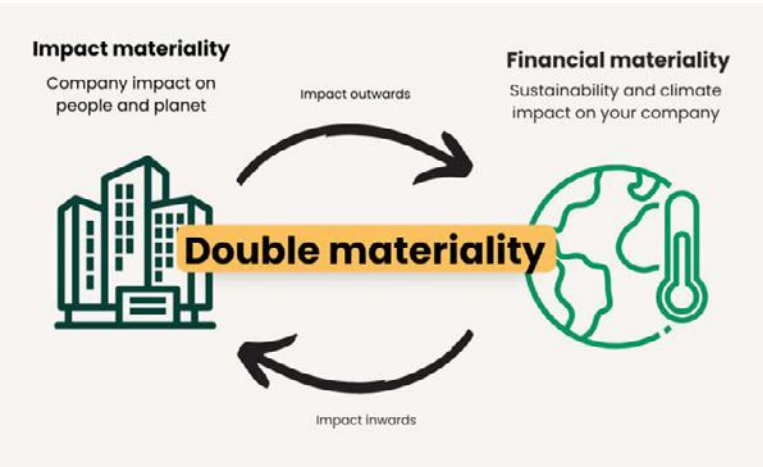
- the CSRD project committee, composed of the CSR division, the Administration and Finance division and Artelia Consulting;
- various specialist functions depending on the expertise required for the challenges identified.

The results of these workshops were presented to and validated by an enlarged CSRD steering committee which included Group executive committee members and members of the CSR committee.

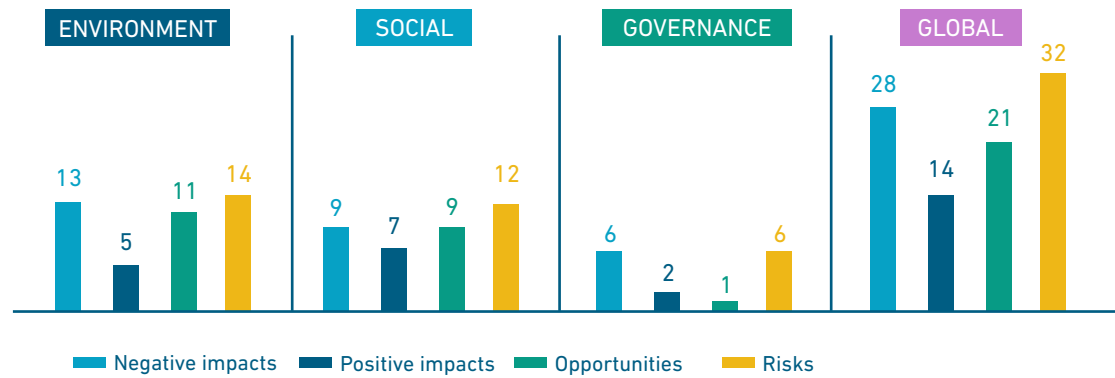
RESULTS OF THE DOUBLE MATERIALITY ANALYSIS

Artelia identified 95 ESG impacts, risks and opportunities, distributed as per the summary shown opposite. The IROs were grouped into broad categories. It was decided not to show challenges rated as non-material. This format, while not in accordance with the regulations, provides easier visibility of the subjects that are material for Artelia.

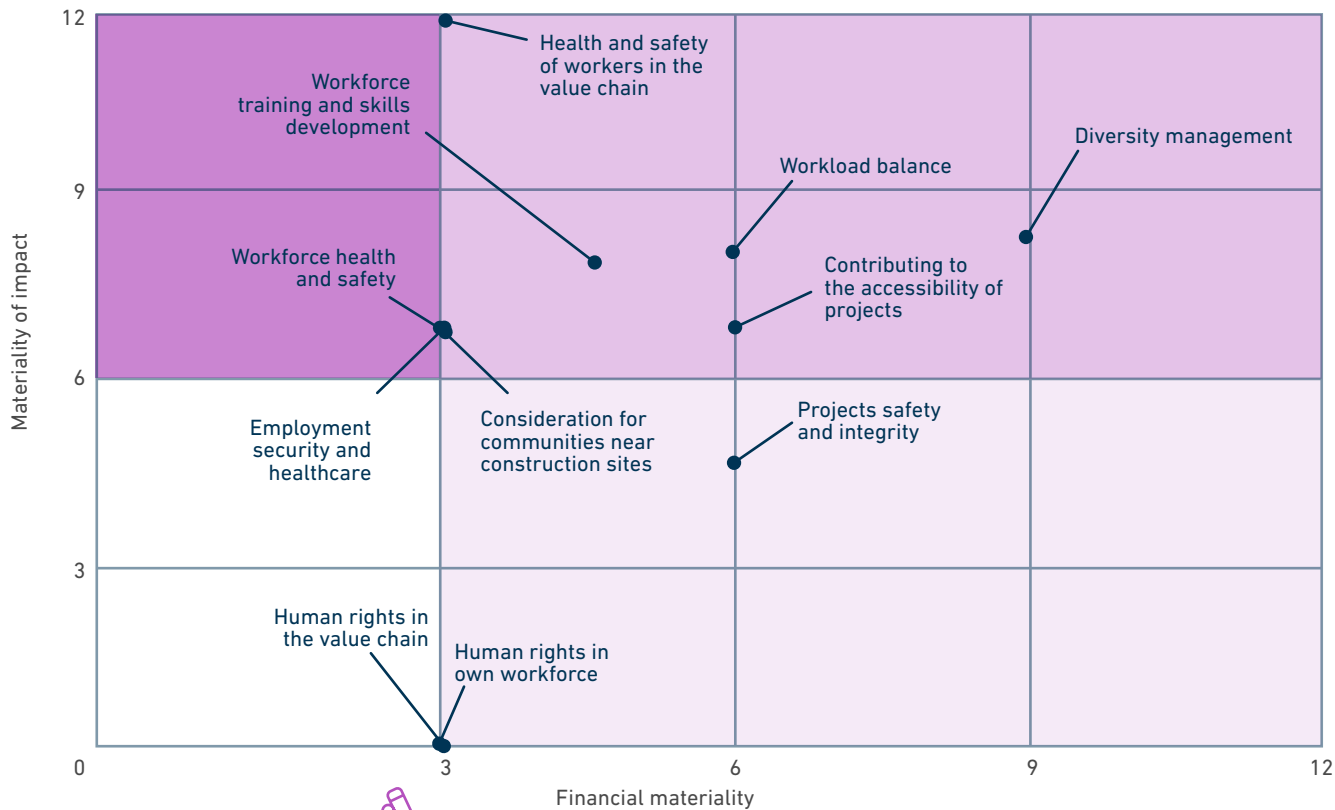
The real challenge in the coming years will be to standardise and complete the ESG policies so as to ensure that all the material IROs are covered at Group level.



DISTRIBUTION OF THE 95 IROS: IMPACTS (POSITIVE AND NEGATIVE), RISKS AND OPPORTUNITIES



DOUBLE MATERIALITY MATRIX: SOCIAL CHALLENGES

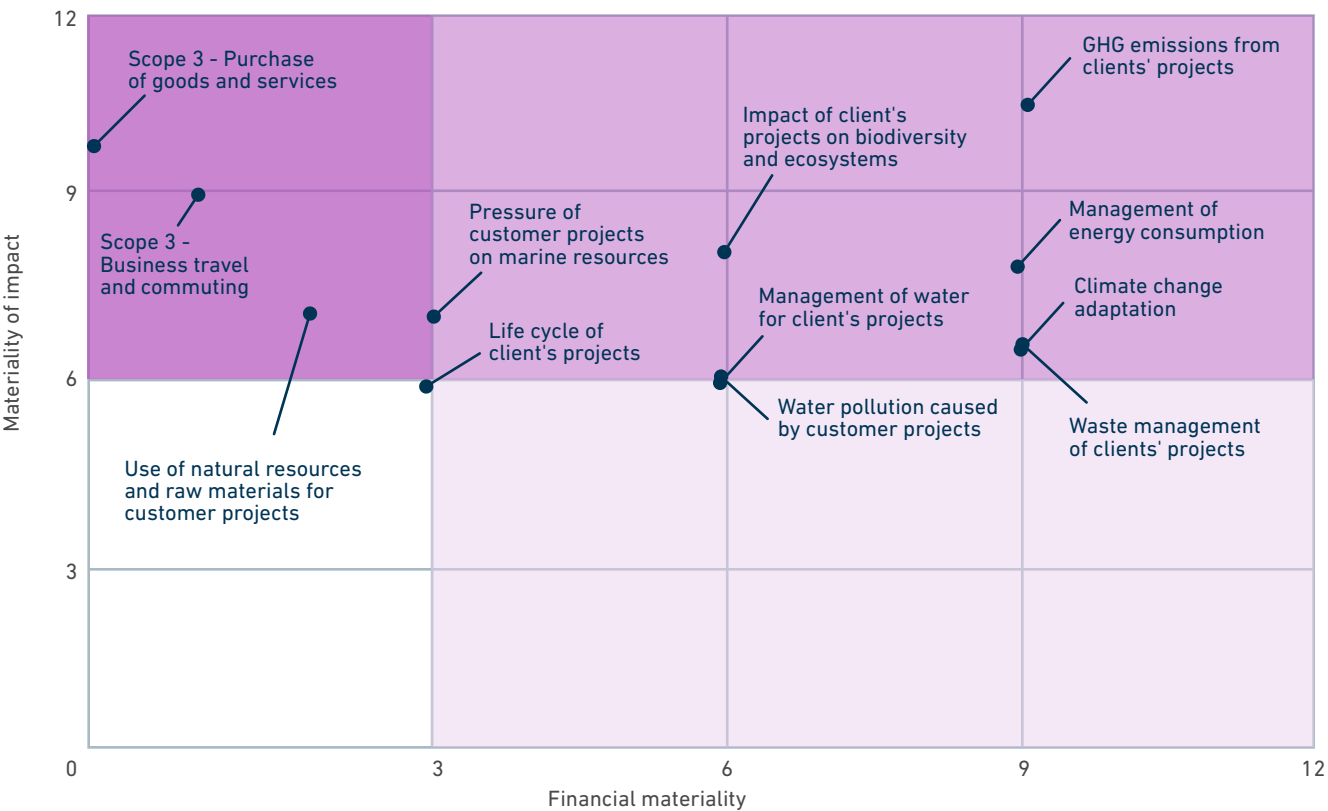


EXISTING POLICIES AND PROCEDURES FOR MANAGING THE IROS ASSOCIATED WITH SOCIAL ISSUES

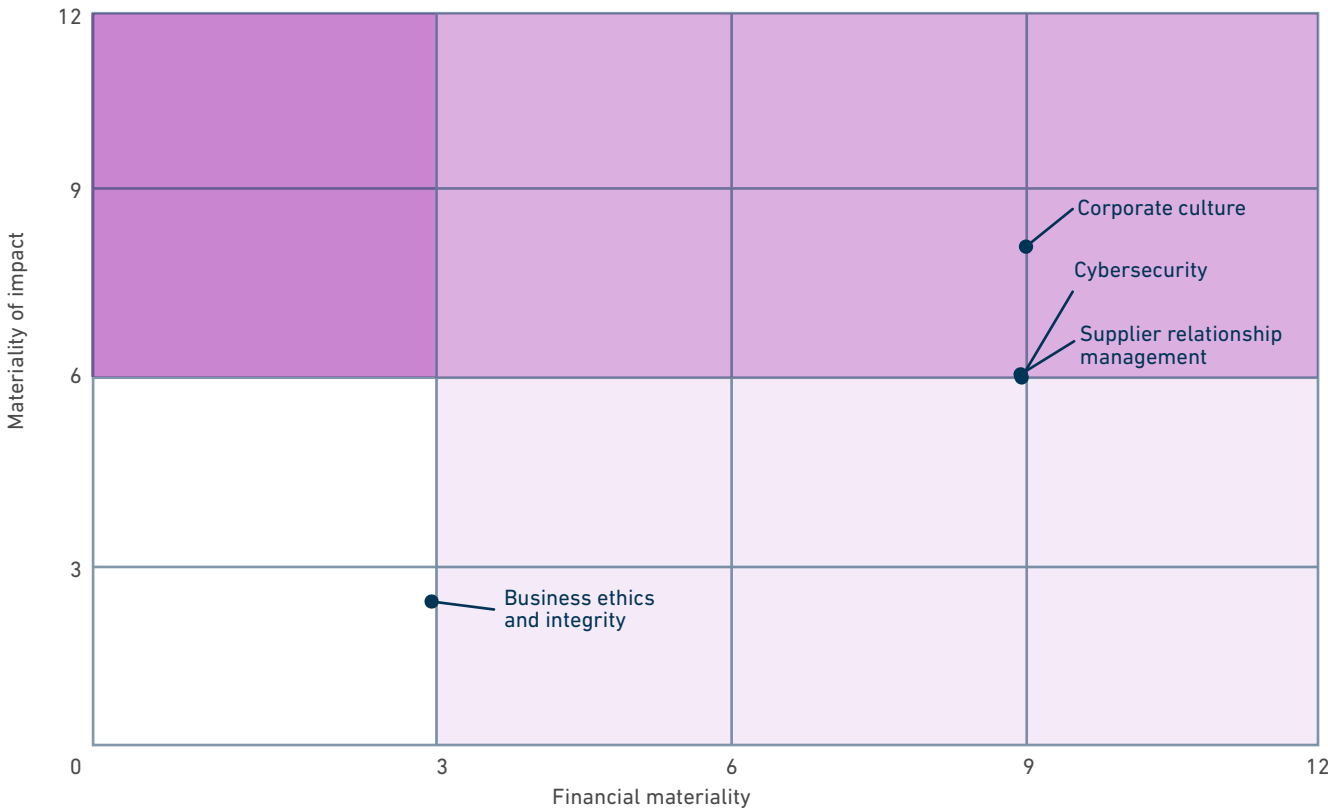
- CSR policy
- Health & safety policy
- Framework agreement on diversity & inclusion
- Code of Ethics
- Human Resources handbook for Artelia International Affiliates
- Risks policy
- Training and skills development policy
- Local agreements on working conditions
- ESG assessment grid for projects



DOUBLE MATERIALITY MATRIX: ENVIRONMENTAL CHALLENGES



DOUBLE MATERIALITY MATRIX: GOVERNANCE CHALLENGES



EXISTING POLICIES AND TOOLS FOR MANAGING THE IROS ASSOCIATED WITH ENVIRONMENTAL ISSUES

- CSR policy
- Environmental policy (including climate targets)
- "Trace by Artelia" eco-design process
- ESG assessment grid for projects
- Risks policy

EXISTING POLICIES, TOOLS AND PROCEDURES FOR MANAGING THE IROS ASSOCIATED WITH GOVERNANCE ISSUES

- CSR policy
- Code of Ethics
- Anti-corruption policy
- Risks policy
- "Artelia Integrity Line" ethics whistleblowing platform
- Case by case selection and evaluation of providers
- Risks policy
- Responsible purchasing charter
- Supplier evaluation questionnaire
- ESG assessment grid for projects



ETHICS, A KEY FACTOR OF PERFORMANCE AND DURABILITY

To control the risks of non-compliance with the law, Artelia commits to complying with strict ethical rules in the conduct of its business. The Group has put in place an integrity programme which it regularly adapts to align it with its activities and its system of governance as they evolve. The programme contains various components aimed at identifying and minimising the risks of non-compliance.



AN ETHICAL E-LEARNING MODULE (2024)

94% of the target population* followed and validated the training course

* Group perimeter excl. Nordic BUs and Canada

NUMBER OF ETHICAL ALERTS (2024)

3114 including not corroborated (not followed up)

CODE OF ETHICS

This document is the keystone of Artelia's integrity programme. Applicable to all employees and translated into more than ten languages, the code of ethics is also binding on partners, subcontractors and suppliers.

GUIDE TO GOOD BUSINESS CONDUCT

This document provides specific pointers to the ethical behaviour expected, describing good and bad practices as far as integrity is concerned.

"ARTELIA INTEGRITY LINE" WHISTLEBLOWING PLATFORM

This system allows employees and stakeholders to report risky situations, ask questions about ethics and compliance and track the progress of a report, anonymously and in complete confidentiality.

ANTI-CORRUPTION POLICY

The objective of this policy is to present and explain the various risks of corruption in all Artelia Group operations, to lay down clear prohibitions, to highlight the specific compliance requirements associated with these prohibitions and to reaffirm the Group's commitment to conducting its business worldwide with the maximum degree of honesty and integrity.

POLICY ON TRADE SANCTIONS

This policy sets out the rules for identifying and keeping watch on economic sanctions and embargoes, in accordance with European Union regulations and international laws applicable to the Group's activities. In particular it provides for due diligence on the part of partners, including the collection of information to mitigate the risks linked to possible violations.

BUSINESS & COMPLIANCE HEAT MAP

The Business & Compliance Heat Map is a world map for understanding the Group's risk profile, analysing the impact of the risks and clarifying strategic decisions. It is based on several criteria, including Artelia's presence in a given country, the partners' reputation, the financing structure of the projects and risk indices such as the "perception of corruption" index. The executive committee regularly examines this map, which classifies countries into four categories: no restrictions, contracting subject to conditions, contracting subject to strict conditions and ban on contracting.

PROCEDURES INTEGRATED IN THE MANAGEMENT SYSTEM

Many procedures, both general and specific, cover commercial practices and relations with third parties. Integrated in the Group's management system, they are regularly adapted to ensure their effectiveness.

AWARENESS-RAISING AND TRAINING

Since 2017, employees have been required to undergo annual training by way of e-learning, available in several languages. This pragmatic course is based on scenarios that are imaginary but which derive from actual situations. Lasting about 30 minutes, it consists of two sections: knowledge acquisition and a test consisting of eight questions, at least six of which must be answered correctly for the training to be validated. Specific training (on contracts, delegation of authority, etc.) can also be organised depending on requirements.

CHECKS AND SANCTIONS

The risks and audit divisions carry out verifications in order to make sure the procedures are properly applied and the integrity programme is working effectively. The programme also provides for disciplinary sanctions, which may go as far as dismissal in the event of serious non-compliance.



ENSURING THE SECURITY OF OUR INFORMATION SYSTEMS

In view of the increase in threats linked to the large-scale digitisation of business, cyber-security has been identified as a major risk in the double materiality analysis and in risk mapping. It constitutes a priority for Artelia, which has undertaken several actions aimed at improving the security of its information systems.

ENSURING THAT THE INFORMATION SYSTEM IS MANAGED RESPONSIBLY

The Group has put in place two key programmes to protect its technological infrastructure: the Information Systems Security Policy (ISSP) and the Information Systems Charter. These reference documents allow the risks associated with cyber-security to be managed and compliance with legal and contractual obligations to be ensured.

The ISSP defines the reference framework for protecting the information systems. It specifies the principles of security, the responsibilities of the actors concerned, and covers areas such as asset management, data classification and protection, access control, cryptography, physical and environmental security and incident management. This policy includes an annual audit programme. It is regularly reviewed to make sure it covers any newly emerging threats. It applies to all personnel, external users and providers.

As for the Information Systems Charter, it covers the appropriate use of the IT and telephone resources made available by Artelia. It define users' responsibilities as regards data protection and compliance with IP legislation. It also lays down rules for using the internet, electronic messaging and social networks.

PROTECT ARTELIA: TRAINING ON CYBER-SECURITY

The cybersecurity awareness-raising session is held every year. It has been specially designed to give employees the knowledge and skills they need to identify and prevent possible IT threats. In particular, participants in this training session learn how to recognise attempts at phishing, secure their passwords and recognise the latest scams devised by cyber-criminals: 62% of targeted employees* followed the training on cyber-security.

In parallel with this, Artelia carries out several in-house phishing simulation exercises every year, targeted by user profile, to identify and further enhance employees' awareness of the risks involved. These exercises involved 2,426 people in 2024, compared with 1,300 the year before. The 800 employees who fell victim to the phishing attacks were then required to follow supplementary training modules.

* Group perimeter excl. Canada and Nordic BUs

RATED SILVER BY CYBERVADIS

Artelia was awarded the Silver certification by CyberVadis, a platform specialising in the evaluation of the level of organisations' cyber-security worldwide. In this evaluation, we obtained a score of 811 out of 1000, reflecting a high degree of maturity in information security management.



START OF THE ISO 27001 CERTIFICATION PROCESS

The Group embarked upon the process of having its information security management system ISO 27001 certified. The process was marked in particular by a cyber-security maturity audit aimed at preparing the Group for the official certification audit, which is scheduled for the autumn of 2025.





BUILDING RESPONSIBLE PARTNERSHIPS

Artelia integrates ESG criteria in most of its dealings, all along the value chain. The Group attaches great importance to being a responsible partner for all its stakeholders, giving particular attention to the ESG aspects of its customers’ projects and its procurement.

APPLICATION OF THE ESG RISK ANALYSIS GRID TO OUR PROJECTS

Artelia uses a grid to analyse ESG risks and opportunities, based on the EU taxonomy and the UN SDGs to complete the evaluation of its customers’ projects and the assignments proposed. ESG criteria are thus introduced into the analysis and play a part in the decision as to whether or not to accept the proposed assignment. For each of the eight criteria (six from the EU taxonomy and two additional internal ones), this project and assignment analysis leads to classification as favourable, neutral or unfavourable. Now deployed in all meetings of commitment committees and in the majority of bid reviews conducted by Business Units management, this grid provides employees and executives involved in these decision-making processes with a clear, rational framework in which to discuss openly and constructively whether it is appropriate for Artelia to bid for a given project and if necessary to propose improvements to the customer to reduce the impacts. Following an initial deployment phase, this grid was adjusted and rounded out at the end of 2024 to reflect the feedback from the various Business Units that had used it.

IMPLEMENTATION OF A RESPONSIBLE PURCHASING PROCESS

- As part of its CSR commitments, Artelia has drawn up a responsible purchasing charter. This charter reflects the Group’s determination to promote exemplary ethical, social and environmental practices throughout its value chain. It is based on three fundamental principles.
- **Ethics:** Artelia requires all its suppliers to contribute to ensuring transparency in business practices by demonstrating vigilance and care and by strictly adhering to and applying all national and international regulations aimed at fighting corruption.
 - **Labour practices and human rights:** suppliers must comply with international labour standards, including freedom of association, collective bargaining and equal treatment. Child labour, forced labour and all forms of harassment or discrimination are strictly forbidden.
 - **Environmental practices:** suppliers must implement environmental policies aimed at reducing their impact, such as the reduction of GHG emissions, waste management and the sustainable use of resources. They must also raise their employees’ awareness of climate challenges.

This reference document is completed by an ESG clause which is included in all the Group’s standard contracts. This clause obliges the supplier to comply

with the responsible purchasing charter and provides the possibility of Artelia’s conducting compliance audits at the supplier’s.

Artelia also evaluates general service providers by means of a questionnaire sent during the call for bids phase. In the context of the Group’s “Green IT” programme, a specific questionnaire has been drawn up for suppliers of IT products and services. It contains not only a section on the ESG maturity of the business being evaluated but also a set of questions on resource consumption, waste, travel and the responsible use of digital resources. The results obtained by the suppliers are taken into account in the final choice of provider.

FINANCING TRANSACTIONS INCORPORATING ESG COMPONENTS IN SUPPORT OF THE ACQUISITIONS STRATEGY

Artelia has pursued its international development through a sustained policy of acquisition. In this context, the Group has taken out loans, calculation of the margins which depends partly on progress against sustainability objectives. The calculation takes into account the achievement of annual sustainable development objectives. The indicators used, audited each year by an independent third-party body, reflect Artelia’s commitment to three major objectives of its CSR policy:

- the gender diversity index;
- the workplace accident frequency rate;
- the Group’s carbon footprint.

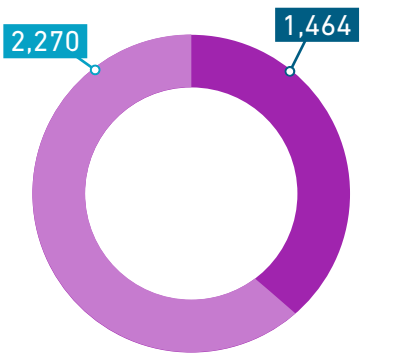
These financing transactions with an ESG component have been signed with a banking pool that brings together the Artelia Group’s partner banks, illustrating the great importance of ESG issues and of dialogue with the financial partners on these issues.





SHAREHOLDING AND SHARING OF VALUE

Wholly owned by its employees for more than 20 years, Artelia has made employee shareholding a key element of its identity. This model implies value sharing, as a complement to the Group’s remuneration package.



- Shareholder Managers (= shareholders of Artelia Global)
- Employees holding shares through the FCPE (employee savings collective investment fund)



2024 STATEMENT

of employee shareholding

3,734

SHAREHOLDERS

38%

OF GROUP EMPLOYEES ARE SHAREHOLDERS

57%

OF THE SHAREHOLDERS ARE LESS THAN 45 YEARS OLD

A SHAREHOLDING MODEL THAT CONFIRMED ITS VITALITY IN 2024

Artelia continues to develop while retaining its independence. At year-end 2024, the Group had 3,734 shareholders: 1,464 manager shareholders (holders of shares in Artelia Global) and 2,270 shareholders via the FCPE employee shareholding plan (excluding Artelia Global shareholders). The number of shareholders thus increased by about 11% from 2023 to 2024.

The various acquisitions carried out in 2024 led to an increase in the total number of employees and a consequent decrease in the proportion of shareholder employees in the Group, from 45% in 2023 to 38% in 2024. This decrease should be quickly offset, since the possibility of extending shareholding to more countries is currently being studied.

The CSR policy objective of increasing employee shareholding among the under-45s was largely attained: 57% at the end of 2024, as against 44% at year-end 2023.

SHARING OF ADDED VALUE

To share at least one third of the Group’s profit is one of the basic objectives of Artelia’s CSR policy: its aim is for employees to enjoy the fruits of a profitability obtained thanks to the efforts of all. At the same time, this sharing finds expression in opportunities to hold part of the capital and in a remuneration policy that encompasses various dimensions.

In France, we have made maximum use of the possibilities offered by labour law, putting in place a profit sharing policy based both on a three-year remuneration agreement (2024-2026) and on profit sharing and incentive agreements applying to all Artelia’s UES (Economic & Social Units). These agreements lead to a significant proportion of the profits being distributed each year. In 2024, we also tested, in one entity, an individualised social bulletin, which will be extended in due



To maintain this shareholding model, as we are determined to do, we continue to encourage participation via the FCPE (so far accessible only to employees based in France and Italy) and to facilitate the integration of those aged less than 45. Subject to certain conditions (particularly linked to their location), employees can also become shareholding partners of the Group. Our objective is for half the employees to be shareholders one way or another. We are accordingly studying possibilities for extending the incentive arrangements in force in France to other countries. We have started legal consultations (particularly in Europe) in order to gain a better understanding of local laws applying to matching contributions for employee investment. This is a complex subject which we wish to take as far as possible.

Thierry Lassalle,
Human Resources Director

course to the entire French workforce, to make them aware of the elements of remuneration and advantages to be had by decorrelating shareholding. This is clearly an advance, and one that shows complete transparency in the allocation of benefits.

On a complementary basis, Artelia has for many years invested in arrangements for supporting employees in particular periods (sickness, health insurance, exceptional absences for family reasons, etc.). These social measures apply irrespective of social, professional or other categories. Based on experience in France, we are currently studying the implementation of a “universal” solidarity mechanism, which would apply to various situations, such as maternity leave for example, and to all Group entities regardless of local legislation.

Thierry Lassalle,
Human Resources Director

PROTECT THE ENVIRONMENT

EVALUATING AND CONTROLLING OUR CARBON FOOTPRINT

Every year Artelia performs an assessment of its GHG emissions, which applies to all the categories of GHG emissions relevant to its activities. In 2024, Artelia’s carbon footprint covered 100% of the Group’s permanent establishments.

In parallel with this, actions have been set in train to reduce the Group’s environmental footprint. Certain areas, such as business travel, the energy performance of buildings and purchases of goods and services, are particularly targeted.

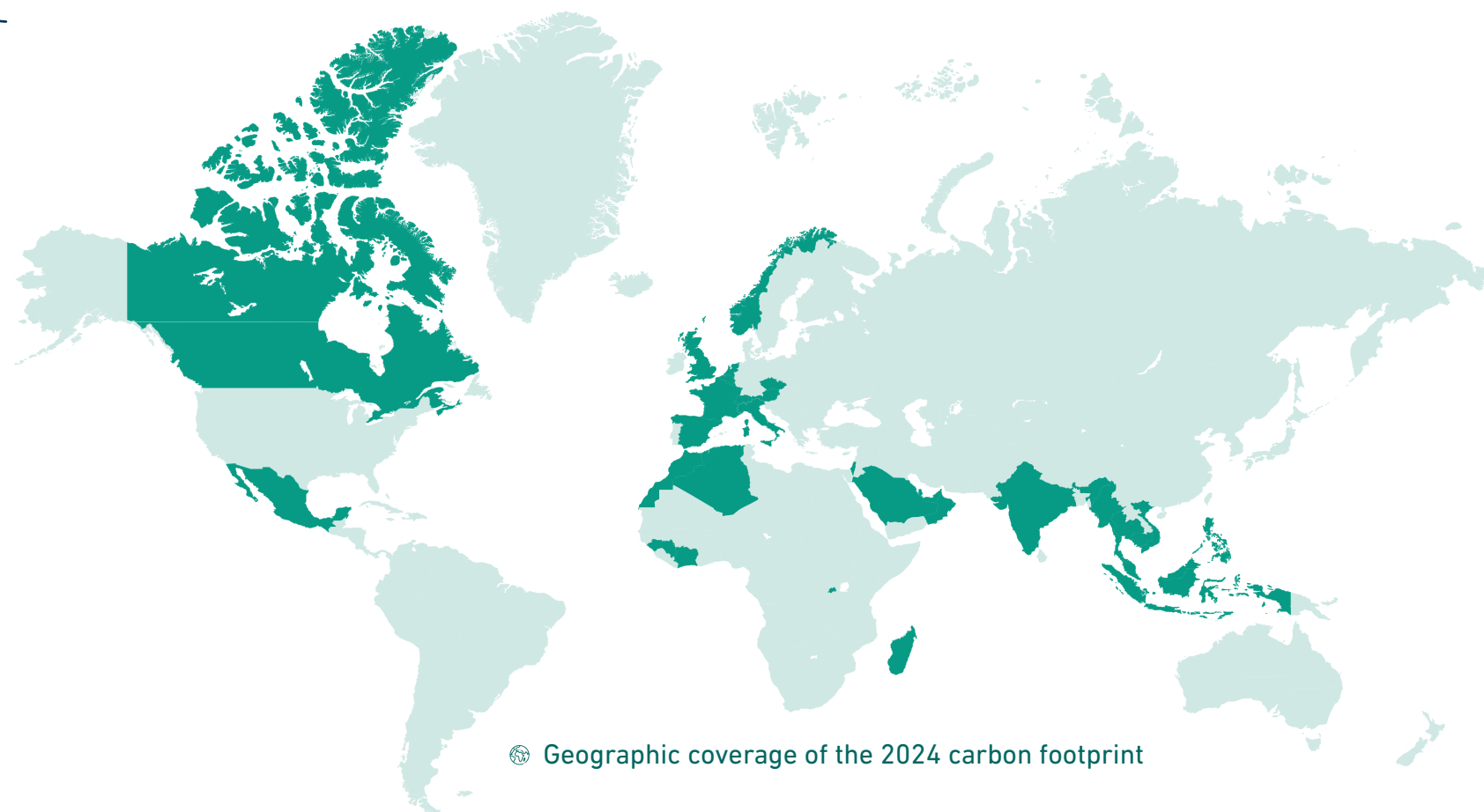
SCOPE OF THE 2024 CARBON ASSESSMENT

The 2024 carbon assessment covers 100% of the Group’s permanent establishments. 95.9% of emissions were calculated from actual data from the 14 most important countries in terms of workforce (Germany, Denmark, France, Spain, Italy, Norway, the United Kingdom, Indonesia, the Philippines, Thailand, Vietnam, United Arab Emirates, Madagascar and Canada), and the remaining 4.1% were extrapolated.

This assessment is particularly marked by the inclusion of the emissions of four recently acquired companies: Pick Everard and Castons, both in the United Kingdom (>700 employees and 70 employees respectively), LCI in Australia (300 employees) and ADPI (100 employees based mainly in the Middle East and Asia-Pacific).

100%

of the Group scope covered



🌐 Geographic coverage of the 2024 carbon footprint

UPDATE OF THE GROUP’S DECARBONISATION TRAJECTORIES

In February 2024, the Group’s decarbonisation objectives were officially validated by the Science Based Target initiative (SBTi). During 2025, these objectives will be modified and resubmitted to the SBTi in order to reflect the Group’s expansion, which was particularly marked in 2023 and 2024. There have indeed been many acquisitions, such as FNX INNOV in Canada and Pick Everard in the United Kingdom, which have considerably increased the Group’s workforce and the associated CO2e emissions. This change in scope will be integrated in the new Group decarbonisation trajectories, and 2024 will be taken as the new baseline instead of 2019 as at present.



114,521 tCO₂e

Total weight of GHG emissions for the Group in 2024

or 11,3 tCO₂e/FTE

TOTAL EMISSIONS

For 2024, the Group's GHG emissions were estimated at 114,521 tCO₂e using the location-based* approach for scopes 1, 2 and 3.

*The location-based method of calculation uses the geographical location of the site where the energy consumed by the business is produced

DISTRIBUTION OF GHG EMISSIONS BY SCOPE

- SCOPE 1: direct emissions (4,687 tCO₂eq)
- SCOPE 2: indirect emissions associated with energy (1,710 tCO₂e)
- SCOPE 3: other indirect emissions (108,125 tCO₂eq)

BREAKDOWN OF SCOPE 3 EMISSIONS BY CATEGORY

In 2024, scope 3 emissions accounted for 94% of the Group's total emissions. The main categories were, in declining order: goods and services purchased, capital goods, business travel and commuting.

- Goods and services purchased
- Capital goods
- Business travel
- Employee commuting
- Emissions linked to fuels and energy (not included in scopes 1 or 2)
- Waste generated

2024 CARBON ASSESSMENT

BREAKDOWN OF EMISSIONS BY MAIN EMITTING COUNTRIES (in tCO₂e)

SCOPE 1	FRANCE	CANADA	ITALY	DENMARK	UK	VIETNAM	OTHER COUNTRIES
Emission categories							
• Direct emissions from fixed combustion sources	65	62	1	0	0	0	45
• Direct emissions from mobile combustion sources	2,648	474	224	73	0	41	256
• Direct fugitive emissions	395	100	18	94	73	3	116
TOTAL SCOPE 1	3,108	636	243	167	73	43	417
SCOPE 2							
Emission categories							
• Indirect emissions from electricity consumption	373	377	53	109	101	80	482
• Indirect emissions from steam, heating, or cooling consumption	0	0	1	64	0	0	69
TOTAL SCOPE 2	373	377	54	173	101	80	552
SCOPE 3							
Emission categories							
• Goods and services purchased	52,229	2,270	3,200	3,579	2,541	2 434	5,616
• Capital goods	10,311	93	399	398	327	98	1,043
• Emissions related to fuels and energy (not included in scope 1 or scope 2)	765	214	67	77	41	30	154
• Waste generated	304	19	25	22	10	4	22
• Business travel	5,700	1,058	190	520	1,721	296	2,110
• Employee commuting	3,244	3,516	352	1,014	763	521	827
TOTAL SCOPE 3	72,553	7,170	4,234	5,611	5,404	3,382	9,772
TOTAL	76,034	8,183	4,531	5,950	5,578	3,506	10,741
tCO ₂ e/FTE	17	7,35	12,6	4,7	6,2	6,7	6,8



DECARBONISATION TRAJECTORIES

OUR 'SCIENCE BASED TARGETS'

- Artelia is committed to reducing its absolute Scopes 1 and 2 GHG emissions by 46.2% by 2030 from a 2019 base year.
- Artelia is also committed to reducing its absolute Scope 3 GHG emissions by 27.5% within the same timeframe.

TRENDS IN OUR EMISSIONS BETWEEN 2019 AND 2024

In a context of sustained growth of the Group between 2019 and 2024, total CO₂ emissions increased by 54% in absolute terms in the 13-country scope used for our SBTi trajectories.

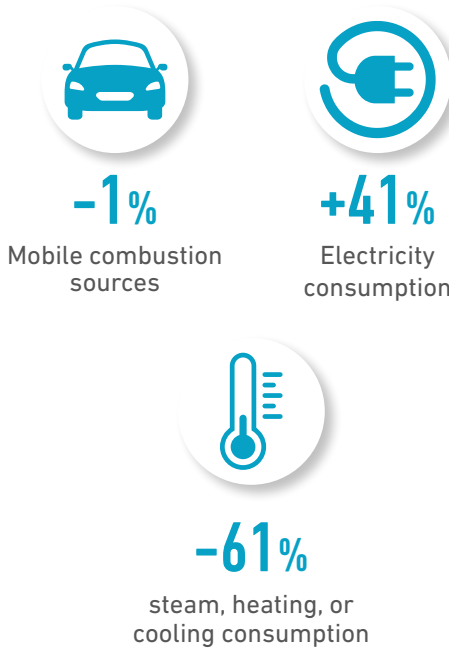


	Number of full-time employees (FTE)	Scope 1 (in tCO ₂ e)	Scope 2 (in tCO ₂ e)	Scope 3 (in tCO ₂ e)
2019	5,903	3,420	856	51,377
2023	6,985	4,039	1,125	44,571
2024	8,172	3,855	1,035	80,792
variation 2019 - 2024	+ 38,4%	+ 12,7%	+ 20,9%	+ 57,3%
variation 2023 - 2024	+ 17%	- 4,5%	-8%	+ 81,3%

TRENDS BY EMISSION CATEGORY, 2019 TO 2024

On a like-for-like basis

SCOPES 1 & 2: ↗ 14%



SCOPE 3: ↗ 57,3%



EMISSIONS UP RELATIVE TO 2019

The marked increase in emissions linked to electricity consumption is largely due to the increase in the number of FTE employees, and to more precise data collected in 2024 for certain countries (actual data as opposed to under-estimated assumptions in previous

years). The increase in emissions from assemblers is mainly explained by the fact that the areas associated with turnkey building projects increased by 148% (one 80,000m² demolition project in France alone generated 26,000 tCO₂e). Lastly, the fixed assets item was marked by the construction of an 8,500 m² new office site, which generated over 5,500 tCO₂e.

AN ACTION PLAN IN THE MAKING

In 2024, Artelia France and six of the Group's most important entities in terms of workforce and GHG emissions (Canada, United Kingdom, Denmark, Vietnam, Italy and Norway) drew up a decarbonisation action plan to 2030, aimed at allowing Artelia to align itself with its objectives. This action plan is progressive, with milestones, and relies on various levers:

- improvement in the energy efficiency of our buildings (in particular by moving to "greener" buildings),
- conversion of our electricity contracts to energy from renewable sources,
- gradual conversion of the fleet of vehicles and lengthening of lease durations,
- improvement in the quality of data on emissions linked to purchases of goods and services (in particular, collection of data on GHG emissions from our suppliers),
- our suppliers' commitment to their own decarbonisation trajectories,
- promotion of eco-design for turnkey projects,
- encouragement and help for employees to use low-carbon transport and optimisation of business travel (aeroplane and car)



ENVIRONMENTAL PRACTICES: HIGHLIGHTS

RESPONSIBLE COMPUTING: REDUCTION OF THE INFORMATION SYSTEM'S ENVIRONMENTAL FOOTPRINT

Artelia deploys a "Responsible computing" strategy aimed at reducing the environmental impact of its digital activities. This initiative actively contributes to decreasing scopes 2 and 3 CO₂ emissions, while at the same time optimising resource management and limiting the ecological footprint of the information system. To avoid rebound effects, Artelia applies the life cycle analysis (LCA) method and evaluates the maturity of equipment and processes every two years using the Capability Maturity Model Integration (CMMI). Furthermore, a supplier CSR assessment is systematically included in the purchasing process.

As regards computer hardware, optimisation of the life cycle is based on the 3Rs principle: Repair, Re-use and Recycle. In 2024, in partnership with AfB Social & Green IT, 1,659 items of electronic equipment were collected, 64% of which were reconditioned and resold, while 36% were responsibly recycled. This process is strengthened by the annual "Récup'Tech" campaign, which encourages employees to always hand in any unused or damaged equipment so as to prolong its use.

Additionally, 100% of equipment acquired is now ecologically certified (Energy Star, CEC, CECP, EPEAT), ensuring high standards of energy efficiency and waste reduction. In France, 23% of the smartphones allocated in 2024 were from reconditioning, and this initiative will gradually be deployed throughout the Group. At the same time, the number of external screens was reduced by 8% relative to 2023, while 70% of servers are now virtualised, meaning fewer servers are used, directly reducing electricity consumption.

Finally, Artelia encourages responsible digital practices by including the Green IT principles in employee welcome guides, by generalising the use of video-conference to limit travel and by raising awareness of ecologically responsible IT use.

ARTELIA STRENGTHENS ITS ENVIRONMENTAL MANAGEMENT WITH ISO 14001

The implementation of ISO 14001 establishes a framework for the creation of an effective environmental management system, reaffirming Artelia's commitment to sustainability. This process leads to greater awareness and empowerment of our employees, customers, suppliers and subcontractors in environmental matters. It also contributes to the attainment of the objectives set by the SBTi, aimed at reducing GHG emissions and mitigating climate change.

Since 2023, Artelia has been accelerating the deployment of ISO 14001 in its various entities around the world. At present, 38% of the worldwide workforce work in certified entities, in which responsible practices are applied as regards resource management and the reduction of environmental impacts. This forms part of a continuous process of integrating environmental criteria in all the Group's activities.

ENVIRONMENTAL COMMITMENT PRIZE

In 2021, the Buildings, French Regions & Equipment Business Unit launched the production excellence plan. Continuing on the same path, in May 2024 it created the Environmental Commitment Prize in order to reward its employees' best environmental initiatives. This prize aims to promote eco-design and eco-construction, by encouraging employees to develop innovative solutions with a positive impact on the environment, climate and biodiversity.

The projects were selected in several stages, including an in-depth assessment of the proposals and a public vote. After presentation of the initiatives and deliberation, five winners were announced for the following prizes:

1. Environmental Performance Prize
2. Environmental Innovation Prize
3. Power of Influence Prize
4. Environmental Ambition Prize
5. Public's Prize

ARTELIA UK – A MULTI-DIMENSIONAL APPROACH TO SUSTAINABLE DEVELOPMENT

In the engineering sector, discussions about sustainability are almost exclusively concentrated on carbon emissions, and we tend to forget other dimensions of sustainable development that are essential in the context of projects.

In light of this, our UK-based teams decided to extend their approach by adopting a multi-dimensional approach to sustainable development. In order to structure this extended vision, they have taken inspiration from the UN Agenda 2030 defining 17 Sustainable Development Goals (SDGs), presented as an "action plan for people, the planet and prosperity." Relying on this international framework, Artelia UK has drawn up a 15-point check list, designed to favour more enlightened exchanges with customers and to include specific principles of sustainable development in projects.



CONSTRUCTION COLLAGE: PROMOTING SUSTAINABLE BUILDINGS

Conscious of the environmental impact of the construction sector, Artelia's Buildings, French Regions & Equipment (BRE) BU held the Construction Collage, a collaborative training workshop aimed at raising teams' awareness of the environmental challenges associated with construction. Inspired by the Climate Collage, this programme enables participants to understand the sector's main challenges and explore strategies for reducing the carbon footprint at each step of the construction process.

So far, 374 of the BU's 600 employees have taken part in the workshops. By the time this first campaign comes to an end, which it soon does, a total of 400 should have been reached. To ensure the continuity of the programme, 13 employees have been confirmed as coordinators, so that there is at least one trained facilitator in each agency. The workshops are conducted in small groups of six to eight participants, with the possibility of running two at the same time in the same training room.

The positive reception given to this initiative reflects employees' great interest in these matters and the success of the initiative in raising awareness.





RAISING OUR EMPLOYEES' AWARENESS AND TRAINING THEM ON CLIMATE CHALLENGES

In the context of its strategy for ecological transition, Artelia has put in place two complementary initiatives aimed at raising its employees' awareness of environmental issues and promoting a low-carbon way of life: the network of Climate coordinators and the Cactus initiative.

The network of Climate coordinators relies on training employees in the "two tons" immersive workshop, which calls on them to project themselves into a low-carbon future with the objective of limiting the individual carbon footprint to two metric tons of CO₂ per year by 2050. Three training sessions were held, bringing together a total of 40 employees. These coordinators play a key role in local awareness-raising and in supporting the teams in moving towards more sustainable practices.

In parallel, the Cactus initiative offers an interactive approach by means of an application integrated with Teams, allowing employees to better understand the impact of their day-to-day choices on their carbon footprint. Thanks to weekly messages, polls, mini-quizzes and practical recommendations, this platform encourages the adoption of ecologically responsible behaviour and facilitates the transition to solutions compatible with the climate objectives. Since its launch on 15 October, Les Cactus has brought together more than 4,000 members in France spread over 41 Teams groups, thus strengthening the collective dynamic around environmental issues.

The Group has also developed its Ethics training, by including behavioural and environmental ethics from 2024.

INTEGRATION OF THE CSR GRID IN THE SELECTION OF SITES FOR OFFICES

Artelia has developed and implemented a CSR grid, which it uses as a key tool for evaluating and selecting new office sites, with a view to including environmental and sustainability criteria. This grid takes account in particular of access to public transport, environmental certifications, waste management, infrastructure for charging electric vehicles and compliance with HSE standards.

The improvements in energy efficiency achieved at the Toulouse and Reims sites attest to the appeal of this approach. The former Toulouse site had 90 workstations and generated 12,314 kg CO₂e a year (136.5 kg CO₂e per workstation). The new building, with a capacity of 147 workstations, has reduced the carbon footprint to 4,030 kg CO₂e (27 kg CO₂e per station). In Reims, the annual carbon footprint went from 166 kg CO₂e per workstation at the old site to 25 kg CO₂e per workstation at the new one.

THE ÉCHIROLLES MOVE: A CLASSIC EXAMPLE OF RE-USE

Another striking example of this philosophy of applied sustainability is provided by the move to new offices in Échirolles. Two Artelia employees put in place a set of tools and processes aimed at maximising re-use of the furniture and materials from the old building. Thanks to their efforts, more than 2,000 items of furniture (62% of the total) were recovered and distributed among employees and associations. More than 30 types of materials were also re-used, allowing the emission of the equivalent of 208 metric tons of CO₂ to be avoided.

This re-use challenge was also taken up in the fitting out of the new Horizon building. Materials from other sites were integrated, including partitions from a building in Paris, acoustic ceiling panels and 56 toilets from the Adria skyscraper in La Défense. This re-use allowed 28.2 metric tons of waste and 82.5 additional metric tons of CO₂ equivalent to be avoided.

Apart from this, the Horizon building exhibits an exceptional approach to sustainability. With BREEAM certification and a "Very good" rating, the building ensures a high level of environmental performance in such areas as power consumption, health, well-being, materials, waste management and transport. It also has the infrastructure for charging electric vehicles and a geothermal air conditioning system which optimises both energy efficiency and thermal comfort.

This move underlines Artelia's commitment to sustainability, which involves making sure its real estate decisions are not only environmentally responsible but also benefit the community and improve its employees' well-being.

ACTIONS TAKEN TO PROMOTE MORE SUSTAINABLE MOBILITY

As part of its strategy to reduce greenhouse gas emissions, Artelia is undertaking a range of initiatives focused on optimising its vehicle fleet and advancing more sustainable mobility practices. Given that fleet fuel consumption constitutes the majority of scope 1 emissions, the company is implementing a comprehensive strategy to reduce its carbon footprint and promote responsible transportation practices among its employees.

The first such action is the introduction of a new car policy for 2025, with the objective of gradually eliminating traditional combustion engine vehicles and replacing them with a fleet consisting entirely of hybrid or electric models. Replacement of service vehicles with electric models will be mandatory for sites equipped with charging stations. The policy also aims to optimise the vehicle fleet by reducing the number of vehicles, improving the electric/ICE mix and limiting vehicle weights. By means of gradual transition the aim is to have only vehicles emitting a maximum of 135 g CO₂e/km by 2030.

As a complement to this, Artelia held five webinars on eco-driving, allowing 306 employees to acquire the knowledge essential for adopting a more responsible way of driving. This initiative contributes to reducing fuel consumption and GHG emissions and improving road safety, in both the business and private contexts.

Lastly, Artelia has launched a computer-based pilot scheme by installing the Orange Business "Océan" solution in certain vehicles. This connected device offers optimised fleet management, with real-time monitoring of vehicles' condition, improved distinction between private and business use and reduction in fuel consumption thanks to more efficient driving.

INCREASED USE OF THE SUSTAINABLE MOBILITY PACKAGE

In the context of its commitment to sustainable mobility, the Group is applying the Sustainable Mobility Package in France for the period 2024-2026. This package incorporates a number of measures aimed at encouraging the use of responsible means of transport, with particular attention being given to promoting employees' use of bicycles. Among the main

initiatives are an initial allowance for cycling equipment, the improvement of infrastructure at the workplace and a monthly incentive for those choosing this mode of transport. At present, 785 employees are signed up for the Sustainable Mobility Package and in return use the bicycle for at least half of their commuting. Of these, 690 use the bicycle exclusively, while 95 combine the bicycle with public transport.

2024 INTER-SITE BICYCLE CHALLENGE

On the occasion of World Bicycle Day, Artelia held an inter-site bicycle challenge from 3 to 7 June 2024, with the aim of promoting the use of the bicycle among its employees and favouring sustainable mobility. Over the course of this week, more than 80 French employees took an active part in the challenge, to cover the greatest possible distance by bicycle.

Participants were required to report the mileage covered every day using an online form, and to share their personal experiences with the bicycle, whether habitual or exceptional and specifically related to the event. The challenge took place at over 15 sites in France. The Échirolles site deserves special mention, having come out on top in both participation and distance covered. The Bordeaux, Tours and Caen sites all signed up more than half their respective workforces.

PROMOTING SUSTAINABLE TRAVEL HABITS IN DENMARK

From March to September, Artelia Denmark took part in a project financed by the EU and supported by the municipality of Gladsaxe, where the Danish subsidiary is based. In collaboration with behavioural consultants, four workshops were held to encourage employees to use the bicycle as the means of transport. In the context of this initiative, Artelia organised awareness-raising activities, including informative videos, and improved site facilities to support the use of bicycles.



TRACE by ARTELIA

Ingenious eco-design

Faced as it is with climate change, declining biodiversity, the scarcity of water and other resources, Artelia is more than ever determined to give concrete expression to its corporate purpose: “Designing solutions for a positive life”. “Trace by Artelia”, a responsible engineering initiative, consists in providing a rational collaboration framework for customers and their stakeholders to identify and seize opportunities to improve the ecological balance of a project, from its inception through to final acceptance.

FAVOURING ECO-DESIGN THANKS TO 19 QUANTITATIVE MEASURES BROUGHT TOGETHER IN A DEDICATED APPLICATION

In proposing a structured, simple method, TRACE helps customers align their projects with national and international ecological transition objectives. TRACE is involved from the outset of projects, preventing and avoiding negative impacts as far as possible. Our teams first assess the project’s ecological and social footprint and then work with the customer to specify its environmental ambitions and objectives based on universally applicable criteria. This process enables us to identify specific opportunities, which we transform into quantitative targets to create an initial eco-design profile. This profile is then fine-tuned as the project progresses, right through to completion.

TRACE uses a rating of 19 quantitative measures grouped into six broad categories: carbon, pollution, biodiversity, risks, territorial living environment and insertion, and company. The

analysis grid covers all the subjects relating to eco-design, such as energy, waste management, social acceptability, technological risks, the conservation of habitats, the economics of materials, etc. A digital tool enables us to see how the initial impact profile is evolving at any time and to measure progress made, whether for a single site or across several sites

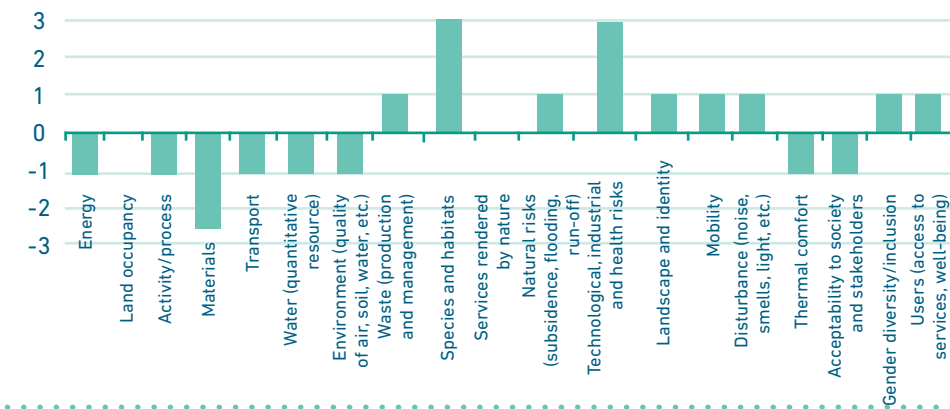
This tool has been designed to be robust, based on our convictions, transversal, reflecting our ambition which cuts across all our business lines, and intuitive, intended as it is to encourage progress.

Our goal is to make every project we work on a model of eco-design and to make this practice the norm. Accordingly, our tool is distinguished by:

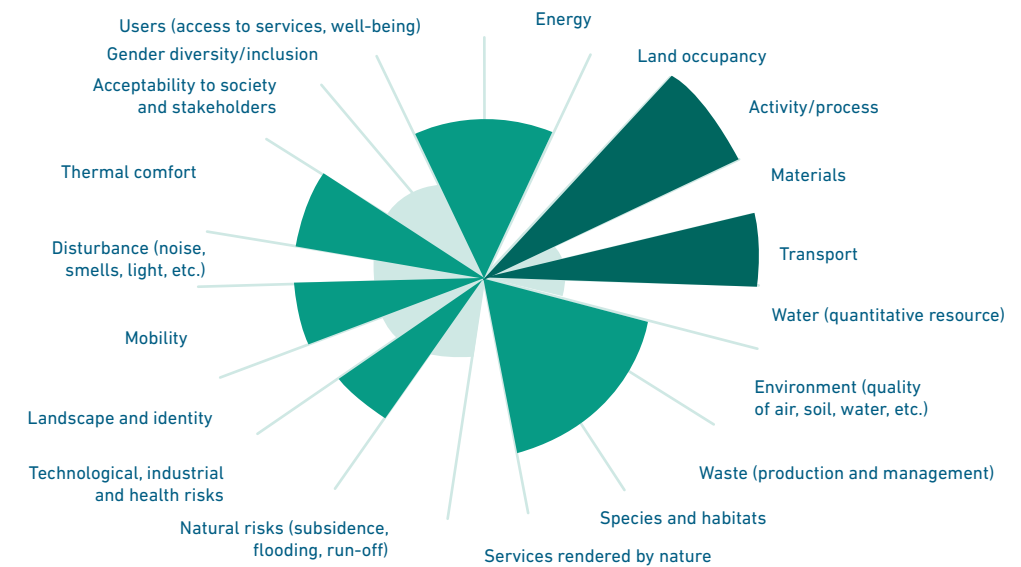
- its independence of regulations: it is operational in all countries, in French and English;
- its adaptability to all types of object: buildings, industries, infrastructure elements or plots of land, thus covering all Artelia’s markets;
- its ease of use from the outset: it can be hooked up to basic information on the environmental and social issues of the site concerned.

Reference profile selected for ambitions and objective

Profile: preliminary design study phase

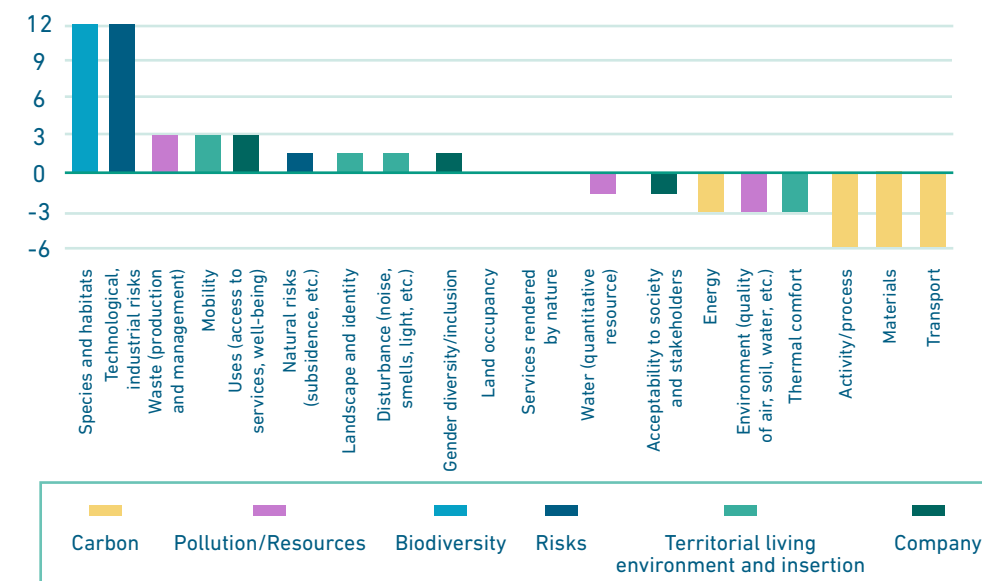


TRACE enables a project’s eco-design profile to be established at different stages and progress on each of the 19 contributory criteria or factors between these stages to be compared.



The customer’s ambitions are assessed at the outset of the project for all 19 contributory criteria

← Easy opportunity → Difficult opportunity →



By cross-comparing the profile and ambition ratings, we determine an action plan identifying the easy opportunities and those requiring more structured and specific actions.



ECO-DESIGN IN PROJECTS

THE BEL AIR NEIGHBOURHOOD: ENERGY RECONDITIONING OF 930 DWELLINGS

Located in Saint-Priest, Greater Lyon, the project involved reconditioning 930 dwellings spread over a number of 1970s buildings, with from 4 to 12 stories. The work was done on the occupied site, without having to move the inhabitants, thanks in particular to the installation of prefabricated timber frame façades.

As representative of the client, Est Métropole Habitat, Artelia managed the operation alongside a team of five architecture firms: Ad Minima, FAB Architectes, Rivat Architecte, Gauthier Conquet and Atelier 127. These firms were chosen with a view to giving each of the eight buildings its own identity.

The project was carried out along three main paths:

- energy improvement (insulation of roofing, ground floor and façades, replacement of some exterior joinery),
- technical upgrade (securing of electrical installations, replacement of fan extractors and wastewater and rainwater pipes),
- aesthetic improvements, with renewal of bathrooms and loggias.



technical studies of the structures. This organisation allowed us to integrate environmental issues well upstream in the project design.

The environmental diagnosis highlighted the significant impacts linked to transport, materials consumption, biodiversity and pollution during the works phase. To respond to these challenges, Artelia proposed reduction measures such as optimisation of infrastructure, re-use of dredging materials, priority to local resources and the protection of sensitive ecosystems.

We also carried out a comparative study of various technical solutions, highlighting those with a relatively small environmental footprint.

ECO-DESIGN CREATION OF THE FIRST LINE OF THE BORGARLÍNA BRT (BUS RAPID TRANSIT) SYSTEM IN ICELAND

The first line of the Borgarlína BRT system represents a major advance in sustainable transport in Iceland. The line, which is 14.5 km long, incorporates an eco-design approach that started with the preliminary studies. This innovative project aims to minimise environmental impact by means of re-use, upcycling and recycling of materials while at the same time offering an effective, modern public transport service.

An eco-design programme was defined for the line as a whole, then broken down for each section, thus allowing tailor-made solutions suited to local particularities. This approach found concrete expression in thematic workshops by section, with regular updates of the eco-design tool. It was rounded out with a landscaping exercise adapted to the constraints of the Icelandic climate and aiming to maximise opportunities for biodiversity, waterways and aquatic life. The inclusion of eco-design in the weekly design reviews made it possible to work iteratively, adjusting the solutions proposed as the project progressed. This project was not only a technical success, but also a model of environmental integration and concertation with stakeholders.

ECO-DESIGN RENEWAL OF THE BRIVE-LA-GAILLARDE TO PÉRIGUEUX RAILWAY LINE (FRANCE)

This project to renew the 72 km railway line between Brive-la-Gaillarde and Périgueux, which is in the pre-operational phase, aims to modernise the railway infrastructure while at the same time including actions to improve environmental performance. The project consists of 26 objectives and 31 actions, all specifically eco-design-based. The re-use of rails laid, the noise reduction measures and the improvement of the mechanical properties of the earthworks attest to the effectiveness of this approach and of the innovations deployed.

Thanks to the eco-design sheets provided by the client, the issues were analysed in depth. Collaborative workshops with the technical coordinators allowed us to define precise objectives and to identify the most suitable solutions. These objectives and solutions were then formalised and monitored by a dedicated eco-design tool ensuring that decisions were shared

and traceable. The eco-design tool keeps detailed historical records, highlighting interrelations between ambitions and decision factors. This approach makes for enlightened and consistent decision-making, in phase with the project's ecological objectives. This renewal project represents a significant advance towards more sustainable and environmentally respectful transport infrastructure.

TRANSFORMATION OR NEW CONSTRUCTION IN COPENHAGEN

In collaboration with Artelia, the municipality of Copenhagen conducted a pilot scheme aimed at assessing the climate and economic impact of transformations compared with that of new construction. The objective was to develop a method to help with decision-making ahead of construction projects, before any financing requests are submitted.

THE CIRCULAR ECONOMY – AT THE HEART OF THE PILLARS OF TRACE ECO-DESIGN

Our pioneer eco-design projects allow us to test and tangibly implement the principles of circularity with the materials present on site. The aim is above all to avoid or reduce the need for materials, through thrifty planning and seeking the right balance between on-site excavation and filling. Next, our teams play an active part in multi-discipline approaches aimed at re-using and upcycling materials on site. Apart from sorting and managing earth on site, we have recently seen a growing variety of re-use solutions: base course, stone cladding, assembly of street furniture, car parking covered against pine needles, soil rehabilitation, etc.

Indeed, since all materials are resources, some sites export their surpluses to other sites. There are many pre-conditions to be met before these transfers can take place, but this paradigm shift is part of the TRACE approach, which welcomes action on regional metabolism. More and more Artelia sites are applying the circular economy, with 2024 marking a particular high point.

PROJECT TO REMODEL THE GROYNES OF THE LOIRE BETWEEN ANETZ AND OUDON – FRANCE

Surplus rubble from our Loire groyne remodelling site were transported by river to a dyke construction site downstream.

PIRMIL-LES ISLES PROJECT (GREATER NANTES) – FRANCE

2024 saw the opening of the on-site land management platform for the Pirmil-Les Isles urban development zone (ZAC), which has been recognised as the model sustainable city for France 2030. The sandy earth from the site is grouped, sorted and enriched to produce road-building materials or fertile soil for the green spaces of the urban project.

PROJECT TO RENOVATE THE MARCHÉ GARE ("STATION MARKET") NEIGHBOURHOOD, NÎMES – FRANCE

Many actions have been initiated to reuse rubble from demolition in the context of this project. More than 1,000 m³ of materials have been recovered for use as backfill or road base course. Apart from this, over 3.5 hectares of city soil is being refertilised, de-sealed and planted.





HEALTH AND SAFETY

Looking after the health and safety of the Group’s employees is an essential commitment of Artelia’s ESG policy. Against a background of the Group’s growing internationalisation, standardisation of the HSE management system has been a major thrust.

HARMONISING THE HEALTH AND SAFETY CULTURE AROUND THE WORLD

The CASA platform brings together all the H&S tools and supports the implementation of a cycle of continuous improvement (PDCA) in the Group. From the first applications deployed in France in September 2023 to the finalisation of the international version in May 2024, CASA has proven its effectiveness. It is now used by all Artelia’s subsidiaries worldwide.

This tool offers a common language for H&S subjects. It records all conversations on health and safety, HSE visits, deliveries of PPE, fire drills and internal audits. Other developments are under way, such as employee accident reports, which will facilitate consolidation of accident frequency and severity rate indicators in particular. The tool will also propose a catalogue of personal risks, in which each employee can declare the risks to which he or she has actually been exposed during the year, so that gaps between risks identified and accidents reported can be highlighted.

This 360 degree view of all the risks linked to health and safety contributes in particular to the requirements of ISO 45001.

BETTER DETECTION AND CONTROL OF HIPO INCIDENTS

A HiPo (high potential) incident is a potentially very serious event that could have led to fatal or serious injury. A specific procedure has been put in place to detect and control them. The root causes of every high potential incident are currently analysed and a report issued prior to the establishment of an action plan. Particular importance is given to the systematic sharing of experiences and to the resulting preventive actions.

SAFETY WEEK: ENHANCED AWARENESS-RAISING OF HEALTH AND SAFETY OBJECTIVES

Safety Week is an annual event held throughout the Group. In 2024 it was centred on two main themes: road safety and psycho-social risks. These subjects were chosen on the basis of feedback received on health and safety issues plus information on accident rates, chats, awareness-raising sessions, etc. The multiple local initiatives associated with Safety Week were expressed in various forms: webinars, working groups, workshops, quizzes, etc. In all, more than 4,800 employees took part in almost 160 events held around the world. In France, first-aid training was provided by the Red Cross and workshops on heart attacks and how to handle them were mediated by the Group’s occupational physician. Lastly, webinars were held on operational safety during export assignments.

In Spain, Safety Week was the occasion of collaboration with Plumaria, an external consultant specialising in promoting psychological, emotional and physical equilibrium. The main subject was awareness and management of stress, the various phases of stress and polyvagal theory both being addressed. Employees were provided with practical tools for managing the cognitive, emotional and physical aspects of their well-being. In all, 40 people took part physically, and 20 did so remotely, representing all the agencies in Spain and Portugal.



This event was particularly significant, since this was the first time Safety Week had been held in the same way for all workers. We have always tended to concentrate on physical safety which, while very important for technicians on site, does not apply to everyone. On the contrary, most Artelia employees work in offices, where the psycho-social approach is far more relevant.

Rosa Quiteria Puerta Valencia,
HR Manager, Spain



MULTIPLE INITIATIVES AROUND THE WORLD FAVOURING EMPLOYEES’ WELL-BEING

THAILAND

Stressful situations that arise at work can affect people’s health. They also have negative consequences for the operation of the business. In order to favour relaxation and prevent stress, Artelia Thailand offers its employees massages in the workplace. Employees can register for half an hour’s relaxation and energy stimulation every Tuesday and Thursday, enabling them to perform better and enjoy their work more.

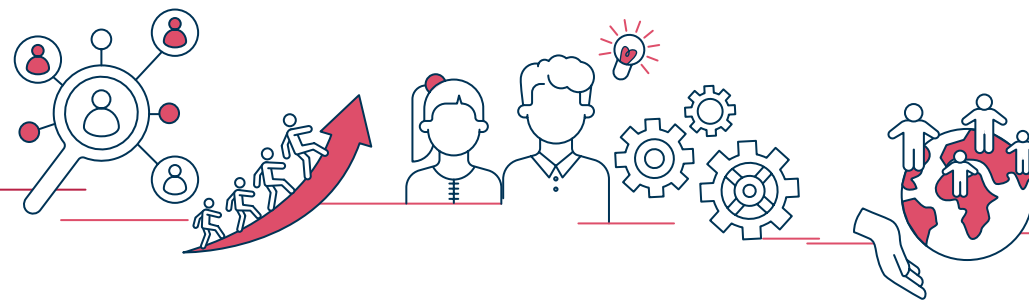
VIETNAM

Artelia Vietnam offers an after-work course of tai chi, an “energetic form of gymnastics” originating in China. Led by a project manager colleague, these courses enable employees to unwind, reduce stress levels and improve their physical and mental well-being with sequenced movements favouring flexibility, balance, precision, control of breathing and concentration. The purpose of including tai chi in the well-being at work programme is to favour the construction of a healthier and more balanced environment. The course not only improves physical condition but also favours relaxation at the end of a day’s work.

UNITED KINGDOM

Artelia UK once again held its “Well-being Week”, in order to promote mental and physical health through training sessions. The theme in 2024 was “refresh and recharge”. It included activities led by experts.

- Conversation around sleep: The objective was to present evidence-based strategies to improve the quality of sleep. Subjects such as sleep hygiene, the optimisation of sleeping environments and techniques of relaxation were addressed.
- Mates in Mind: this webinar on mental health provided an opportunity for debate on such subjects as starting conversations, supporting others and self-care practices to improve communication.
- Yoga in the office: Employees were offered a yoga session focusing on breathing techniques, seated poses and concentration exercises to reduce stress.
- Workshop on mindfulness: the objective of this webinar was to present mindfulness methods, techniques for managing stress and body awareness exercises aimed at improving overall well-being.



EXCHANGE OF VIEWS ON THE PREVENTION OF RISKS ASSOCIATED WITH HEALTH AND THE QUALITY OF LIFE AT WORK

Interview with **Carole Guilhem**, Manager, Diversity & Inclusion and Occupational Health, Artelia, and **Elsa G  roult**, independent ergonomics consultant and psychologist.



What gave rise to Artelia's prevention programme?

In a dynamic of strong growth and rapid change, we obviously need to develop our human resources. The main asset of an engineering and advisory company like Artelia is its human capital. We are convinced that for an organisation or a solution to be sustainable, there are three basic dimensions that need to be taken into account: human, technical and economic. All this subject of course to exchanges of and respect for different points of view. Our business culture allows this, which is certainly not the case everywhere.

How did you embark upon this work of identifying the risks of occupational disengagement?

For nearly 15 years, Artelia has had a prevention system in place aimed at improving health and the quality of life at work. Our action is concentrated on difficult labour situations: feeling overloaded or swamped, losing confidence in one's ability, tensions in relations with colleagues, etc. The system was put together step by step. We started by taking organisation-wide actions and went on to include actions at the relational scale as we grew closer and became more involved with the teams. The way it evolved allowed us to structure an overall, gradual approach with the objective of continuous improvement.

Initial actions regarding the organisation of work led to the clarification of roles and responsibilities and the identification of decision-making circuits and

arbitration needs. Actions aimed at improving work processes were based on analyses of actual work. As regards relations and interactions with colleagues, workshops were held to address unspoken concerns and escape from insinuations, and in some cases professional mediations were conducted with a view to advancing towards better relations and better communal working life.

Artelia now deploys individual and group support based on these two areas, in the form of coaching, workshops and seminars. This support aims to have points of view on work and feelings shared so that appropriate solutions can be put in place. The system works well, as evidenced by the constant increase in the number of difficult work situations resolved.

Carole Guilhem,
Manager, Diversity & Inclusion
and Occupational Health, Artelia

In what way and to what extent is Artelia's approach innovative?



What surprised me when I first came to Artelia, as an external provider, was the respect shown to multi-disciplinary points of view.

These points of view are a key factor in Artelia's approach to combating occupational disengagement. Consulting the occupational physician is standard, but the difference with Artelia is that it opens up spaces for multi-disciplinary exchanges in which HR, managers, social services workers, psychologists, ergonomics specialists, etc. share their information which eventually coalesces into specific, realistic solutions.

Thanks to this approach, the Diversity & Inclusion and Occupational Health function can take action to really protect occupational health before it deteriorates. This in turn leads to reduced absenteeism and improved employee loyalty and limits teams' exposure to the difficulties involved in replacing people and transferring workloads.

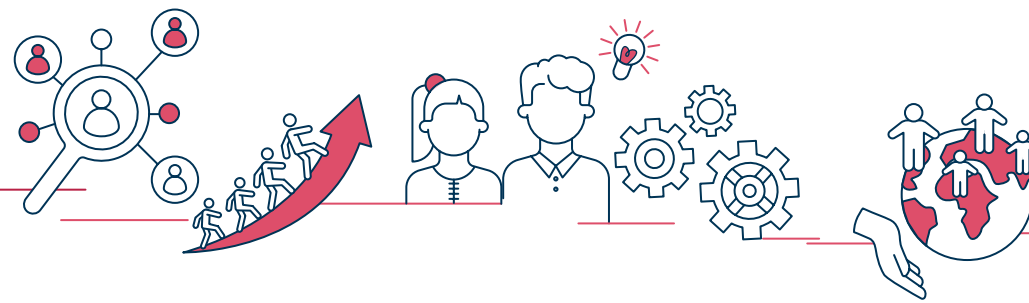
In this way, as the meetings progress, the multi-disciplinary team gradually refines its knowledge of the weak signals and increases its potential

for action. All too often in other businesses action is taken only on the advice of the occupational physician. Weak signals are often overlooked, leading to tardy and inappropriate reactions. For Artelia, this is a priority.

Another feature that stands out is the way support for the employee is thought of: Artelia involves the employee's manager and his team. The individual approach to needs analysis is open for the employee's manager to express the difficulties or the limitations of his team. From an ergonomic point of view, this analysis of the work system produces relevant effects, targeting as it does the points of convergence (determination to act, employability, skills development, health protection) and divergence (management of uncertainty, difficulty of recruitment, expertise, etc.). Each point of view enriches the process and facilitates continuation in or return to the position. Anticipation is essential, to avoid the over-hasty handling of individual and group situations. Respect for equality in working groups and the quest for balance favour reasonable, sustainable and profitable arrangements for the greatest possible number.

Keeping people at work has been a topical subject for many years, and much has been written about it. The example of Artelia leads one to conclude that its adversarial approach works. The business performs and its results improve constantly.

Elsa G  roult
Independent ergonomics
consultant and psychologist



DIVERSITY & INCLUSION

Artelia takes very much to heart the promotion of specific actions reflecting its commitment to inclusion and diversity in all dimensions of its activity. This past year, the emphasis was on spreading initiatives internationally and harmonising the basic principles of human capital management in all its subsidiaries.

SIGNING OF A GROUP FRAMEWORK AGREEMENT ON DIVERSITY, INCLUSION AND FUNDAMENTAL RIGHTS

Towards the end of 2023, Artelia signed a Group framework agreement with all the social partners on diversity, inclusion and fundamental rights. This agreement, which is of indefinite duration, constitutes a reference framework for all the Group's French companies and aims to inspire the practices of its international entities. The agreement is based on three major commitments.

- **Respect for persons and their differences:** Artelia reaffirms the principles of dignity, mutual respect and reciprocal trust, committing to prevent all forms of harassment and to encourage dialogue and mediation. Awareness-raising and training programmes will be rolled out for managers and employees.
- **Equal opportunities and non-discrimination:** equal treatment is incorporated in the Group's ethical charter. Artelia undertakes to see to it that no business decision can give rise to discrimination, whether direct or indirect. An ethics whistleblowing platform allows any situation contrary to these principles to be reported confidentially.
- **Driving diversity and inclusion through our business lines:** the Group is careful to integrate these principles in its business practices and to implement appropriate solutions to support the populations concerned, thus strengthening its role as an actor that is engaged with the territories in which it operates.

This framework agreement provides a common, structured base for strengthening the Group's actions as regards diversity and inclusion. It enables us to give consistency to all practices, internationally, and to maintain a continuous dynamic irrespective of economic, political or social developments.

PUBLICATION OF AN INTERNATIONAL GUIDE TO HARMONISATION OF OUR HR PRACTICES

In accordance with its commitment to human rights, integrity and regulatory compliance, Artelia has drawn up and distributed the "Human Resources Handbook for Managers of Artelia International Affiliates". This guide seeks to align and harmonise HR management practices in all the Group's subsidiaries, ensuring that the approach is consistent and responsible.

The creation of this guide constitutes a crucial step in the consolidation of an organisational culture based on international human rights principles. It establishes clear guidelines for talent management, respect for diversity, equity, well-being at work and risk prevention.

It reinforces Artelia's commitments on major subjects such as non-discrimination, the prohibition of child labour and forced labour, freedom of association, social dialogue and decent working conditions. It also encourages ethical practices with suppliers and subcontractors throughout the value chain.

This tool, rounded out with the golden rules of HR and the managers' charter, guides managers in the implementation of policies centred on professional

development, fair performance evaluation, work-life balance and equal opportunities. Other essential pillars of the approach promoted by Artelia in this guide are health and safety at work and zero tolerance for harassment or violence.

With this initiative, Artelia reaffirms its commitment to constructing inclusive, safe, responsible working environments in line with its vision of ethical and sustainable governance in all its international activities.

SIGNING OF A GROUP AGREEMENT ON THE EMPLOYMENT AND RETENTION OF EMPLOYEES WITH DISABILITIES

Since 2012, Artelia's Diversity & Inclusion and Occupational Health function's Disability Policy has provided for support and the implementation of solutions to compensate for employees' disabilities or health problems. These provisions have been formalised in a Group agreement, renewed in April 2024, with Artelia's social partners. This agreement provides for the Group's actions to be organised around four main axes:

- hiring and onboarding
- communication and awareness-raising
- the development of indirect employment and partnership with the protected employment sector (sheltered workshops)

In 2024, thanks to the actions carried out, the proportion of persons with disabilities in the workforce amounted to 3.85%. Additionally, 52 persons were kept in employment. Thanks to these good results and the efforts made, the Regional and Inter-departmental Directorate for the Economy, Employment, Labour and Solidarity (DRIEETS*) decided to strengthen its support for Artelia's disability policy, which attests to our strong and continuous commitment over many years in both quantitative and qualitative terms.

**The DRIEETS approves the company agreement on the insertion and retention of workers with disabilities.*

ENSURING AN INCLUSIVE RECRUITMENT PROCESS

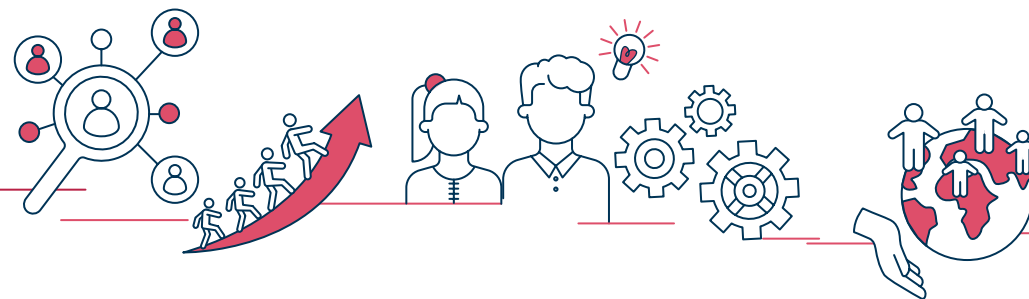
In order to favour the integration of persons with disabilities, Artelia has adapted its recruitment process. The Group works with a specialist firm dedicated to the specific sourcing of people with disabilities, allowing each recruiter to select a profile according to the particular requirements of his or her area. In parallel with this, the recruiters are trained to conduct appropriate interviews and support the operational teams, which sometimes have no experience or expertise in managing disability in the workplace. This pro-active approach also allows talented employees with disabilities to be identified and integrated more effectively in the Group's various business lines.

"GIVE UP? NEVER!"

As part of the 2024 European Week for the Employment of People with Disabilities (EWDP), Artelia held a conference on 21 November, entitled "Give up? Never!" This event sought to share notions of resilience, perseverance and self-confidence in the face of the trials and tribulations of life in a constantly changing world.

The conference was mediated by Virginie Delalande, an inspiring figure bearing a strong message. Profoundly deaf since birth, she had been told that she would never be able to speak or complete normal education or earn a degree. And yet at the age of 27 she became France's first lawyer born deaf and a leading advocate for the deaf.

Today, Virginie Delalande is an international lecturer, coach and author, and was selected by Forbes in 2020 as one of France's 40 most inspiring women. This conference fits entirely with Artelia's commitment to diversity and inclusion, offering a space for exchanges and awareness-raising in favour of an ever more inclusive working environment.



ARTELIA STRIVES TO ATTRACT MORE WOMEN AND GIRLS TO SCIENTIFIC AND TECHNICAL BUSINESS LINES.

In the context of the 2024 Industry Week, Artelia's sponsors and representatives in the "Elles Bougent" movement held an event at the Schiltigheim agency to introduce students of the Kléber and Jean-Baptiste Schwilgué secondary schools to engineering. Some 20 persons took part in this event, the purpose of which was to show students the range of business lines and professional careers available in the scientific and technical sectors and to encourage them to explore these fields.

Artelia currently has 53 sponsors and 20 representatives, all engineers and technicians and all women, and 16 male representatives, engineers and technicians, who play an important role in promoting gender diversity. These professionals contribute to tearing down gender stereotypes by offering inspiring models and supporting the younger generations.

This initiative is to be seen in the context of Artelia's commitment to promoting professional equality and gender diversity in a sector in which women are still under-represented. According to 2024 data, only 24% of French engineers are women, which underlines the need to rebalance this proportion.



A DAY OF EQUITY, DIVERSITY, INCLUSION AND BELONGING HELD IN THE UNITED KINGDOM

Artelia UK held its annual equity, diversity and inclusion day, with conferences and workshops featuring experts. Led by the UK subsidiary's Forum on Diversity, the DICE (Diversity, Inclusion, Community and Equality) presentations covered three main subjects: unconscious bias, hidden disabilities, and the power of the multi-generational workforce. A conference entitled "Building Inclusive Cultures" was held, based on leadership, the fight against prejudice, and equal opportunities. Lastly, a workshop on the subject of inclusion by design allowed employees and experts to explore the integration of inclusiveness in processes and practices in the work environment. This event led to much impassioned debate, while at the same time favouring the promotion of a more inclusive working environment for all employees.



Taking part in "Elles Bougent" events is always an extremely enriching experience for me, both professionally and personally. As a sponsor, I have the opportunity of exchanging views with large numbers of girls and showing them the many different facets of the scientific and technical business lines. One of the high points for Artelia was our engagement in the 2024 Industry Week when we were able to present some inspiring careers and tear down certain preconceived ideas in these areas. Thanks to the

support of my colleagues and of the company in this initiative, we were able to organise some dynamic interactive features which attracted genuine interest. Seeing participants' enthusiasm and receiving positive feedback motivates us to pursue these actions and to extend our impact still further. When I launched this project in Strasbourg in 2023, it was just me and the desire to make more girls aware of our business lines. Today, we have a fine team of committed volunteers, and the collective dynamic which has been created around this initiative is a real source of satisfaction.

Yasmine BAJEDDI
Civil Engineer
Structures and Equipment Division



MENTORING: AN OPPORTUNITY FOR EXCHANGES AND DEVELOPMENT

Artelia's mentoring programme, launched in March 2023 and finalised in March 2024, aims to increase the presence of women at the various levels of responsibility in the business.

As well as providing tools to advance their careers, the programme also allowed questions of gender in professional trajectories to be addressed, thus contributing to a more inclusive and equitable environment in the organisation. Building on the success of the first edition, a second session has been launched in 2025, pursuing the Group's commitment to promoting diversity and female leadership.

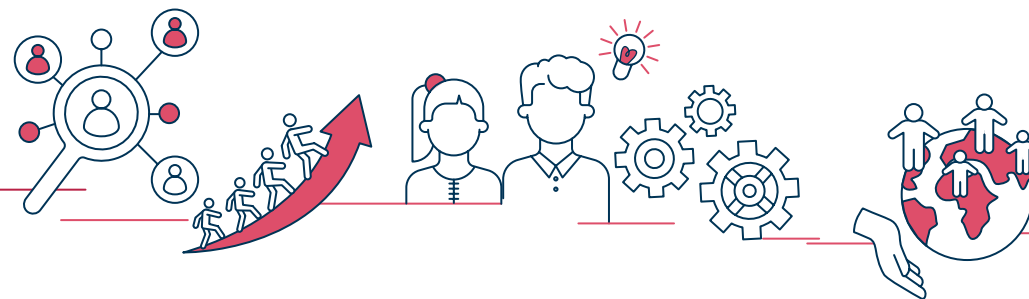
promoting gender equality and optimising working conditions. This plan is based on an exhaustive diagnosis of the equality situation in the organisation. It analyses such aspects as gender, age, level of education and professional categories, identifying 47 measures for improvement.

One of the main actions taken is the use of inclusive language in all internal communications. The subsidiary also launched "Píldoras de Igualdad", periodic communications aimed at raising employees' awareness of questions of equality and non-discrimination. In order to support pregnant employees, the option of remote working (working from home) has been put in place for the last few months of pregnancy and maternity leave has been improved. Furthermore, remote working has been established for recent fathers, allowing them to help their partners. Also, to avoid any risk of bias, a system of "anonymous CVs" is now used in the recruitment process.

Regular surveys are conducted to gauge employees' feelings as regards equality, reactions to the organisation's commitment to equity being generally positive.

"PÍLDORAS DE IGUALDAD" PROMOTING GENDER EQUALITY IN THE WORKING ENVIRONMENT

In accordance with the legislation in force in the country for businesses with more than 50 employees, Artelia Spain has put in place an equality plan



ACCOMPANYING OUR EMPLOYEES THROUGHOUT THEIR CAREERS

At Artelia, we are convinced that development within the Group is an essential lever for attaining collective sustainable excellence. Accordingly for several years we have been applying an original method to construct a learning base and to lastingly secure employee development. This method finds expression in our training and development courses. These are tailor-made, taking account of the needs of each employee in terms of the development of their technical and behavioural skills for them to advance in their professional environment. The signing of the addendum to our three-year agreement on skills development, coming into force on 10 July 2024, is further concrete demonstration of our approach.

MOBILITY: AN ESSENTIAL LEVER FOR DYNAMISING PROFESSIONAL TRAJECTORIES

In order to maintain a proper balance between the needs of the Group and the legitimate aspirations of its employees, Artelia has put in place a structure dedicated to supporting professional mobility. Various pathways have been put in place to join related business lines, based on training and tutoring. This internal mobility is an essential lever allowing all employees to develop a store of experience and skills throughout their careers.

In 2024, Artelia deployed the Career Map, which facilitates understanding of the development paths and possible fields within Artelia: management, project, technical, development and support functions. Additionally, making the career paths dynamic by way of internal mobility highlights the rich complementarity of the profiles of people from different environments, which is an essential condition for overcoming difficult new challenges.



Vietnamese language courses for foreign employees

To facilitate the integration of employees from other countries in the Vietnamese working environment, Artelia Vietnam has put in place a language course. This initiative helps employees to improve their communication skills, enabling them to get their bearings more quickly and work together with their Vietnamese colleagues. It not only contributes to their professional development, but also favours a more inclusive, diversified and harmonious workplace, in which each employee can thrive. The language course reflects the company's commitment to favouring the well-being of its employees and improving understanding between cultures.

ARTELIA ACADEMY: LIVING A HUMAN ADVENTURE THANKS TO HIGH ADDED VALUE PROGRAMMES

Launched in June 2023, Artelia Academy is a cross-cutting, structuring arrangement that offers Group employees first-class courses and conferences on subjects crucial for Artelia's business lines. In 2024, it was active in six campuses around the world, training or raising the awareness of over 680 employees. Artelia Academy is a key vector for the dissemination of the Group's business culture in a constantly expanding perimeter.

Teaching committees specific to each campus meet twice a year to identify new skills to be developed depending on the Group's strategic challenges and operational needs.



ARTELIA DIGITAL LEARNING: A TRAINING PLATFORM ACCESSIBLE TO ALL IN 2024

A rich and diversified training offering

The platform offers a catalogue of over 100 training modules, covering a wide range of subjects.

- 55 training sessions dedicated to professional and personal development, linguistic and transverse skills, available in five languages.
- Training sessions specific to business lines and products, developed in-house by our various entities, allowing learning adapted to the Group's areas of expertise.

A year marked by strong engagement in training

In 2024, two thirds of our employees were trained via the platform. This underscores the growing interest in continuous learning and skills development. The Artelia Digital Learning platform facilitates access to modern, flexible training adapted to each person's needs and thus contributing to the individual and collective development of our teams.



RESEARCH & INNOVATION: STRENGTHENING OF TIES WITH THE SCIENTIFIC COMMUNITY

Centred on the search for solutions to overcome climate and ecological challenges, the Group's research and innovation activities rely on a large number of in-house initiatives that relate directly to the needs of projects, and on increasingly close ties with the scientific community. Artelia thus hosts 12 theses, supports four partnered chairs and takes part in several European research programmes.

AUGMENTIA

Developing AI solutions to strengthen human capacities in the field of engineering

Artelia was involved as a sponsor in the creation of this chair, which was inaugurated at the start of 2025. Co-sponsored by Grenoble INP-Ensimag, UGA and the Grenoble IT laboratory (LIG), it was also supported by the MIAI (Multi-disciplinary Institute in AI) of the UGA. For three years, researchers, teachers and engineers will share their areas of expertise to create an AI dedicated to engineering, with ethically managed data and with limited environmental impact.

This approach, chosen by the chair's founders, needs to respond to several basic questions. How can we rely on existing generative AI to make best use of Artelia's databases with total security? What algorithm can be developed to obtain a frugal

AI with reasonable performance for low energy consumption? Transparency and human control of algorithms are also among the subjects that AugmentIA will have to look at in depth.

CLIMAT-ADAPT4EOSC

Improving access to climate data and their interoperability

In 2024, Artelia was named laureate of this new European project, the central objective of which is to improve access to and sharing of scientific data on climate change. Part of the European Open Science Cloud (EOSC) movement, this collaborative research seeks to remove the various legal, organisational and technical barriers to contribute to the development of FAIR (findable, accessible, interoperable, reusable) datasets and new functionalities to manage them. It aims to provide

the various political, scientific and economic actors with reliable data to enable them to make informed choices as regards adaptation to climate change.

Artelia is already a partner in two other European research projects: Med-IREN (Mediterranean critical Infrastructure Resilience Engineering with Nature based solutions) is centred on the creation of demonstrators to protect critical Mediterranean infrastructure from climate change, and introducing nature-based solutions. The Group is also a participant in C2IMPRESS, a programme dedicated to improving companies' resilience to disasters by increasing understanding and awareness of the various risks.

Prediction) project alongside CNES, the French national space agency, the Espace-Dev research centre (Inria Sophia Antipolis-Méditerranée) and CERFACS (*Centre européen de recherche et de formation avancée en calcul scientifique* or "European Centre for Research and Advanced Training in Scientific Calculation"). This scientific project seeks to develop innovative methods, combining big data derived from observation of the Earth by satellite and hydrodynamic simulations in order to improve the modelling of floods at the local and regional scales. The project is concentrated on urban and peripheral zones and relies on the advanced use of optical and topographical SAR data to characterise complex flood flows.

SWIFT

Shallow Water Modelling and Satellite Imagery Combination for Improving Flood Prediction

Artelia has joined the SWIFT (Shallow Water Modelling and Satellite Imagery Combination for Improving Flood



ANNUAL FUTURE DOCTORS' DAY

Inaugurated in 2023, the Future Doctors' Day became a recurrent event in 2024. Accompanied by the publication of a brochure, it is the occasion to introduce the researchers and the theses being worked on in the Group. A dozen research subjects aimed at improving the design, construction and functionality of various items of infrastructure were presented. They cover a wide spectrum of concerns, ranging from the promotion of resilient town planning based on controlled withdrawal from coastal zones to the improvement of metro ventilation systems or the use of soil and water bio-engineering to protect the bases of river banks from scour.





THE ARTELIA FOUNDATION

Benefiting from the Group’s numerous establishments around the world, the Artelia Foundation carries out its humanitarian, social and environmental actions in direct contact with the populations concerned. Very active in supporting non-profit organisations by sharing expertise or providing financial aid, in 2024 the Foundation launched a call for projects dedicated to the conservation of biodiversity and climate.

DEVELOPMENT AID

The Foundation’s actions as regards development aid are concentrated on access to water, hygiene, sanitation, energy and decent housing, and basic services to which the most disadvantaged do not have access and for whom we act.

TECNOLOGIE SOLIDALI IN NEPAL

In order to mitigate the frequent outages due to weather problems and the local network, which make it difficult to carry out scholastic activities, Tecnologie Solidali, carried out a photovoltaic installation project for Heaven Hill Academy in Nepal to make the school more sustainable and autonomous. A team from Artelia Italy supported the project team in dimensioning the structure prior to its installation.



I immediately saw this project as an opportunity for our Energy team to take part in an extraordinary initiative

aimed at improving the living conditions of local communities using sustainable technologies. The students’ dedication, combined with our specialists’ technical expertise, were key to the success of the initiative, showing the power of education when it is associated with passion for change.

Tistarelli Giorgia
Human Resources Manager, Artelia Italy



KEY FIGURES

170
EMPLOYEES INVOLVED
THROUGH >500 DAYS
OF SOLIDARITY ASSIGNMENTS

70
ASSOCIATIONS
SUPPORTED

6
WINNERS OF CALLS
FOR PROJECTS

1.45%
OF THE GROUP’S OPERATING
PROFIT ALLOCATED TO THE
ARTELIA FOUNDATION.

MEDICAL AND DEVELOPMENT AID TO SENEGAL

The purpose of Medical and Development Aid is to improve access to health care for the most disadvantaged populations. In the context of the consortium project “On the trail of the chameleon”, in the region of Kedougou, there are plans to renovate and reconstruct two health centres, in Fongolimbi and Ethiolo. Technical support for the volunteer Artelia employee who travelled there, consisted in making working recommendations for the Ethiolo centre and drawing up plans for the new Fongolimbi centre.

TRAINING AND INSERTION IN SOCIETY AND IN THE LABOUR FORCE

The Artelia Foundation is engaged by means of the recreation of social ties through employment, housing, sport and other areas. Support for people who are excluded or at risk of exclusion is based on particular attention to their needs, while respecting their dignity.

WATER SOLIDARITY PROGRAMME IN MADAGASCAR

The Water Solidarity programme is a French multi-actor network that works to ensure access to water and sanitation for all and sustainable management of water resources in developing countries. In Madagascar, in partnership with the Ran’Eau network, training sessions were arranged for students in the towns of Diego, Tulear and Fianarantsoa, on management of drainage basins and urban sanitation. Following these sessions, in the spring of 2024, 12 students were selected to take part in a colloquium and present their projects in Antananarivo in September. These exchanges allowed them to meet professionals from the sector and to visit a greened urban sanitation demonstrator.



As an aside in my very busy day-to-day at work, this enriching experience enabled me to use my skills for health issues and to escape from our European frame of reference and adapt to local techniques and practices. Much more than just a trip, this solidarity leave gelled perfectly with the Artelia Group’s values of sharing and simplicity. Contact with the members of the association and with the local actors was extremely warm and kind. Thanks to the members of the Foundation for their support and for placing their trust in me. I heartily encourage other employees to undertake similar assignments.

Franky Sauvey
Engineer responsible for contracts
Artelia Industrial Facilities

CULTURE PRIORITAIRE

The Culture Prioritaire association promotes equal opportunities and the educational and professional success of young people from the so-called priority (i.e. particularly disadvantaged) neighbourhoods, from the third year in secondary school through to university. Volunteer employees were able to show these young people the business lines of engineering, communication and human resources during dedicated all-day sessions in our premises and in forums. The objective is for them to discover the professional world through specific testimonies, widen their perspectives and help them understand the business lines presented.



LAUNCH OF THE CALL FOR PROJECTS ENTITLED “TAKING ACTION TO PROTECT BIODIVERSITY AND CLIMATE”

The Artelia Foundation has committed to supporting six organisations out of the 100 projects received on climate and the conservation of biodiversity. Management of forest resources, reforestation, agroforestry and the protection of corals are among the themes addressed by these projects.

The winners will receive financial support totalling €80,000 from the Foundation, plus technical support provided by Artelia Group volunteers, in the form of skills-based philanthropy and solidarity leave.



ROBIN DU BOIS

SAVING FORESTS AND BIODIVERSITY IN PILAT NATURAL PARK

FRANCE

This project aims to acquire around a hundred hectares of wooded land under Real Environmental Obligation ('ORE') contracts with the Pilat Regional Natural Park. The objective is to obtain light-flooded, diversified and terraced forests, favouring the development of varied vegetation conducive to wildlife, but also to raise awareness among forest owners, families and the general public more broadly with regard to safeguarding forests and protecting biodiversity in the Pilat mountain range in Rhône-Alpes.



COOPÉRATION ATLANTIQUE GUINÉE 44

SONEYA 2: KINDIA, AN ECOLOGICAL AND CLIMATE RESPONSIBILITY TERRITORY

GUINEA

This project takes a long-term approach in close collaboration with local authorities. It aims to sustainably build the region's ecological management capacities through reforestation and the replanting of plant cover on the most degraded riverbanks and spring heads. The project also focuses on supporting environmentally friendly energy practices and implementing local ecological governance to bolster ecosystem resilience.



EXPERTS SOLIDAIRES

INTEGRATED MANAGEMENT OF FOREST RESOURCE AND PROMOTION OF SUSTAINABLE GENERATING INCOME ACTIVITIES

BENIN

The objective of this project is to sustainably restore and protect the forest cover in Zaffé, Benin. Planting trees, promoting more sustainable agricultural systems and developing economic activities are at the heart of the project, with the goal of fostering activities that generate stable revenues.



FERMES D'AVENIR

AGROFORESTRY TO RESTORE LOCAL BIODIVERSITY AND ECOSYSTEMS ON FARMS

FRANCE

This project consists in planting trees at the heart of five agricultural systems in order to recreate wildlife habitats and protect biodiversity more generally. In order to achieve this goal, the Fermes d'Avenir organisation supports and trains farmers in the design, financing and implementation of their agroforestry projects.



MOULIN DE PONT RÛ

EDUCATIONAL GARDEN OF PONT-RU

FRANCE

This project aims to serve as a platform for environmental connection and education, offering a space dedicated to raising the awareness of various audiences and teaching them about agroecology and permaculture. The Moulin de Pont Rû association intends to make an active contribution to environmental education through a series of varied and evolutive themed workshops according to the seasons and adapted to various age groups and types of audience.



FONDATION DE LA MER (“SEA FOUNDATION”)

PROTECTION AND RESTORATION OF 5 HA OF CORAL REEFS

INDONESIA

With an inventory of more than 550 coral species, this project is being deployed within the world's most diverse area, in the Indonesian province of Raja Ampat. It aims to protect and restore degraded coral reefs while creating jobs for local villagers who are being trained in diving and reef restoration operations.

INDICATORS



TOPICS	INDICATORS	GENERAL POLICY	2022	2023	2024
EMPLOYMENT	Total workforce (Group)		7 339	8 841	10 056
	Total workforce (France)		3918	4 335	4 544
	Breakdown of registered employees by age group in % - Group -		24 et - = 4,4% 25-29 = 15,7% 30-34 = 16,2% 35-39 = 17,2% 40-44 = 14,4% 45-49 = 11,0 % 50-54 = 8,7% 55-59 = 8,4% 60 et + = 4,0%	24 et - = 6,8% 25-29 = 14,8% 30-34 = 16,2% 35-39 = 15,6% 40-44 = 13% 45-49 = 10,8% 50-54 = 9,2% 55-59 = 8,5% 60 et + = 5,0%	24 et - = 6,9% 25-29 = 14,7% 30-34 = 16,0% 35-39 = 14,5% 40-44 = 13,7% 45-49 = 11% 50-54 = 9,1% 55-59 = 8,1% 60 et + = 5,9%
	Number of employees by geographical area - Group -		France: 3918 Vietnam: 851 Italy: 197 United Kingdom (UK + ANG): 133 Germany: 110 United Arab Emirates: 37 Spain: 55 Thailand (Cornerstone + Engineering): 152 Denmark (MOE+LBP): 1172 Norway (OO): 128 Philippines (Artelia+PTS): 219 Madagascar: 44	France: 4335 Vietnam: 648 Italy: 244 United Kingdom (UK + ANG): 144 Germany: 142 United Arab Emirates: 44 Spain: 79 Thailand: (Cornerstone + Engineering): 151 Denmark (MOE+LBP): 1216 Norway (OO): 143 Philippines: 154 Madagascar: 43	France : 4544 Vietnam : 524 Italy: 264 United Kingdom (UK + ANG): 949 Germany: 152 United Arab Emirates : 106 Spain : 76 Thailand (CORNERSTONE+ENGINEERING) : 144 Denmark (MOE+LBP) : 1383 Norway (OO) : 152 Philippines : 133 Madagascar : 49
	Breakdown of employees by gender - Group -		Women: 31.83% Men: 68.17%	Women: 32.81% Men: 67.19%	Women : 33% Men : 67%
WORK ORGANISATION	Total workforce, by type of contract (permanent or temporary) and by gender - Group -		Permanent contracts: 2157 women / 4212 men Temporary contracts: 179 women / 791 men	Permanent contracts: 2609 women / 4968 men Temporary contracts: 292 women / 972 men	Permanent contracts: 3000 women / 5851 men Temporary contracts: 316 women / 889 men
	Total number of employees, by type of employment (full time and part time) and by gender - Group -		Part time 345 women / 215 men Full time 1991 women / 4788 men	Part time 402 women / 289 men Full time 2499 women / 5651 men	Part time : 446 women / 339 men Full time : 2870 women / 6401 men
	Total workforce, by type of contract (permanent and temporary) and by region - Group -		France: Permanent: 1316 W / 2556 M - Temporary: 16 W / 30 M Europe (excl. France & Scandinavia): Permanent: 203 W / 318 M - Temporary: 20 W / 22 M Scandinavia: Permanent: 430 W / 856 M - Temporary: 5 W / 9 M Africa-Middle East: Permanent: 28 W / 99 M - Temporary: 11 W / 55 M Asia-Pacific: Permanent: 174 W / 374 M - Temporary: 122 W / 663 M Americas: Permanent 1 W / 0 M - Temporary: 10 W / 21 M	France: Permanent: 1416 W / 2697 M - Temporary: 70 W / 152 M Europe (excluding France and Scandinavia): Permanent: 262 W / 379 M - Temporary: 23 W / 18 M Scandinavia: Permanent: 461 W / 887 M - Temporary: 6 W / 5 M Africa-Middle East: Permanent: 35 W / 101 M - Temporary: 18 W / 77 M Asia-Pacific: Permanent: 165 W / 338 M - Temporary: 124 W / 519 M Americas: Permanent 278 W / 585 M - Temporary: 43 W / 182 M	France : Permanent : 1482 F / 2795 H - Temporary: 87 F / 180 H Europe (hors France et Scandinavie) : Permanent : 515 F / 936 H - Temporary: 27 F / 51 H Scandinavie : Permanent : 496 F / 941 H - Temporary: 29 F / 69 H Afrique-Moyen Orient : Permanent : 43 F / 106 H - Temporary: 41 F / 128 H Asie -Océanie : Permanent : 148 F / 323 H - Temporary: 108 F / 414 H Amériques : Permanent 323 F / 750 H - Temporary: 17 F / 47 H
	Absenteeism (France excl. Principia)		2,94%	2,31%	2,35%

TOPICS	INDICATORS	GENERAL POLICY	2022	2023	2024
INTERNAL MOBILITY	Number of internal job transfers (geographic mobility and/or position changes) - Group -		180	45	193
HEALTH & SAFETY	Workplace health & safety conditions	- Health & Safety Policy Specific procedures: - System for reporting and addressing complex situations - Management of harassment cases - Protocol for managing cases of alcohol or substance addiction	Pages 54-57 of the 2022 NFPR	Pages 54-56 of the 2023 NFPR	Pages 44 à 47 of the 2024 NFPR
	Frequency rate (FR) and severity rate (SR) of workplace accidents		FR: 2,28 (France + Principia) SR: 0,06 (France + Principia)	FR: 2,49 (France + Principia) SR: 0,16 (France + Principia)	FR : 1,58 SR : 0,10
	Occupational illnesses		1 (France)	1 (France)	1 (France)
	Workforce certified ISO 45001 - Group -		52,41%	52,41%	65%
	MASE-certified sites		16 MASE-certified sites + 100 Environment Skills Network employees	16 MASE-certified sites + 100 Environment Skills Network employees	16 MASE-certified sites + 100 Environment Skills Network employees
LABOUR/ MANAGEMENT RELATIONS	Organisation of social dialogue	<u>Agreements negotiated and signed with social partners in 2024:</u> Agreement on the terms and conditions of remuneration for the 2024, 2025, and 2026 financial years ARTELIA Group agreement promoting the employment and continued employment of employees with disabilities for the years 2024 to 2026 Agreement on employee profit-sharing for the years 2024-2025-2026 Agreement on employee profit-sharing for the years 2024-2025-2026 Addendum No. 3 to the "Artelia Group" savings plan agreement Addendum No. 3 to the agreement on the rules governing Artelia's collective company retirement savings plan (PERECO) Agreement on the harmonization of TOOLZ's social provisions with those applicable within ARTELIA DIGITAL SOLUTIONS	France excl. Ind. Facilities / ADS / Principia: 98 meetings: 4 Group Committee meetings 16 Soc & Eco Committee 8 WHSC meetings 29 staff rep. committees 26 sub-committee meetings 15 negotiations	France excl. Ind. Facilities / ADS / Principia: 108 meetings: 6 Group committee meetings 14 Soc & Eco Committee meetings 8 WHSC meetings 38 staff rep. committees 25 sub-committee meetings 17 negotiations	France excl. Ind. Facilities / ADS / Principia: 119 meetings: 5 Group committee meetings 18 Soc & Eco Committee meetings 24 WHSC meetings 18 staff rep. committees 47 sub-committee meetings 17 negotiations
	Summary of collective agreements	Addendum No. 1 to the agreement on skills development within the ARTELIA UES Agreement on the donation of days	France excl. Ind. Facilities / ADS / Principia: 15 agreements signed	France excl. Ind. Facilities / ADS / Principia: 16 agreements signed	France excl. Ind. Facilities / ADS / Principia: 13 agreements signed
	Percentage of positive opinions obtained during annual consultation and negotiation processes between management and workforce	Agreement on the ARTELIA time savings account (CET) Addendum No. 3 to the ARTELIA agreement on provident and health insurance schemes Addendum No. 1 to the agreement on the Sustainable Mobility Package (FMD) Agreement on the harmonization of MTC's social provisions with those applicable within the ARTELIA Group UES	France excl. Ind. Facilities / ADS / Principia: 100.00%	France excl. Ind. Facilities / ADS / Principia: 100.00%	France excl. Ind. Facilities / ADS / Principia: 99,96%
TRAINING	Training policies implemented	3% of the payroll is allocated to training each year. The training policy is set for three years. It provides for the implementation of development pathways and the creation of an ecosystem aimed at developing the learning experience. The issue of the environment is now completely cross-cutting across the various training topics.	Pages 66-67 of the 2022 NFPR	Pages 64-65 of the 2023 NFPR	Pages 52-53 of the 2024 NFPR
	Total number of training hours		40 011 (France excl. Principia)	42 105 (France excl. Principia)	52 519 (France)
	Percentage with access to the training		65,02% (France excl. Principia)	65,02% (France excl. Principia)	80 % (France)
	Percentage with access to skills development actions - Group		82%	83%	89%

TOPICS	INDICATORS	GENERAL POLICY	2022	2023	2024
EQUAL TREATMENT	Measures taken to promote gender equality	2019 saw the signing of a framework agreement on non-discrimination, promotion of diversity and cross-cultural management, as well as the renewal of a government-sanctioned five-year disability agreement for a period of 5 years.	Pages 59-61 of the 2022 NFPR	Pages 57-61 of the 2023 NFPR	Pages 48 à 51of the 2024 NFPR
	Gender equality index	<u>Index calculation details:</u> Indicator 1: Gender pay gap Indicator 2: Gap between individual pay rises Indicator 3: Gap in promotions Indicator 4: Number of employees receiving a pay rise on returning from maternity leave Indicator 5: Gender equality amongst the ten highest salaries SCORE ARTELIA ESU SCORE ARTELIA IND. FACILITIES 1 38/40 (gap favouring men) 38/40 (gap favouring men) 2 20/20 (gap favouring women) 20/20 (gap favouring women) 3 15/15 (gap favouring women) 10/15 (gap favouring men) 4 15/15 15/15 5 0/10 0/10	Artelia UES: 89/100 Artelia Industrie: 88/100 Principia: 85 /100	Artelia UES: 89/100 Artelia Industrie: 88/100 Principia: 85 /100	Artelia UES : 89/100 Artelia Industrie : 89/100 Principia : 88 /100
	Percentage of women in senior management positions	Equality between women and men in the workplace is a priority for Artelia. The Group has hence drawn up a series of commitments and a plan of actions to be implemented, with key components including: <u>Commitment no.1:</u> 40% of Artelia's senior management roles held by women by 2027 <u>Commitment No. 2:</u> Encourage recruitment and promotion of women into management and executive positions <u>Commitment no. 3:</u> Promote the gender dimension at all stages of our clients' projects	France: 24 % Group: 22 %	France: 26.7% Group: 27.3%	France 27,6% Group : 28,3%
	Percentage of women in project management positions	Here, the 2024 Group indicators take into account the following countries: France, Denmark, Italy, Norway	NC	21,44%	22,18%
	Measures taken to promote the employment and integration of people with disabilities	2019 saw the signing of a framework agreement on non-discrimination, promotion of diversity and cross-cultural management, as well as the renewal of a government-sanctioned five-year disability agreement for a period of 5 years.	Pages 59-61 of the 2022 NFPR	Pages 57-61 of the 2023 NFPR	Pages 48-51 of the 2024 NFPR
	Number of people with disabilities hired		19	16	16
	Percentage of employees with disabilities		2,85%	3,44%	3,85%
	Number of people with disabilities supported in the workplace		43	38	52
	Rate of training for people with disabilities		55%	48%	58%
	Anti-discrimination policy		Pages 59-61 of the 2022 NFPR	Pages 57-61 of the 2023 NFPR	Pages 48-51 of the 2024 NFPR

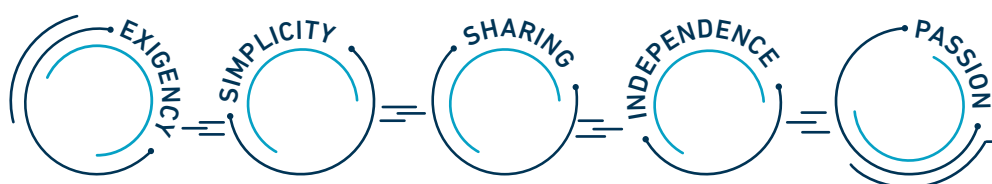
TOPICS	INDICATORS	GENERAL POLICY	2022	2023	2024
GENERAL POLICY ON THE ENVIRONMENT	ISO 14001 - Group -	ISO 14001 is a tool for attaining our objectives and targets: • Environmental analysis identifies our environmental impacts, which are linked to regulations and to our objectives and targets. The key subjects are the management of our waste, our energy consumption, our mobility and our network of branch offices. • The organisation in place allows us to draw up and monitor our action plans to achieve these objectives and targets. • The associated indicators of progress against objectives and targets enable us to evaluate the pertinence of the environmental management system. • All these elements are re-assessed and validated annually by Management with a view to continuous improvement.	Ten ISO 14001-certified sites and subsidiaries: • Echirolles • Lille • Lyon • Saint-Ouen • Italy (Milan + Rome) • Spain (Madrid) • Gulf States (Dubai) • UK (London + Birmingham)	Ten ISO 14001-certified sites and subsidiaries: • Echirolles • Lille • Lyon • Saint-Ouen • Italy (Milan + Rome) • Spain (Madrid) • Gulf States (Dubai) • UK (London + Birmingham)	37% of the Group's workforce covered by ISO 14 001
	Resources devoted to preventing environmental risks and pollution - Group -	Our direct activity generates no environmental risks and little pollution. <u>We offer our clients a range of environmental expertise:</u> Environmental and social impact assessment and mitigation / Environmental engineering / Solid waste management / Polluted site, soil and groundwater remediation / Vulnerability and adaptation to climate change at a regional scale / Natural hazards and flood risk management / Water resource management / Environmental and energy-efficient design / Timber construction / Circular economy in materials / Development of renewable energy (hydro, solar, wind, geothermal, biogas/biomethane) / Energy strategy deployment / Energy efficiency improvement.	Pages 40-51 of the 2022 NFPR	Pages 35-39 of the 2023 NFPR	Pages 36-43 of the 2022 NFPR
	Environmental performance actions incorporated in our clients' projects - Group -	<u>Commitments in the CSR policy:</u> • Systematically promote environmental performance actions in the context of our design and works supervision assignments. • Consider the impact of our clients' projects in terms of CSR using a labour, social, ethics and environmental assessment grid.	See 2022 indicators from the CSR policy page 8	See 2023 indicators from the CSR policy page 9	See 2024 indicators from the CSR Policy pages 6-7
	Training on environmental/climate issues	Training project managers in internal methods and tools dedicated to eco-design and eco-monitoring of construction sites (Group)	-	13,4%	13,9%
		Raising employee awareness of climate issues (France)	-	-	100%
CIRCULAR ECONOMY WASTE PREVENTION AND MANAGEMENT	Measures concerning waste prevention, recycling, reuse and other forms of waste recovery and disposal	Paper and waste are sorted at all sites. IT and electronic waste is systematically collected and recycled by an external service provider.	100% of paper and electronic waste recycled	100% of paper and electronic waste recycled	100% of paper and electronic waste recycled
USE OF RESOURCES	Number of vehicles in fleet - France		1 021	1 122	1206
	Number of liters of gasoline consumed by the internal fleet - France		340 879	499 455	777 375

TOPICS	INDICATORS	GENERAL POLICY	2022	2023	2024
USE OF RESOURCES	Number of litres of diesel consumed by the company fleet		674 683	569 900	315 782
	Percentage of paper bought as recycled ***		99%	99%	99%
	Consumption of electricity (scope 2) - Group -			11 923 803 kWh	14 804 292 kWh
	Water consumption in m³ - Group -			31 182 m³	93 831 m³
	Percentage of employees made aware of eco-friendly practices		100%	100%	100%
CLIMATE CHANGE	Main greenhouse gas-emitting activities identified in the company, in particular due to use of the goods and services it produces	The Environmental Policy of the Group describes in detail all the measures taken to reduce our GHG emissions.	Pages 44-48 of the 2022 NFPR	Pages 40-45 of the 2023 NFPR	Page 33 of the 2024 NFPR
	Greenhouse gas emissions - Group -	Total emissions (excluding SBTi trajectories)	NC	71 422 tCO ₂ e 8,5 t CO ₂ e / FTE	114 981 tCO ₂ e 11,4 tCO ₂ e / FTE

TOPICS	INDICATORS	GENERAL POLICY	2022	2023	2024
ETHICS AND CORRUPTION PREVENTION	Values, principles, standards and rules of conduct - Group -	In 2015 Artelia put together an integrity programme on a par with the highest national and international compliance standards. This programme meets exacting requirements in terms of commitment, transparency and traceability. It comprises a set of documents (Code of Ethics and Business Conduct Guide), procedures and a specific governance structure devoted to rolling out the approach across the entire Group.	Pages 28-29 of the 2022 NFPR	Pages 30-31 of the 2023 NFPR	Pages 22-23 of the 2024 NFPR
	Advice and management mechanisms for concerns regarding ethics issues - Group -	Artelia has appointed a Group-level Ethics and Integrity Manager, and Ethics and Integrity Managers in each Business Unit (BU). All employees can contact them concerning any ethics matter. A whistle-blowing system is in place, open to employees and third parties of Artelia (co-contractors, subcontractors and suppliers). Via this system, violations of the code of ethics or negligence of an ethical nature can be reported, advice can be obtained, doubts expressed, or questions raised about the application or interpretation of ethics rules.	Code of Ethics	Code of Ethics	Code of Ethics
	Total number of concerns expressed, type of poor conduct identified, percentage of concerns processed, resolved or declared baseless - Group -		1 ethics alert declared baseless after investigation, 1 case of fraud, 2 alerts concerning disclosure of sensitive information found to be baseless	Nine ethics alerts were received, two of which are currently being processed. Of the seven alerts processed: three were filed as not being corroborated, and two gave rise to disciplinary sanctions	31 ethics alerts received, of which 14 were dismissed and 9 resulted in disciplinary sanctions
	Total number of sites assessed in terms of risks associated with corruption and identified risks - Group -	Risks identified: Underestimation of ethics risks by an employee due to a lack of training Failure to identify employees exposed to corruption Employee who does not realise that they or Artelia are in a conflict of interest situation Falsifying a document to comply with a request from a client/partner Pressure from a third party resulting in reduced standards or vigilance by an employee during works supervision Acceptance procedures: pressure from the Client to modify the list of outstanding works Failure to comply with free competition rules Remuneration of a partner without checking the services and without an invoice Failure to perform an ethics assessment on a partner Conflict of interest during analysis of a bid from a company to which we provide services through other routes	8 Business Units assessed + several international subsidiaries exposed to risks of fraud and corruption according to the Transparency International classification	10 Business Units assessed + several international subsidiaries exposed to risks of fraud and corruption according to the Transparency International classification	10 Business Units assessed + several international subsidiaries exposed to risks of fraud and corruption according to the Transparency International classification
	Percentage of employees trained in corruption control - Group (partial) -	The indicator does not include the following BUs : Nordics & Canada	95.9% of employees have completed and validated the ethics training	95,9 % of employees have completed and validated the ethics training	94 % of employees have completed and validated the ethics training
			100% of employees signed the commitment to abide by our Code of Ethics when they were hired	100% of employees signed the commitment to abide by our Code of Ethics when they were hired	100% of employees signed the commitment to abide by our Code of Ethics when they were hired
	Proven cases of corruption and measures taken - Group -		0	0	0
	External initiatives	As stated in its Code of Ethics, Artelia undertakes to carry out the assignments entrusted to it in compliance with laws and regulations and, more generally, with integrity and respect for stakeholders, in all countries where the Group operates. Artelia adheres to the principles of: • the United Nations Universal Declaration of Human Rights; • the Global Compact; • the International Chamber of Commerce and OECD Guidelines; • the Code of Ethics of the European Federation of Engineering Consultancy Associations (EFCA); • the International Labour Organization (ILO). Artelia is also a member of Transparency International France.			

TOPICS	INDICATORS	GENERAL POLICY	2022	2023	2024
SOCIAL COMMITMENTS TO PROMOTE SUSTAINABLE DEVELOPMENT	Number of recruitments (excl. temporary) - Group -		2145 (845 in France and 1300 elsewhere around the world)	1518 (excl. Denmark)	1 558 (excl. Denmark)
	Percentage of Group fees allocated to R&D and innovation		4%	4.5%	2,5%
	Relations with company stakeholders and conditions of dialogue with them		Pages 30-31 of the 2022 NFPR	Pages 24-27 of the 2023 NFPR	Pages 16-17 of the 2024 NFPR
	Partnership or philanthropy actions	Each year the Group dedicates some of its operating profit to the Artelia Foundation, with a target of 3% of operating profit by 2025. The Artelia Foundation supported 70 non-profit organisations in 2024	1.11% of the Group's operating profit dedicated to the Artelia Foundation	1.22% du REX of the Group's operating profit dedicated to the Artelia Foundation	1,45% du REX of the Group's operating profit dedicated to the Artelia Foundation
	Membership of organisations	More than 60 organisations including: Transparency International, Fondation Palladio, ADEME International, Association des managers pour la diversité, Association des Architectes Français à l'Export, Association Française des Ingénieurs et Techniciens de l'Environnement, Association Française pour la Prévention des Catastrophes Naturelles, Pôle de Compétitivité de la Filière de l'Eau, American Society of Civil Engineers, Association pour le développement des Transports, de l'Environnement, et de la Circulation, France eau biosurveillance, France Hydro Electricité, GIS Hydraulique pour l'Environnement et le Développement Durable, International Office for Water (OiEau), Rêve de Scènes Urbaines, Syndicat des Energies Renouvelables (collège A), Syndicat des Energies Renouvelables (France solar industry), Société Française des Urbanistes			
SUBCONTRACTING AND SUPPLIERS	Supply chain	Within the Group's supply chain there are two types of procurement: - Procurement of intellectual services on assignments through external service providers (subcontractors and co-contractors on assignments) - "Indirect" procurement, split into two categories: that managed by the Indirect Procurement Department, and local procurement, managed by the branch offices and various company departments in the context of their operations. Artelia's suppliers are mainly service providers (temporary employment agencies, communication agencies, consulting firms, etc.), and suppliers of general services and supplies. There were no significant changes in the supply chain in 2024.			
	Consideration of social and environmental aspects in the procurement policy	Purchase of eco-friendly office supplies.	34% of supplies purchased are eco-friendly	46% of supplies purchased from our main supplier LYRECO are green.	40% of supplies purchased from our main supplier LYRECO are green.
	Percentage of suppliers that have signed the "responsible supplier charter", or have their own responsible purchasing charter	Artelia has set itself the target of ensuring that all its commercial partners commit to a "responsible supplier / purchaser charter" by 2025. The 2020 indicators apply to suppliers to the indirect procurement department.	81%	100%	100%
	Percentage of new suppliers CSR-assessed during the bidding phase.	Self-assessment using a CSR survey sent to all potential suppliers responding to tender invitations issued by the indirect procurement department. The final selection is based on a weighted multi-criterion analysis: quality of services, lead times, prices and CSR, where the CSR rating is worth 10% of the overall rating.	100%	100%	100%
	Percentage of suppliers assessed with regard to their CSR credentials	Suppliers already registered in the indirect procurement database prior to 2020 were evaluated retrospectively (self-assessment questionnaire)	38%	38%	38%

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