

# Extra-financial reporting

2016 indicators

## OUR CHALLENGES



**ECONOMIC  
and GOVERNANCE**



**ENVIRONMENTAL**



**SOCIETAL**



**SOCIAL**



# OUR ECONOMIC AND GOVERNANCE CHALLENGES

OUR GOALS	OUR INDICATORS	SCOPE	REF (GRI)	2015	2016	ACHIEVEMENTS IN 2016
<b>Being a committed player in sustainable engineering</b>						
Commitments	Qualitative	Group	Internal	Qualitative	Qualitative	Continuing on from COP 21 and 22, Egis declares its commitment to the fight against climate change by proposing solutions to accompany the transition towards a low-carbon economy in all its fields of activity (new modes of transport, regional energy autonomy, low-carbon buildings, biodiversity protection, energy mix, smart cities and urban energy). An ecology and energy transition (EET) strategy has been developed around several sectors: <ul style="list-style-type: none"> <li>• Energy efficiency for buildings</li> <li>• Energy in cities</li> <li>• Local energy autonomy</li> <li>• Energy mix projects</li> </ul>
Innovation	The amount of R&D investments eligible for French research tax credit (CIR)	Group	Internal	€14.2 m	€16 m	Innovation remains one of the priorities for maintaining technical excellence in all our business areas, but also opening up towards new services/products. Emphasis is placed on the triple environmental, energy and digital transition. 2016 was marked by a change in our innovation ecosystem, in order to make it more agile, with events and collaborative challenges and an opening-up to external partners (e.g. start-ups). Once again this year, Egis was awarded for its innovations: more than 10 significant awards received, including: <ul style="list-style-type: none"> <li>• First prize in the National Engineering Awards for the Citadelle bridge in Strasbourg (French Town)</li> <li>• A prize in the MIPIM Awards 2016 for the DUO Towers in Paris (French capital), where Egis undertook the structural project</li> <li>• Honourable mention in the Urban Innovation Awards for the "peak traffic flow reduction" solution, an innovation honoured on two other occasions this year.</li> <li>• The "Wind-it, provider of sustainable energy solutions" film received the Industrial Innovation Special Award at the "Deauville Green Awards 2016" festival (international festival of the sustainable development audiovisual productions)</li> <li>• The 2016 Innovapresse writing award for Urban Challenges in the "climate adaptation in the urban landscape and water management" category for the Mureaux urban regeneration project (French project)</li> <li>• The 2016 Sustainable Mobility Trophy with the KiWhi Pass® solution.</li> <li>• Two awards at the CUBE 2020 competition, which recognises energy savings. A Golden Cube for the Terra Nova 3 building in Montreuil (Building where Egis is located – France ), and a Bronze Cube for the START building (Egis 's holding office in Guyancourt – France)</li> </ul>
<b>Strengthening relationships with stakeholders in areas where Egis operates.</b>						
External partnerships	Qualitative	Group	Internal	Qualitative	Qualitative	Continuation of our targeted partnerships, particularly on climate and energy issues, and biodiversity <ul style="list-style-type: none"> <li>• Membership of CEEBIOS (the European Centre of Excellence in Biomimicry at Senlis)</li> <li>• Membership of the Nature 2050 programme with CDC Biodiversité (nature 2050 is a program to protect and restore the natural, agricultural and forest areas, for a better adaptation of the French territories to climate change)</li> <li>• Agreement signed in December 2016 with R20 (a not-for-profit NGO) to develop and implement "waste to energy" projects</li> </ul>
Dialogue with stakeholders	Qualitative	Group	Internal	Qualitative	Qualitative	Egis maintains good relationships with its key stakeholders, owing to its business sectors and the need to be open to other external players. The need for a general understanding of the issues, for definition and for co-construction has led the group to see dialogue as central to its governance. Here are a few examples: <p><b>On projects:</b></p> <ul style="list-style-type: none"> <li>• Consultation with stakeholders is an integral part of our project management. We have dedicated tools such as "e-participative", developed in 2016 to gather the opinions of local residents.</li> </ul> <p>We also have many partnerships. Examples of key contributions: The Palladio foundation, the Sustainable Building Plan (Plan Bâtiment Durable), Building Smart International, Medi@construct, the Syntec-Ingénierie engineering federation, C3D – a think tank which gather French CSR managers, the Saint Quentin in Yvelines Climate and Energy Club, BBKA (Low Carbon Building Association), the "Oui Au Bois" and "ADIVbois" - associations which promote wood construction, Certivea engineering consultancy, R20, CEEBIOS, Business Clusters, the PIARC (World Road Association).</p> <ul style="list-style-type: none"> <li>• With clients: Egis consolidates its satisfaction surveys at group level each year.</li> </ul> <p><b>On the CSR strategy, solutions developed, innovations:</b> The Egis Sustainable Development Steering Committee meets twice a year and is composed of internal spokespeople and external parties recognised in different fields of SD relating to our activities. The aim is to provide a critical and constructive opinion on our solutions and the responses we bring to SD issues or to debate dilemmas that we face during our operational projects. In 2016, Egis wanted to learn lessons from this committee after it had been in existence for 6 years. Results: crucial monitoring points, points for improvement and strengths but overall, a glowing report all round from participants who consider this a "win-win" partnership.</p>
Solidarity and corporate patronage	Qualitative	Group	Internal	Qualitative	Qualitative	<b>Day-to-day, various programmes enable employees to take part in solidarity action and launch eco-responsible initiatives, both in France and worldwide. Here are a few examples:</b> In 2016, Egis continued its skills sponsorship with the "Nos Quartiers ont du Talent" association (NQT, or "Our Neighbourhoods Got Talent", association which help young people to find job). Each year, we are seeing an increase in the number of sponsors (28 young people sponsored in 2014, the launch year; 52 in 2016). A skills sponsorship project was also initiated with the SAMU SOCIAL (emergency social service which help street people) to renovate a care and accommodation site within the Charles-Foix Hospital in Ivry sur Seine (French town), housing 180 homeless people. In Brazil, teams mobilised against breast cancer for the global "Pink October" campaign, and they organised a collection of warm clothing for the homeless. In Portugal, a country severely hit by forest fires in 2016, employees supported local fire brigades. In Qatar, a safety campaign was organised to raise awareness among children of the dangers of building sites. In India, Egis renewed its support for the NGO "Salaam Baalak Trust" to fund a nutritional programme for children at the Aasra centre The Egis Foundation celebrated its 10 year anniversary; find out more here: <a href="http://egis-fondation.fr/">http://egis-fondation.fr/</a> (French website)
<b>Placing our employees at the heart of corporate governance to participate more strongly in its long-term performance.</b>						
Opening up of capital to employees	25% of the share capital owned by employees	France <i>Executive partners and mutual funds open to all employees</i>	Internal	Partners = 74.4% (453 partners)  FCPE 17.6%  Treasury stock: 8%	Partners: 76.2% (455 partners)  FCPE mutual funds: 20.1%  Treasury stock: 3.7%	In June, Egis once again opened up a share of its capital to Group employees through the Egis Shareholders mutual fund. Nearly 77% of employees subscribed to it.
<b>Strengthening internal due diligence, particularly in view of our ambitions for international growth.</b>						
Business ethics and anti-corruption	Total number of people trained in the prevention of corruption, criminal risk and business practices	Group	S03	351 managers trained at the end of 2015 (80% of the target population)	437 managers received face-to-face training by the end of 2016 (81% of the updated target population)	The roll-out of the Ethics initiative continued: <ul style="list-style-type: none"> <li>• Development and dissemination of a code of integrity for partners</li> <li>• Continuation of training courses, particularly for international subsidiaries with two sessions in the Middle East (+ in 2016, expansion of the target population)</li> <li>• Preparation of an e-learning programme for 2017</li> </ul>
<b>Meeting our customers 'expectations in the best way possible.</b>						
Monitoring Customer Satisfaction  Customer expectations on new topics	Proportion of Egis's business that has ISO 9001 certification	Group	Internal	88%	90%	<ul style="list-style-type: none"> <li>• Renewal of the group's Triple Certification (ISO9001/14001/OHSAS18001) obtained in October 2016.</li> <li>• Reorganisation of activity by fields, by regional clusters and business sectors on a global level. For a clearer understanding of the group.</li> </ul>

## OUR SOCIETAL CHALLENGES

OUR GOALS	OUR INDICATORS	SCOPE	REF	2015	2016	ACHIEVEMENTS IN 2016
Working with communities.						
Actions taken in favour of local people and residents	Qualitative	Group	Internal	Qualitative	Qualitative	<p>Due to the nature of its assignments (regional development), most of the projects led by Egis contribute to local development, and the attractiveness of the region. Regional development is a priority. This is achieved through a sustained policy of stakeholder involvement, systematic consideration of societal issues and responsible practices.</p> <p>Examples of 2016 projects:</p> <ul style="list-style-type: none"> <li>Agreement reached with the Jordanian government for the improvement of the drinking water service in the northern governorates of Jordan. This project, for which Egis supplies technical assistance to the Yarmouk Water Company (YWC), will address the issue of drinking water shortages in the country and will help it to cope with the mass arrival of Syrian refugees since 2011.</li> <li>Egis was appointed to conduct the study of water resources that will enable drinking water supply to be provided for the town of Arusha, in Tanzania, by 2030.</li> <li>Technical assistance for the project providing support for civil society in Chad. This project aims to connect democracy and the culture of dialogue and peace, by increasing the involvement of civil society organisations and citizens in the country's political, economic and social life. Services provided by Egis include the standardisation and modernisation of the legal and institutional framework of Chad's civil society organisations, but also the guidance and training of its civil society actors.</li> </ul> <p>2016 examples of solidarity projects:</p> <ul style="list-style-type: none"> <li>Egis supported a volleyball team via an association (in Algeria).</li> <li>At Operscut, an operational subsidiary in Portugal, employees organised a "OperKids" "fun day" for the children of staff members and those from the surrounding area. Games were organised, but also fire extinguisher handling, reminder of safety instructions and involvement of the canine unit.</li> </ul> <p>See also above, the section on "Solidarity and sponsoring" for actions in Brazil, Portugal, Qatar, India, etc.</p>

## OUR SOCIAL CHALLENGES

OUR GOALS	OUR INDICATORS	SCOPE	REF	2015	2016	ACHIEVEMENTS IN 2016
Providing a positive environment and attractive working conditions for our employees.						
Jobs	Total number of permanent staff	France excl. operators	LA 1	3937 people	3842 people	<p>Egis acts as a responsible employer, by:</p> <ul style="list-style-type: none"> <li>focusing on sustainable employment (the last 3 years, over 95% of employees based in France have been on permanent contracts)</li> <li>promoting employee professional development</li> <li>renewing its anti-discrimination policy: main actions focus on gender, disability and intergenerational equality (3 agreements on each of these subjects)</li> </ul>
	Seniority (years)	France Permanent staff	Internal	11.33	10	
	Average age (years)			42.36	41.5	
	Staff turnover (incl. resignations)		LA 2	426 people or 10.16% (resignations 3.65%)	365 people Or 8.30% (resignations 3.4%)	
Work organisation	% of part-time employees	France	LA 1	8.69%	9.21%	<p>Several framework agreements were signed with trade union representatives, particularly on the Strategic Workforce Planning (GPEC) with a renewed and completed agreement at the start of 2016. This agreement provides for a reinforced support system for <b>geographic transfers</b> in certain jobs considered as "sensitive" or "priority" and the implementation of "skills-transfer" contracts to support certain professional development or career changes. As allowed for in this GPEC agreement, Egis also set up an employment observatory with the main aim of identifying the short/medium-term needs across our fields of activity and of translating these into action in terms of skills and employment.</p>
	Average part-time			77.18%	77.23%	
Internal mobility	Number of transfers in the group	Group	Internal	118 inter-company transfers (4 internal transfers to the CDC group, 86 individual transfers between Egis Group companies, 28 group transfers between Egis Group companies)	129 inter-company transfers 130 geographic transfers to/from France	
Developing the skills of our employees.						
Training	Percentage of employees trained	France	Internal	62%	65.2%	<ul style="list-style-type: none"> <li>Maintenance of the investment in terms of training over the past 5 years (on average, 4000 activities and over 50,000 hours).</li> <li>Expansion of training programmes with enhanced activity related to mentoring and training route building/professionalisation within the scope of the group's strategies (project management, in particular).</li> <li>Gradual roll-out of a "Digital Learning" platform accessible to all employees worldwide, and in particular enabling teams to be trained on the basics (health &amp; safety e-learning in 2016).</li> <li>Specific Egis Campus university programmes for key populations in positions and potential positions on the strategic focus areas (customer development, management, project management).</li> <li>Specific managerial development project for all entities: launch of the "Imagine managing tomorrow" project: formalisation of the Group's managerial charter.</li> </ul>
	Average duration of a training course			LA 10	11 hours	

OUR GOALS	OUR INDICATORS	SCOPE	REF	2015	2016	ACHIEVEMENTS IN 2016
Ensuring the safety and health of our employees, everywhere.						
Health and Safety of employees	Procedure	Group	Internal	Qualitative	Qualitative	<p>The Group obtained triple certification in October 2015, which was renewed in 2016. As such, Egis is rolling out a "safety attitude by Egis" initiative and controlling regulatory aspects related to health and safety. This initiative is described in the Performance Management Manual. The four main elements relate to:</p> <ul style="list-style-type: none"> <li>Prevention of psycho-social risks</li> <li>Safety of overseas travels</li> <li>Building safety</li> <li>The health and safety of our employees on projects</li> </ul> <p>Considering the importance of overseas activity, a specific HR initiative covers travel safety and assistance to staff concerned. Roll-out in 2016 of an "e-Learning" course on the "safety attitude" to all employees of French companies.</p>
	Accidents involving work stoppage	France	LA 7	29	26	
Safety Management System	Share of Egis activity certified OHSAS or MASE	Group	Internal	33%	33%	
Developing social dialogue.						
Agreements	No. of collective agreements signed by the group	Companies linked to the Syntec-Ingénierie convention and with a stake of over 50%	Internal	29	29	<p>An important agreement on the introduction of a profit-sharing scheme for Egis Group employees was signed.</p> <p>Other examples of signed agreements:</p> <ul style="list-style-type: none"> <li>On Strategic Workforce Planning</li> <li>On Gender Equality</li> <li>On the Employment of People with Disabilities</li> <li>On the Cycling Mileage Allowance</li> </ul>
Respecting and promoting equality and social diversity.						
Disability	Employment rate of people with disabilities	France	LA 13	2.18%	2.25%	<p>Agreement signed (the 3<sup>rd</sup>) which provides for the introduction of Disability CESU (Universal Service Employment Cheques) and continuation of action to support people with disabilities; Examples:</p> <ul style="list-style-type: none"> <li>Sponsoring of an employee with a disability for the Snowboarding World Cup. He finished in 13th position in the general category, 10 places higher than the previous year. Egis is a partner of the Snowboarding &amp; Disability Association.</li> <li>Egis supported the French Paraspport team in the 2016 Paralympic Games in Rio (Brazil)</li> <li>Organisation of the European Disability week, with: <ul style="list-style-type: none"> <li>Distribution of a notebook to all employees (within France) on preconceptions relating to disability</li> <li>A quiz on disability (over 800 took part). The 15 winners received a food hamper prepared by Service and Work Assistance Facilities (SWAF).</li> </ul> </li> <li>Hosting of a group of young college pupils and students, in partnership with the Arpejeh (association which helps young student with disabilities to realize projects) at head office. On this occasion, the recruitment team prepared these young people to pass professional interviews in a simulated scenario.</li> <li>An internal social network, "Mission Disability", was created. This network enables all activity committed to by Egis in terms of employment insertion and maintenance to now be centralised.</li> </ul>
Over-55s	Rate of employment of (over-55s)	France	LA 13	15%	15%	Over the last 3 years, the average recruitment rate for the over-50s was 11% and the average employment rate for the over 55s was 15% (in both cases, exceeding the goals we had set ourselves).
Gender equality	Proportion of women in governing bodies Comex: Executive Committee CDO: Operational Management Committee	Group	LA 13	Egis Comex: 2/9 CDO: 3/18	Egis Comex: 3/9 CDO: 4/18	On 17 May 2016, a new Gender Equality agreement was signed for three years. It basically relates to recruitment, development of action in schools to promote diversity, remuneration on hiring and throughout career, promotions and professional development, training, the work/life balance. All of these themes will be monitored using indicators.
Gender equality	Gender Pay Gap	France		4.9%	3.9%	In equal classifications or equivalent duties, women earn on average 3.91% less than men. We observed a 20% reduction in the gap between 2015 and 2016.

# OUR ENVIRONMENTAL CHALLENGES

OUR GOALS	OUR INDICATORS	SCOPE	REF	2015	2016	ACHIEVEMENTS IN 2016
In our operations: reducing the environmental impact and CO <sub>2</sub> emissions of our operations (built assets and travel).						
Internal environmental policy	Proportion of Egis's business that has ISO 14001 certification	Group	Internal	79%	79%	At the end of 2016, 79% of Egis activities were ISO14001 certified, as in 2015.
Sustainable use of resources	Electricity consumption and purchase of heating & cooling	French sites	EN 3	13,500 MWh or 155 kWh/m <sup>2</sup>	11,920 MWh or 140 kWh/m <sup>2</sup>	Maintenance of efforts to control our ecological footprint with: <ul style="list-style-type: none"> <li>The continuation of our travel policy</li> <li>Energy management trial: implementation since 2015 on our Saint Quentin en Yvelines site (START, our headquarters - France) and Montreuil Terra Nova 3 site enabled a 9% reduction in our consumption (French implantation)</li> <li>Monitoring our consumption using consolidated reporting of 13 buildings in France (rather than 10 in 2015). We communicated our results on the web-accessible platform "Empreinte à la trace" (Tracing our footprint) which helps to visualise the environmental data of our main sites and to promote good environmental practices.</li> </ul>
	Consumption of mains water		EN 8	26,118 m <sup>3</sup> or 8.3 m <sup>3</sup> /pers	20,300 m <sup>3</sup> or 6 m <sup>3</sup> /pers.	
Pollution and waste management	Paper purchases and the percentages of which are eco-friendly	Excl. computer waste	EN1 EN2	76 t Over 90% eco-friendly	101 t 98% bear the Eco label	In a like-for-like comparison with 2015, we observed: <ul style="list-style-type: none"> <li>A reduction in our emissions with reduced energy consumption in our buildings (efforts made on the Montreuil and Saint Quentin en Yvelines French sites, and reduction also due to a relatively mild 2015-2016 winter, particularly in the South).</li> <li>Despite the development of our international business, emissions from our travel also decreased. In relative values, our travel represents 84% of our CO<sub>2</sub> emissions, a large proportion of which is produced by international air travel.</li> <li>Our waste volumes are stable, with 46% recycled. The figure as an absolute value is an increase as we extended our activity from 10 to 13 sites.</li> </ul>
	Production of sorted and recycled non-hazardous waste		EN 22	410 tonnes	652 tonnes	
Climate Change	Energy - direct and indirect GHG	linked to fixed sources of combustion and heat transfer fluids	EN 16	Direct: 313 t. eq CO <sub>2</sub> Indirect: 1185 eq CO <sub>2</sub> or 380 kq eq CO <sub>2</sub> /pers.	Direct: 229 t. eq CO <sub>2</sub> Indirect: 1650t.eq CO <sub>2</sub> , or 360 kq eq CO <sub>2</sub> /pers.	
	Travel - GHG emissions from our main corporate trips	Cars and travel agency review (train, plane) - partial scope	Internal	16,102 t.eq CO <sub>2</sub>	13,752 t.eq CO <sub>2</sub>	
Our indirect impact through our customers' projects: facilitating the expected economic and social benefits for local areas by controlling environmental impacts.						
Solutions with significant sustainable development added value	Qualitative	Group	Internal	Qualitative	Qualitative	<p>The Ecology and Energy Transition (EET) impacts on all fields of Egis activity, from design to operation. 4 priority segments were selected by Egis governing bodies and will be the segments for the Group's investment:</p> <ul style="list-style-type: none"> <li>Building energy efficiency: strengthening and diversification across services, particularly across the energy performance management component (new-build and renovations)</li> <li>Energy in cities: penetration of the market, firstly in France, particularly in heating and cooling networks- Cold energy autonomy-</li> <li>Local energy autonomy: gradual implementation of a new integrated offer, responding to the market's evolution towards decentralised production and local consumption.</li> <li>Energy mix projects: development of a consulting and assistance offer for contracting authorities, and of studies in external partnership and development across specifically targeted geographic areas.</li> </ul> <p>2016 was a particularly rich and dense year in terms of the development of innovative offers across all segments of the Egis EET strategy, as shown by the following achievements for the construction phase (the operation phase is covered by another indicator).</p> <ul style="list-style-type: none"> <li>In terms of transport energy efficiency, Egis obtained labelling from the IDDRIM (French institution on road, streets and mobility infrastructure) for Variways®, its eco-comparison tool for road variants based on energy consumption and greenhouse gas emissions. In June 2016, Variways® was also selected by Committee 21 as the 1st network of sustainable development actors in France, as part of the "21 solutions for tomorrow".</li> <li>With regards to energy in cities, in 2016 Egis enhanced its expertise by extending and switching to renewable energy for existing heating networks, supporting the engineering work of energy operators for the largest networks in France and Europe: Paris for the PCPU (Paris Heating Network, from Engie, a French energy company), Lyon and Toulouse for Dalkia (EDF, a French electricity company) – French cities, Lviv (Ukraine) with EBRD funding (European Bank for Reconstruction and Development).</li> <li>In the context of building energy efficiency, Egis is heavily invested in the development of the SOBRE solution, a new service offer aiming to support property professionals in controlling their energy consumption.</li> <li>Egis also developed a new turnkey service offer for heating and cooling network energy projects. The first two operations have been set up in Saclay for EPPS- Grand Paris (international campus: geothermal heating and cooling network) and in Rueil (French town) for the city (Arsenal eco-district: smart and "green" network).</li> </ul> <p>With regards to new urban transport services:</p> <ul style="list-style-type: none"> <li>The commercial development of the Kiwhi Pass® solution (payment card for electrical recharging terminals) continued.</li> <li>The NewMotion business was launched in France for the roll-out of recharging terminals for electric vehicle users.</li> <li>A peak traffic reduction trial, an incentivising programme that rewards car drivers for avoiding peak traffic times, was successfully conducted in Lille.</li> </ul> <p>The first sales of Wind-It, telecommunication relay towers that are self-sufficient in terms of energy thanks to wind and photovoltaic sources, were made to a telephone operator in Madagascar and with Orange in Luxembourg. A second prototype was built in Revel, in the south of France. These towers are the forerunner of new rural electrification solutions that are 100% renewable.</p> <p>Visit <a href="http://www.rse-egis.fr">www.rse-egis.fr</a> to check out the winning and certified projects in 2016, as well as those whose sustainability has been recognized.</p>
Quantification of Egis leverage	Qualitative	Engineering	Internal	Qualitative	Qualitative	We have continued to deploy our eco-comparison tools

Egis has embarked on a proactive approach to extra-financial reporting. This approach is changing every year, as our business activities and our operations develop.

The tables in this document bring together the main consolidated points. They are organised into challenges, broken down into goals, illustrated by indicators and achievements. It is a way of ensuring we keep to our commitments, by encouraging questions and suggestions from our stakeholders.

More details at  
**[www.rse-egis.fr/en](http://www.rse-egis.fr/en)**



15, avenue du Centre  
CS 20538 Guyancourt  
78286 Saint-Quentin-en-Yvelines Cedex - France  
Contact : **[sustainable-development.egis@egis.fr](mailto:sustainable-development.egis@egis.fr)**

