

# ROAD MAP

## SUSTAINABLE DEVELOPMENT

Commitments and goals  
by 2025

# ESG STRATEGY

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## GOVERNANCE



### ETHICS

Ensure ethics and compliance



### STRATEGY

Implement sustainability to the strategy

## SOCIAL



### HUMAN RIGHTS

Respect human rights and diversity



### HEALTH

Protect security and well-being

## ENVIRONMENT



### CLIMATE

Reduce consumptions and carbon footprint



### BIODIVERSITY

Preserve biodiversity



### WASTE

Reduce, reuse and recycle waste

## THE 7 PRIORITY STAKES OF SUSTAINABLE DEVELOPMENT AT GSE

GSE's sustainable development strategy is based on Environmental, Social and Governance (ESG) criteria to manage 7 priority stakes.

Ethics, strategy, human rights, health, climate, biodiversity and waste are the subject of specific action plans, reporting and management. These issues were identified by combining a global analysis of the Group's impacts, taking into account international guidelines (ISO 26000, Global Reporting Initiative (GRI), United Nations Sustainable Development Goals (SDGs)) and an materiality analysis. They are approved by the Executive Board as well as each Department Manager concerned, to state their priority in all GSE activities.

For each of these issues, GSE is committed to being exemplary in its own practices, while applying its commitments to its operations. Our watchword: **a committed company for sustainable buildings.**

# ESG STRATEGY

|             |  | A COMMITTED COMPANY  | FOR SUSTAINABLE BUILDINGS  |
|-------------|--|--|--|
| GOVERNANCE  |  <b>ETHICS</b><br>Ensure ethics and compliance                | Compliance   ethics   transparency and accountability                                    | Duty of care and sustainable purchasing   client relationship and advice   |
|             |  <b>STRATEGY</b><br>Implement sustainability to the strategy  | Governance   values and commitments   strategy and evaluations   awareness and trainings | Environmental management   innovation  |
| SOCIAL      |  <b>HUMAN RIGHTS</b><br>Respect human rights and diversity    | Human Rights   equal opportunities   career management and trainings   sponsorships      | Inclusion   economic impact  |
|             |  <b>HEALTH</b><br>Protect security and well-being             | Well-being   work conditions and organization   office health and safety                 | Comfort   construction sites health and safety   |
| ENVIRONMENT |  <b>CLIMATE</b><br>Reduce consumptions and carbon footprint | Energy consumption   mobility   green IT   carbon footprint and compensation             | Energy efficiency and renewable energies   LCA and carbon footprint   construction sites consumptions   carbone compensation |
|             |  <b>BIODIVERSITY</b><br>Preserve biodiversity               | Green spaces   awareness and accountability  | Land covering and land sealing   protection natural areas and species   green spaces   |
|             |  <b>WASTE</b><br>Reduce, reuse and recycle waste            | Waste reduction   responsible communication   recycling                                  | Waste reduction   reuse of materials   recycling   |



# ETHICS

Ensure ethics and compliance



## COMMITTED COMPANY

### COMMITMENTS

### 2025 GOALS

2025 Goals    2021 results

#### COMPLIANCE

Comply with all applicable law, particularly in matters of competition, corruption, labor law and environmental law.

Legal action for anti-competitive behavior, corruption, antitrust practices, lack of product information, non-confidentiality of data, ecocide or other environmental degradation

0

0

#### ETHICS

Apply the principles of the ethical charter. Train the collaborators in ethical practices. Prevent the risks of corruption and conflicts of interest. Protect whistleblowers.

Cases settled within the framework of the whistleblower protection procedure

100%

100%

Employees trained in the fight against corruption

100%

100%

#### TRANSPARENCY AND ACCOUNTABILITY

Communicate regularly on sustainable development performance. Apply the principle of transparency with all stakeholders. Integrate stakeholders into company strategy.

Average rating of internal communication by employees

4/5

3,5/5

Average rating of information transparency by GSE employees

4,5/5

3,6/5

Percentage of suppliers satisfied or very satisfied with GSE's communication

95%

86%

Stakeholder satisfaction with GSE's CSR policy

5/5

3,7/5

NIVEAU 2021 :

94%

OBJECTIFS 2025



# ETHICS

Ensure ethics and compliance



## FOR SUSTAINABLE BUILDINGS

### COMMITMENTS

### 2025 GOALS

2025 Goals    2021 results

#### DUTY OF CARE AND SUSTAINABLE PURCHASING

Work with suppliers and subcontractors to ensure adherence to the principles of sustainable development throughout the supply chain. Include selection criteria relating to sustainable development in calls for tenders. Evaluate the performance of suppliers on ESG subjects. Support suppliers in improving their practices and innovation. Train buyers in responsible purchasing.

|   |      |     |
|---|------|-----|
| Proportion of target suppliers of the responsible purchasing approach out of the total purchasing volume                  | 50%  | 36% |
| Percentage of projects incorporating a sustainable supply plan  | 100% | 34% |
| Level of supplier maturity regarding sustainable development  | 70%  | 45% |
| Percentage of companies targeted by the responsible purchasing approach met on the subject of sustainable development (%) | 100% | 14% |
| Percentage of buyers trained in responsible purchasing  | 100% | 95% |

#### CLIENT RELATIONSHIP AND ADVICE

Integrate solutions into all offers to reduce the environmental impact of buildings. Continually improve GSE's expertise and advise clients on the best solutions regarding the environment. Guarantee customer satisfaction. Have a clear and precise marketing speech, proven and demonstrated commercial arguments. Make customers aware of the stakes of sustainable development.

|  |      |     |
|--|------|-----|
| Percentage of customers ready to work again with GSE                         | 100% | 97% |
| Customer satisfaction rate   | 100% | 95% |
| Proportion of projects integrating an environmental approach                 | 100% | TBD |
| Proportion of social media communications related to sustainable development | 20%  | 17% |
| Proportion of press releases related to sustainable development              | 100% | 86% |

NIVEAU 2021 :

70%

OBJECTIFS 2025



# STRATEGY

Implement sustainability to the strategy



## COMMITTED COMPANY

|                          |  | COMMITMENTS  | 2025 GOALS |              |
|--------------------------|--|--|------------|--------------|
|                          |  |  | 2025 Goals | 2021 results |
| GOVERNANCE               | Carry out a quarterly review of the progress of the roadmap with the GSE management via the CSR Committee and validate the strategic orientations. Integrate employees into the process via the CSR correspondents network.  | Percentage of female CSR correspondents  | 50%        | 53%          |
|                          |  | Percentage of CSR correspondents located abroad                                      | 20%        | 10%          |
|                          |  | Participation rate in the network of correspondents                                  | 90%        | 60%          |
|                          |  | Percentage of employees declaring that they trust the management of GSE              | 100%       | 95%          |
| VALUES ET ENGAGEMENTS    | Share the GSE charters around 4 themes: ethics, human rights, environment and responsible purchasing. Update their content every 4 years. Train all employees in GSE commitments.  | Employees who recognize themselves in the values of the company                      | 4,5/5      | 4,2/5        |
|                          |  | Percentage of employees trained in company charters                                  | 100%       | 100%         |
| STRATEGY AND EVALUATIONS | Integrate sustainable development into the overall strategy of GSE in the short, medium and long term. Undertake a global impact reduction strategy. Evaluate the results of the policies in place annually. Have non-financial information verified and evaluated by third parties. | Overall EcoVadis evaluation score  | 80/100     | 79/100       |
|                          |  | EcoVadis evaluation score - ethics   | 90/100     | 80/100       |
|                          |  | EcoVadis evaluation score - social   | 90/100     | 80/100       |
|                          |  | EcoVadis evaluation score - environment  | 85/100     | 80/100       |
|                          |  | EcoVadis evaluation score - sustainable purchasing                                   | 80/100     | 70/100       |
| AWARENESS AND TRAININGS  | Raise awareness and train employees on an ongoing basis on the various subjects of sustainable development. Communicate monthly on the actions in place and good practices. Organize a unifying event around sustainable development each year.                                      | Level of knowledge of CSR by employees   | 7/10       | 5,1/10       |
|                          |  | Percentage of employees considering CSR as useful or essential for the future of GSE | 100%       | 96%          |

NIVEAU 2021 :

89%

OBJECTIFS 2025



# STRATEGY

Implement sustainability to the strategy



## FOR SUSTAINABLE BUILDINGS

### COMMITMENTS

### 2025 GOALS

2025 Goals    2021 results

#### ENVIRONMENTAL MANAGEMENT

**Organize project management in order to reduce and control environmental impacts. Integrate the subject at all levels of projects and with all technical teams.**

Percentage of projects aiming for environmental certification or labeling relating to turnover

75%

62%

#### INNOVATION

**Integrate the stakes of sustainable development into the Group's innovation strategy. Meet new partners and test innovative solutions for the environment.**

Percentage of design-construction projects carried out using BIM

100%

TBD

Average rating of creativity and innovation by employees

4,5/5

4,1/5

NIVEAU 2021 :



87%

OBJECTIFS 2025



# HUMAN RIGHTS

Respect human rights  
and diversity



## COMMITTED COMPANY

|                                | COMMITMENTS  | 2025 GOALS   |            |              |
|--------------------------------|--|--|------------|--------------|
|                                |  |  | 2025 Goals | 2021 results |
| RESPECT FOR HUMAN RIGHTS       | Guarantee stable, qualified jobs in compliance with labor standards and disseminate the principles of the GSE human rights charter.  | Percentage of employees on permanent contracts   | 95%        | 89%          |
|                                |  | Share of trainees and work-study contracts in the total workforce  | <15%       | 10%          |
| EQUAL OPPORTUNITIES            | Guarantee diversity and equal opportunities. Fight against all forms of discrimination. Promote engineering professions among young women. Prevent situations of harassment. Promote the employment of young people and seniors. | Gender equality index  | 90/100     | 88/100       |
|                                |  | Share of female employees  | 50%        | 38%          |
|                                |  | Share of female managers   | 60%        | 57%          |
|                                |  | Share of employees under 30  | >15%       | 18%          |
|                                |  | Share of employees over 45   | >30%       | 38%          |
| CAREER MANAGEMENT AND TRAINING | Propose adapted missions and train and support employees throughout their careers.   | Share of workers recognized as disabled in the total workforce   | 6%         | 0,5%         |
|                                |  | Evaluation of the interest of the assignments by the employees   | 4,5/5      | 4,2/5        |
|                                |  | Evaluation of responsibility and autonomy by employees   | 4,5/5      | 4,3/5        |
|                                |  | Evaluation of the recognition of managers by employees   | 4,5/5      | 3,9/5        |
|                                |  | Evaluation of training and skills development by employees   | 4/5        | 3,7/5        |
|                                |  | Evaluation of career development and mobility by employees   | 4/5        | 3,4/5        |
| PARTNERSHIPS AND SPONSORSHIP   | Commit to local development and support projects of general interest in line with the Group's sustainable development strategy.  | Number of training hours per employee  | 28h        | 30,4h        |
|                                |  | Number of interventions by GSE employees in local social and solidarity actions (in number of half-days mobilized) | 70         | 45           |

NIVEAU 2021 :



OBJECTIFS 2025





# HUMAN RIGHTS

Respect human rights  
and diversity



## FOR SUSTAINABLE BUILDINGS

### COMMITMENTS

### 2025 GOALS

|                 |  | 2025 Goals  | 2021 results |       |
|-----------------|--|---|--------------|-------|
| INCLUSION       | Set up a working group to develop integration practices on GSE projects. Raise awareness among employees and suppliers to extend the practice. | Percentage of employees trained in the subject of integration           | 100%         | TBD   |
|                 |  | Share of hours worked in inclusion on site                              | 5%           | TBD   |
| ECONOMIC IMPACT | Identifier et définir la notion de local dans les projets de GSE. Participer à l'activité économique locale et aux emplois locaux.             | Number of full-time equivalent jobs mobilized by the construction sites | 2 800        | 2 963 |
|                 |  | Share of local jobs on construction sites                               | TBD          | TBD   |

NIVEAU 2021 :



35%

OBJECTIFS 2025



# HEALTH

Protect security and well-being



## COMMITTED COMPANY

### COMMITMENTS

### 2025 GOALS

|                                     |  |  | 2025 Goals | 2021 results |
|-------------------------------------|--|--|------------|--------------|
| WELL-BEING                          | Set up infrastructures, equipment and practices guaranteeing well-being at work and conviviality. Support sports and cultural practices.   | Turnover rate  | <7,5%      | 9,1%         |
|                                     |  | GSE evaluation by its employees  | 5/5        | 4,5/5        |
|                                     |  | Percentage of employees ready to recommend GSE to those around them                    | 100%       | 97%          |
|                                     |  | Percentage of employees who enjoy their work   | 100%       | 93%          |
|                                     |  | Percentage of fairly or highly motivated and involved employees at GSE                 | 100%       | 98%          |
| WORKING CONDITIONS AND ORGANIZATION | Guarantee working conditions that foster professional development. Promote a management of confidence favoring initiative and team spirit. Protect the work-life balance and the right to disconnect. Develop the practice of home office. | Employee equipment evaluation  | 4,5/5      | 4,2/5        |
|                                     |  | Employee workspace evaluation  | 4,5/5      | 3,9/5        |
|                                     |  | Employee engagement evaluation   | 4,5/5      | 4,2/5        |
|                                     |  | Employee team spirit evaluation  | 4,5/5      | 4,2/5        |
|                                     |  | Employee supervision evaluation  | 4,5/5      | 3,8/5        |
|                                     |  | Employee atmosphere at work evaluation   | 4,5/5      | 4,2/5        |
|                                     |  | Employee clear assessment of objectives and expectations evaluation                    | 4,5/5      | 3,9/5        |
|                                     |  | Employee benevolence and fairness evaluation   | 4,5/5      | 4/5          |
|                                     |  | Employee meaning given to work evaluation  | 4,5/5      | 4/5          |
| OFFICE HEALTH & SAFETY              | Train employees in road safety. Prevent psychosocial risks. Guarantee the ergonomics of workstations.  | Percentage of GSE employees considering the safety conditions to be very or fairly met | 100%       | 98%          |

NIVEAU 2021 :

92%

OBJECTIFS 2025



# HEALTH

Protect security  
and well-being



## FOR SUSTAINABLE BUILDINGS

### COMMITMENTS

### 2025 GOALS

2025 Goals 2021 results

#### COMFORT

**Set up systematic studies related to thermal, visual and acoustic comfort and air quality to better measure the interior comfort of buildings. Set up specific goals once the data has been capitalized. Develop the internal capacity to carry out studies.**

Share of projects including a thermal comfort study (ex: DTS - Dynamic Thermal Simulation)

100%

38%

Share of projects including interior and exterior lighting studies of natural light

100%

30%

Share of projects including an Indoor Air Quality Plan (IAQP)

100%

34%

Share of technical staff trained in acoustic comfort

100%

36%

#### CONSTRUCTION SITES HEALTH & SAFETY

**Train and educate all technical teams and companions. Perform regular site audits.**

Accident frequency rate

<4

5,04

NIVEAU 2021 :

56%

OBJECTIFS 2025



# CLIMATE

Reduce consumptions  
and carbon footprint



## COMMITTED COMPANY

|   | COMMITMENTS   | 2025 GOALS  |              |           |
|---|---|---|--------------|-----------|
|   |   | 2025 Goals  | 2021 results |           |
| <b>ENERGY CONSUMPTION</b>                                       | Train employees to energy savings. Carry out head office renovations to reduce consumption. Install meters in each branch to know consumption and develop best practices.   | Evolution of electricity consumption at headquarters since 2017   | -40%         | -35%      |
| <b>CLEAN MOBILITY</b>   | Promote the practice of carpooling and the use of low-emission modes of transport (public transport, bicycle, train). Limit air travel. Reduce the impact of the company vehicle fleet. Develop remote work and videoconferencing. Raise awareness among employees. | Number of km traveled per employee                                | 24000 km     | 32430 km  |
|   |   | Air share in travels in France                                    | <10%         | 9%        |
|   |   | Rail share in travels in France                                   | >50%         | 18%       |
|   |   | Road share in travels in France                                   | <40%         | 73%       |
|   |   | Number of Marseille-Paris trips by plane                          | 0            | 524       |
|   |   | CO2 emitted per employee by business trips in France              | 2,5 TCO2     | 3,5 TCO2  |
|   |   | Émissions de CO2 moyennes des véhicules de la flotte              | 96           | 111,7     |
|   |   | Average CO2 emissions of fleet vehicles                           | 5,3 L/100km  | 6 L/100km |
|   |   | Share of vehicles rented with a CO2 rate of less than 120         | 100%         | 42%       |
|   |   | Average distance for engineer - site                              | 100 km       | 280 km    |
|   |   | Average CO2 emissions from internal events                        | 1,1 TCO2     | 75        |
|   |   | Share of employees carpooling at least once a month               | 30%          | 4%        |
| Share of employees using public transport at least once a month | 40%   | 11%   |              |           |
| Share of employees using active modes at least once a month     | 20%   | 6%  |              |           |
| <b>GREEN IT</b>   | Reduce the impact of digital practices. Choose servers powered by renewable energies. Train employees to good practices.  | Number of emails exchanged per employee                           | 13 000       | 14 850    |
|   |   | Carbon weight of the data stored on the servers used by GSE       | TBD          | TBD       |
| <b>CARBON FOOTPRINT &amp; OFFSETTING</b>                        | Offset all CO2 emissions related to the operation of the business (mobility and electricity consumption).   | Share of emissions related to the operation of the company offset | 100%         | 100%      |

NIVEAU 2021 :

69%

OBJECTIFS 2025



# CLIMATE

Reduce consumptions  
and carbon footprint



## FOR SUSTAINABLE BUILDINGS

|  | COMMITMENTS  | 2025 GOALS   |                    |     |
|--|--|--|--------------------|-----|
|  |  | 2025 Goals   | 2021 results       |     |
| ENERGY EFFICIENCY AND RENEWABLE ENERGIES       | Accurately measure consumption related to projects. Record thermal regulation levels for each project. Promote the commitments of the AFIOLOG charter. Measure the real consumption of buildings constructed to achieve the objectives set by the tertiary decree of 2030 from 2025.   | Average energy performance indicator for projects  | Cep - 10% (RE2020) | TBD |
|  |  | Share of projects including an RT 2012 / RE 2020 update at the end of the design and at the end of the construction site | 100%               | 42% |
|  |  | Part de projets avec GTB proposant la solution de suivi des consommations énergétiques enerGiSE©                         | 100%               | TBD |
|  |  | Share of projects with GTB offering the enerGiSE © energy consumption monitoring solution                                | 50%                | TBD |
|  |  | Share of projects including a study of self-consumption potential  | 100%               | 13% |
|  |  | Share of average photovoltaic roof proposed  | 50%                | TBD |
| LIFE CYCLE ANALYZES (LCA) AND CARBON FOOTPRINT | Precisely measure the carbon impact of GSE constructions to offer to every GSE client options to reduce the building's carbon footprint. Know the carbon reduction plans of suppliers of the most carbon-intensive materials. Actively participate in establishing the carbon calculation method and defining carbon thresholds for logistics warehouses with AFIOLOG. | Share of projects including LCA (construction products and equipment) in the study phase                                 | 100%               | 26% |
|  |  | Share of as-built BIM projects including an LCA upon receipt of the building   | 100%               | TBD |
| CONSUMPTION OF CONSTRUCTION SITES              | Measure more precisely the energy and water consumption linked to the worksites. Find solutions to measure fuel consumption.   | Share of sites equipped with equipment for measuring energy and water consumption  | 100%               | 38% |
| CARBON OFFSETTING                              | Identify carbon offsetting solutions on site (green spaces, hedges, etc.). Offset emissions from our sites.  | Percentage of projects offering carbon offset solutions with the Low Carbon label  | 50%                | 0%  |

NIVEAU 2021 :

23%

OBJECTIFS 2025



# BIODIVERSITY

Preserve biodiversity



## COMMITTED COMPANY

### COMMITMENTS

### 2025 GOALS

#### GREEN SPACES

Promote the development of biodiversity in the green spaces of GSE sites. Prefer endogenous and melliferous species. Carry out a fauna flora audit of the agencies to put in place active measures.

Percentage of sites belonging to the GSE Group having carried out a flora and fauna audit

2025 Goals    2021 results

100%

0%

#### AWARENESS RAISING

Make employees, especially technical teams, aware of the challenges of biodiversity. Install biodiversity trail signs in outdoor spaces.

Number of internal awareness campaigns on the subject of biodiversity per year

10

2

NIVEAU 2021 :

10%

OBJECTIFS 2025



# BIODIVERSITY

Preserve biodiversity



## FOR SUSTAINABLE BUILDINGS

### COMMITMENTS

### 2025 GOALS

|  |  |  | 2025 Goals | 2021 results |
|--|--|--|------------|--------------|
| LAND COVERING AND PERMEABILITY OF SOILS  | Set up more precise measurement systems relating to the use of surfaces. Reduce surface consumption (multi-storey warehouses, multi-storey car parks, etc.). Promote soil permeability. Promote the management of rainwater by infiltration basins.                                      | Share of permeable car parks (when technical conditions allow)   | 100%       | 4%           |
|  |  | Share of projects including an infiltration measurement to size the infiltration basins                      | 100%       | 28%          |
| PROTECTION OF NATURAL SPACES AND SPECIES | Conserve and protect existing vegetation outside of the building and roads. Think of the phasing in coherence with the nesting periods. Reduce the nuisance associated with lighting.  | Share of biodiversity zones conserved (excluding buildings and roads)  | 100%       | TBD          |
|  |  | Share of projects including landscape projects studied by an ecologist                                       | 100%       | 34%          |
| GREEN SPACES                             | Study the possibility of carrying out carbon sequestration or offsetting on site (landscaping projects, hedges). Hire an in-house ecologist to improve the consideration of biodiversity issues in GSE projects. Guarantee landscaped projects designed to be favorable to biodiversity. | Share of projects including at least 50% of the outskirts of the plot with rural hedges favoring pollination | 100%       | TBD          |
|  |  | Share of projects including at least one wetland   | 100%       | 19%          |

NIVEAU 2021 :

29%

OBJECTIFS 2025



# WASTE

Reduce, reuse  
and recycle waste



## COMMITTED COMPANY

### COMMITMENTS

### 2025 GOALS

|                              |  | 2025 Goals   | 2021 results |        |
|------------------------------|--|--|--------------|--------|
| WASTE<br>REDUCTION           | Train employees to waste reduction, particularly related to disposable tableware and printing. Eliminate purchases of disposable cups, bottles and capsules.                                 | Volume of paper sheets used per employee                                     | 2000         | 1093   |
|                              |  | Number of disposable cups used   | 0            | 27 690 |
|                              |  | Liters of bottled water consumed   | 0            | 35 241 |
|                              |  | Number of coffee capsules consumed   | 0            | 46 700 |
| RECYCLING                    | Train employees to selective sorting in the office. Guarantee the composting of bio-waste linked to the company restaurant. Recycle all computer equipments with a work integration company. | Share of recovered office waste  | 70%          | 50%    |
| RESPONSIBLE<br>COMMUNICATION | Optimize the number of marketing impressions. Prevent waste at exhibitions, especially food and equipments. Offer useful and eco-responsible production goodies.                             | Reduction in the number of printed sheets for marketing materials since 2018 | 27 600       | 38 700 |

NIVEAU 2021 :

52%

OBJECTIFS 2025





# WASTE

Reduce, reuse  
and recycle waste



## FOR SUSTAINABLE BUILDINGS

### COMMITMENTS

### 2025 GOALS

|                    |   |   | 2025 Goals | 2021 results |
|--------------------|---|---|------------|--------------|
| MEASURE AND REDUCE | Mesurer de manière fiable le tonnage et la typologie des déchets de chantier. Impliquer les fournisseurs dans la démarche de réduction, notamment des emballages. | Part de projets faisant appel à un prestataire pour la gestion des déchets, pour l'optimisation du suivi des déchets et la valorisation | 100%       | 38%          |
|                    |   |   |            |              |
| REUSE AND RECYCLE  | Improve reuse or recycling practices for offcuts and site surpluses. Reinforce exemplarity by deploying recycling practices in the remote camps.                  | Site waste recovery rate  | 95%        | 93%          |
|                    |   | Material recovery rate (excluding rubble)   | 70%        | 18%          |

NIVEAU 2021 :

47%

OBJECTIFS 2025



GSe