



setec



# Corporate Social Responsibility Report

Edition 2023





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# Editorial

by Michel Kahan,  
President, **setec** group



## WHY ENGINEERS & CITIZENS ?

The inspiration for our approach came from an internal competition held in 2018 to mark setec's 60th anniversary, on the theme of «What will we be doing in 2030?»

This simple question highlighted the diversity of our activities, the complexity of the challenges we face and, above all, the fundamental role we have to play in preserving the planet.

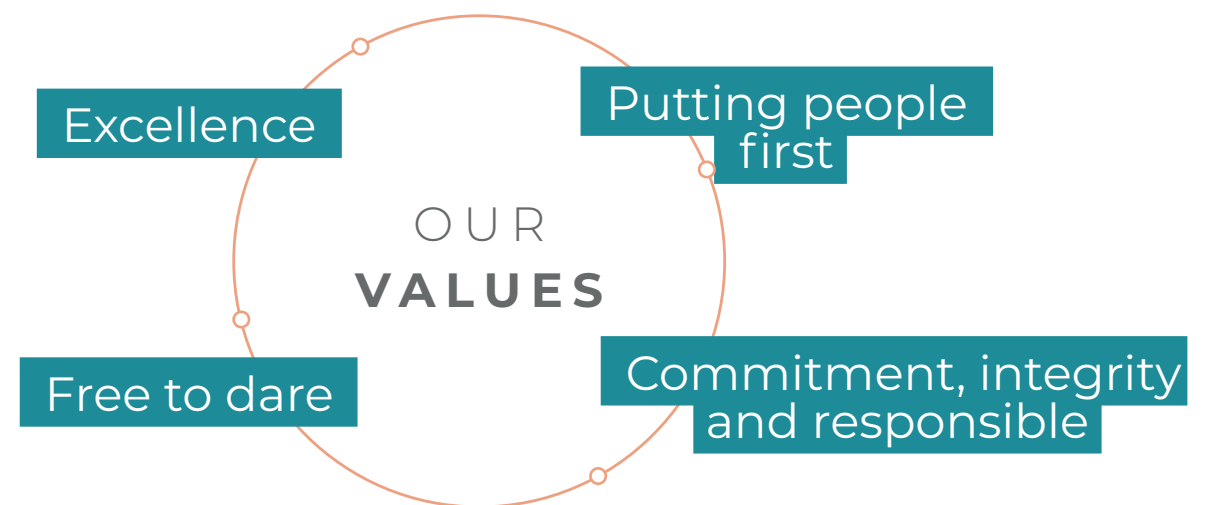
Aware of the climate, ecology and energy emergency, our employees now want their work to be in line with their values.

Respect for the environment, eco-construction, mobility and transport, urban growth, energy, social and societal issues: as citizens, we are indeed concerned about these major issues.

As engineers, we want to move the boundaries, so we're involved in projects that are part of an approach aimed at achieving progress and responding to the world's major transitions.

To give meaning to our actions and embody our values and priorities, we have therefore collectively chosen our commitment: to be Engineers & Citizens.

## Who we are ?



## setec IN FIGURES

Created in  
**1957**  
by Henri Grimond  
and Guy Saias

**434 M€**  
turnover in 2022

of which  
**30 %**  
outside  
of France

**3 600**  
employees  
worldwide in  
june 2023

Present in  
**20**  
countries

**69**  
nationalities  
represented

**40**  
expert  
companies





## Engineers & Citizens: our commitment



# A solid action plan

by **Daniela Burla**, Director of Sustainable Development/CSR



Being Engineers & Citizens means being acutely aware of the role that engineering must play in the fight against climate change and in the ecological and societal transition. It means demonstrating our civic awareness of these issues and choosing to play a part in the transformation of our ecosystem. As engineers, it means providing solutions to meet these challenges. And, as an engineering company, it means being the driving force behind virtuous projects that are capable of changing the world. This vocation is fully expressed in our «Transitions 2025» vision and in all the challenges we face: low-carbon design, decarbonised mobility, regional resilience and adaptation to climate change, decarbonised energies and the circular economy, to name but a few. Likewise, we want to help our employees develop so that they seize these challenges and become committed participants in these major transitions. Today, the elements resulting from the working groups on these issues are part of a roadmap deployed within all of our subsidiaries, in France and abroad, so that they can embark on a process of transformation, according to their own challenges and contexts, and achieve the objectives fixed in our strategic plan up to 2025.

## THE 4 PILLARS OF OUR CSR APPROACH



We have defined the four Engineers & Citizens (E&C) pillars and the associated commitments in a common and mutually shared roadmap. Each commitment is translated into specific actions, defined with objectives, guidelines and performance indicators, allowing us to trace our contribution as regards to meeting the UN Sustainable Development Objectives and the progress of our transition.

### Pillar 1

## Advise and act to reduce the environmental impact of our projects and activities

- Be part of the **development of our professions** by proposing environmental alternatives (carbon-free mobility, lowcarbon variants for construction).
- Promoting **economical solutions** by making the most of existing facilities, reusing materials and limiting the use of land
- Broadening the scope** of our activities to meet environmental, climate and energy challenges effectively.
- Reduce the environmental impact of our operations.



### Pillar 2

## Ensuring that our values are respected in all our activities

- Taking into account the impact on society and environmental factors when **deciding whether** to commit to our projects.
- Preventing the **risks of corruption** and human rights abuses.
- Offering employees the opportunity to **get involved in a different way** through skills sponsorship and the setec Foundation.



### Pillar 3

## Encourage professional growth and development for our employees

- Developing our talents and building a group culture by **sharing skills**.
- Working towards **equity, diversity** and **inclusion** in our recruitment and career development processes.
- Strengthening the work environment and **well-being**.
- Protecting the **health and safety** of our employees.



### Pillar 4

## Involving our ecosystem

- Increasing our client's** understanding of the impact of our projects, assisting them in their choices and proposing virtuous solutions.
- Choosing **eco-responsible partners**.
- Sharing our expertise** with our ecosystem.





# Social, environmental and societal commitments

Our priorities include limiting the consequences of global warming, developing the role of women in engineering, and aligning energy efficiency and urban renewal objectives. This is why, since the creation of the Engineers & Citizens approach, we have signed 4 different charters, including two that are promoted by Syntec-Ingénierie, with indicators, working groups and progress meetings to further affirm our commitment.

## Climate Engineering Charter

### By Syntec-Ingénierie

- Taking active steps to protect the climate through projects
- Sustainably reducing the carbon footprint of our own operations
- Support employee commitment to protecting the climate

## The Greater Paris Charter on Circular Economy

- Promote the concepts of eco-design and economy as far as possible in advance of projects.
- Locate and encourage the use of local and sustainable materials
- Ensure optimum management and traceability of products, equipment, materials and waste
- Integrate the specific requirements of circular economy into project coordination

## Engineering charter for gender diversity

### By Syntec-Ingénierie

- Working to change the image of engineering among young people, particularly young women
- To ensure equal treatment for women and men throughout their careers
- Promoting work-life balance for everyone
- Encourage access to management positions for women by developing promotion opportunities

## Charter engineers declare

- Getting our clients involved
- Analyse regulations closely
- Encouraging circular economy
- Developing impact measurement units

# A structured approach

## A GENUINE INTERNAL DYNAMIC

While the Engineers & Citizens approach is led by a dedicated team, it relies on a number of internal networks and groups, so that it is deployed at several levels

- **The Engineers & Citizens coordinators**, whose mission is to relay the Group's CSR approach and commitments, and to involve and unite all employees around this issue of common interest,
- **Environmental experts**, with specific knowledge that can be put to profit by Group's different companies to optimise the environmental aspects of their projects.
- **The organisers and instructors of setec Campus Engineers & Citizens College**, who run the Climate, Digital and Mobility Frescoes, as well as the "Towards low-carbon construction" and "Toward low carbon mobility" courses,
- **The managers and members of the Engineers & Citizens Challenge**,
- **Engineers & Citizens projects**, including projects related to eco-friendly behaviour,
- **The network of QSE representatives and Digital Society coordinators** in the different Group companies

350

employees actively involved in the Engineers & Citizens approach

50

Engineers & Citizens referents within the Group

“

« To promote the Engineers & Citizens approach within the Group, we are creating exchanges between companies and mobilising the network's members.»



**LISE VILMEN**  
in charge of CSR, setec as

“

« The skills grid of experts in the Engineers & Citizens approach is extremely rich. »



**DELPHINE ROUSSEAU**  
General Secretary, setec tpi,  
Engineers & Citizens referent



# A foundation committed to the common good

Hosted by the Fondation de France, the **setec Foundation** is one of the first achievements of our Engineers & Citizens approach. Created out of the desire of **setec** employees to get involved beyond the Group's own projects, the Foundation's mission is to support projects that address the key issues of environmental transition: the fight against climate change, the preservation of biodiversity and the protection of aquatic environments. Conscious of the major social and societal challenges associated with the environmental transition, the Foundation has also identified the battle against poverty as an essential element of its actions. The **setec Foundation** provides financial support to non-profit organisations of general interest, preferably close to setec sites around the world, encouraging our employees to get involved

## THREE FINANCING LEVERS

Between 2020 and June 2023, 11 projects were supported by the **Foundation** as part of the annual thematic campaigns. The **setec** Foundation has successively chosen the following annual themes: the fight against climate change, sustainable construction and biodiversity in coastal wetlands. At the same time, a Transition Fund enables **setec** employees to propose projects. 9 projects have been submitted by organisations selected by Group employees. 5 associations were able to benefit from the «renewal» lever, giving them access to an additional grant for one or several years. The **setec Foundation** has successively chosen the following annual themes: the fight against climate change, sustainable construction

and biodiversity in coastal wetlands. Since it was founded, the **setec Foundation** has donated a total of €548,500 in 9 countries across 3 continents (Europe, Africa and America). The projects supported have been carefully selected on the basis of their relevance, their positive impact and, above all, their consistency with the Foundation's values. It also participated in two emergency funds organised by the Fondation de France, in Ukraine (3 associations supported) and in Turkey-Syria, after the earthquake (donation to the Fondation de France's designated funds).



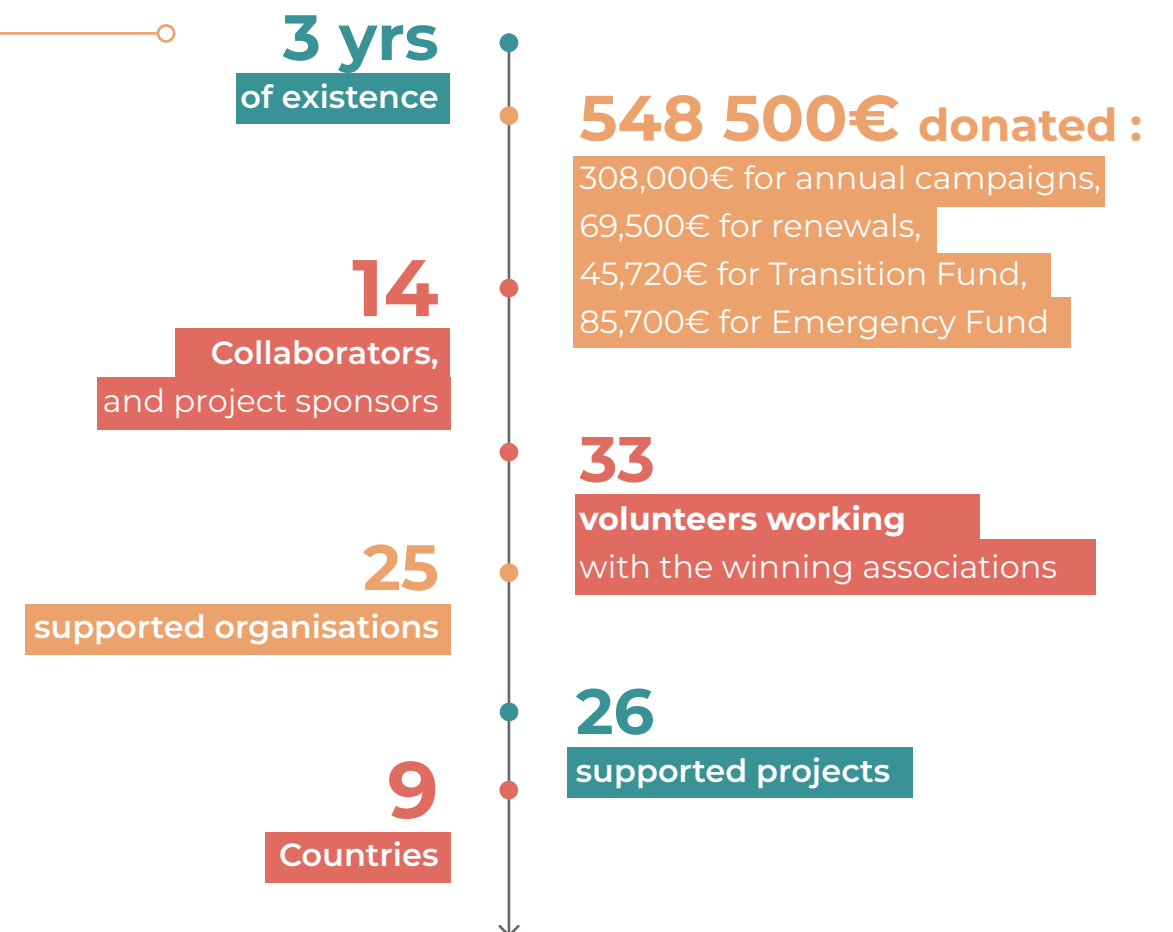
Projet «Nio Far» - building an environmental training centre in Senegal

## The foundation's values

The human and social dimensions are at the heart of the **setec Foundation's** values. It supports fair and inclusive approaches that improve lifestyles while respecting the environment. Education, integration and awareness-raising are therefore subjects to which the Foundation is particularly attached. The commitment to ecological transition cuts across all projects that it supports. It is a priority for the Foundation to support those involved in projects that respect the environment and are aware of the overarching ecological issues linked to human activities. In addition, the **setec Foundation** gives employees the opportunity to get involved in the projects supported by the Foundation by sharing their expertise (see page 36).



Project to restore a hydraulic system («communal aqueduct») for rural communities, with the El Común Association, in Colombia.







## Pillar 1

Offer advice and take action to reduce the environmental impact of our projects and our activities



## PLAYING A ROLE IN THE DEVELOPMENT OF OUR ACTIVITIES BY PROPOSING ENVIRONMENTAL ALTERNATIVES

In 2019, a study highlighted the fact that the environmental impact of the Group's projects is 100 to 1,000 times greater than that of our engineering activity as such (production of studies, travel, etc.). By influencing the choice of materials and construction methods, as well as the operational conditions of a project, engineers have a significant impact on climate change.

We have therefore decided to undergo radical changes, both in the way we approach our activities and in the way we design our projects.

We have therefore taken action to reduce our immediate impact, which is quick and easy to do, by adopting eco behaviours in a number of areas: travel, use of plastic, purchasing and digital technology.

We have set ourselves a number of «Challenges», linked to the way in which we do business: ecodesign, low-carbon mobility, the circular economy, regional resilience to climate change, low-carbon energies and increasing the skills of our employees in all of these areas.

### The creative and participative «Climate Fresco» workshop

The workshop is based on the conclusions of the latest IPCC report and mobilises collective intelligence to give participants a better understanding of the mechanisms and consequences of climate disruption. This is the common scientific basis that we want to share with every employee within the group on the subject of climate/CO<sub>2</sub>.



LA FRESQUE  
DU CLIMAT



**CONSTANCE LALOYE**  
climate strategy engineer,  
setec énergie environnement

“

« With the Frescoes, we can all learn and try to understand the action levers we use in our professions. It's a time for sharing and learning from experience »

1800

setec employees  
trained in Climate  
Fresco

1000

proposed  
action ideas

## TOWARDS A LOW-CARBON DESIGN OUR COMMITMENTS

- Offering a 360° low-carbon vision, by clarifying the choices we make on our projects (design choices, advice to our clients), through an over-all analysis of needs and impacts.
- Eco-designing and decarbonising construction, by systematically proposing low-carbon construction alternatives at every stage of a project.
- Playing an active role in the development of our activities, by continuing our R&D efforts and improving our calculation and decision-making tools.

“

« We want to offer a 3rd phase of specialist training tailored to each sector, as well as developing the tools and improving the low-carbon guide with the experience gained from the results of the Low Carbon competition, so that we can continue to make progress together. »



**JÉRÔME MAYET**  
general director setec bâtiment,  
challenge leader

### Challenge

## Low-carbon design

The construction and public works sector is a key element in improving our quality of life, consuming around 45% of France's energy and one of the sectors with the highest CO<sub>2</sub> emissions. By intervening at all stages of the project life cycle, from design to deconstruction, we can have a significant impact on the sector's contribution to climate change. We have also identified the solutions with the best carbon footprint and compiled them into a **manifesto**, to provide our clients with a 360° vision of low carbon. An **internal guide** is also available to Group employees to provide them with the levers and tools they need to develop low-carbon solutions for construction.

In addition, we are committed to systematically submitting low-carbon construction alternatives at all stages of design projects, as well as training and increasing the skills of our teams in issues relating to the carbon impact of construction operations. In this context, the Fresque du Climat (Climate Fresco) and the **collective group training programme**, based on the **low-carbon guide**, help to raise awareness among setec employees of the climate issues associated with their work and to raise questions about possible alternatives at each stage of a project.

### The Low Carbon Alternative competition

Launched at the end of 2022, the first in-house competition for low-carbon alternatives enabled us to study alternatives that would significantly reduce the carbon impact of actual projects within the scope of our business.

+250

employees  
mobilised

36

applications received  
in the 1st phase of the  
competition

22

applications selected  
for the final phase

7

finalists



**ISABELLE MOULIN**

director of development at setec lerm  
and member of the technical committee of the low-carbon competition

“

« The fact that the teams were multidisciplinary and focused on a number of different areas made the competition all the more interesting. Each team approached the problem in a different way, which enabled us to come up with a wide range of solutions. »



## Challenge Low-carbon mobility

Carbon-free mobility is a major issue for **setec**, particularly as a third of the group's activities involve transport infrastructure. As part of this challenge on carbon-free mobility, we have combined our expertise with that of Aurélien Bigo, a researcher and specialist in energy transition in transport, to draw up a **guide to low-carbon mobility** for all of the Group's employees.

The **guide** highlights and reveals the opportunities available to our employees in each area of their activities. Although the subject is complex, we have made a commitment, expressed in our **decarbonised mobility manifesto**, to contribute to projects by including proposals in favour of decarbonisation. We have also set up the «Towards decarbonised mobility» training course.

### A GUIDE ADAPTED TO LOCAL NEEDS

The guide to low-carbon mobility is designed with the aim of adapting to the characteristics and challenges of all the countries in which we

operate. For example, Morocco was the first country outside France to have published a guide on low-carbon mobility.

### OUR COMMITMENTS

- Advise our clients on their choices.
- Take action in each project to achieve the decarbonisation objectives for uses, while maintaining a comprehensive vision.
- Linking the functional vision of low-carbon mobility to the low-carbon construction approach.
- Directing our activity to strengthen our consulting role with our clients and our involvement in constant infrastructure improvement projects.



**THIBAUT LÉPINGLE**  
general director,  
**setec international**,  
challenge leader

“

« We have a responsibility to consider the components of mobility across the board and at a strategic level, by taking into account multiple dimensions (life cycle, externalities, social acceptance, etc.), and to offer our clients solid decision-making methods and tools. »



**ERIC PÉRARD**  
general director,  
**setec its**,  
challenge leader

”

« The group wants to assist setec employees in developing their skills on the subject of carbon-free mobility, but also to go further than what is currently being implemented, by allowing the group to choose projects according to criteria that are relevant to carbon-free mobility »

## Challenge

## Territorial resilience and adaptation to climate change

As a citizen-oriented, multi-disciplinary engineering company, we intend to play our full part in developing the solutions needed to ensure that our infrastructures (cities, regions, networks, etc.) can adapt to the inevitable consequences of climate change, which will become increasingly frequent and violent in the years to come. After producing a manifesto detailing our path to accompany the resilience of territories, we have developed a range of services to enable us to take action and provide structural, systemic and sustainable solutions to public and private stakeholders throughout the territory. This offer is broken down into 4 sequenced stages: awareness-raising and diagnosis, study of vulnerabilities, construction of an adjustment trajectory and transformation. This approach is designed to complement the actions undertaken to promote mitigation and sobriety, whether in terms of land or energy.

### CAPITALISE ON OUR MULTI-DISCIPLINARY EXPERTISE

Whatever climate change adaptation projects we undertake, our aim is to capitalise on our extensive range of skills and expertise, so that we can eventually transfer them to other infrastructures, networks, cities, etc.

We are actively involved in the metamorphosis of these regions by capitalising on our skills and expertise in all projects tackling climate change.

### OUR COMMITMENTS

- Identify experts within our teams.
- We need to equip ourselves with the necessary tools to analyse the vulnerability of territories and infrastructures.
- To build a team combining both generalists and specialists, addressing both social and technical issues.
- Developing strategic consultancy services for local authorities and infrastructure managers, using a comprehensive approach.

« We cannot simply mitigate the effects of global warming. Adaptation should play a greater role in public authorities' policies on regional planning to help anticipate these effects.. »



**JÉRÔME PALAYER**  
deputy general manager,  
**setec hydratec**,  
challenge leader

“

« We really want to bring something new to the different public and private organisations involved. That's why our approach is strategic, operational and collaborative. »



**LAURENT GUÉRIN**  
general director  
**setec organisation**,  
challenge leader



## Challenge Low-carbon energies

Our vision of decarbonising energies is a combination of developing renewable energies and gradually renewing the French nuclear energy fleet. As a low-carbon energy source that produces hydrogen, nuclear power is an essential player in this energy transition. We are in fact a multi-skilled engineering company whose ambition is to become a benchmark in low-carbon energy, delivering integrated solutions to help fight climate change. To give substance to our commitments, a **manifesto** and an **in-house** guide are being prepared, in order to increase our expertise in energy mix systems and technologies and develop a partnership policy.

At the same time, we want to set up a group service offering, positioning ourselves more specifically on new nuclear power and the future hybridisation with hydrogen, offshore wind power, whether land-based or floating, and the decarbonisation of industry in conjunction with local energy transition policies.

These 3 areas of action go hand in hand with thinking beyond French borders, with the ultimate aim of decarbonising energy sources in line with territories and their specific characteristics, by creating public and industrial partners.

### OUR COMMITMENTS

- Providing high added-value advice.
- Working together to deliver complex projects.
- Combining innovative technologies and solutions.
- Project integration.



**STEPHANE BICOCHI**  
general director  
**setec énergie environnement**  
challenge leader

« In order to develop a multi-trade service offering in the field of low carbon energy, we want to increase our collaboration with research laboratories, as well as with legal and financial partners, and even those involved in financing. The aim is to offer a contractual partnership model that sets us apart from our competitors, rather than a client/provider model. »



**BENJAMIN TORCHIO**  
general director  
**setec nucléaire**,  
challenge leader

“

« Nuclear power has an undeniable role to play in reducing the share of fossil fuels in the years to come, because it can produce hydrogen by electrolysis, and hydrogen is at the heart of developments in the systemic decarbonisation of many sectors »

”

## Challenge Circular economy

Scheduled in 2023, this challenge, will bring together the different skills and expertise available in setec's subsidiaries, particularly in the areas of recycling, urban densification, rehabilitation and

the reuse of resources in projects. It aims to increase the circular economy skills of everyone involved in studies, consultancy, project management, design and execution of projects.

The ultimate objective is to publish our approach to the circular economy and to offer a range of training courses for setec employees.



**AZIZ ATIYEH**  
decontamination, deconstruction  
and dismantling manager  
**setec bâtiment**

“

« As early as the analysis and planning phases, setec draws up an inventory of the existing situation and determines which materials and products from deconstruction and rehabilitation sites can be recycled and reused on the projects in which we are involved. To strengthen our position and accompany the development of skills around this theme, we now want to develop a group service offering on circularity »

« All of our assignments revolve around a circular economy approach. Our aim is to extend the lifespan of existing civil engineering infrastructures and structures to the maximum of their capacity, in particular through proactive and preventative maintenance management. We also provide diagnostics and project management services for studies and works as part of the rehabilitation, modernisation, repair or reinforcement of all types of works and structures, in line with the objectives of our public and private clients »



”

**CHRISTOPHE RAULET**  
general director  
**setec diadès**

### PROMOTE SOBRIETY BY ENHANCING THE VALUE OF WHAT ALREADY EXISTS, RE-EMPLOYING AND LIMITING THE ARTIFICIALISATION OF LAND

The members of the Engineers & Citizens network have now themselves defined what sobriety means. For **setec**, low-carbon engineering is engineering that applies the circular economy in each of the projects undertaken. In practical terms, we reflect on the choices we make for our projects, in particular

by taking social and environmental criteria into account. We measure the environmental impact of our projects using a common assessment tool. We also advise our clients on their practices and needs, reviewing the project where necessary and proposing a desirable, less impactful alternative.





## CONTINUALLY EXPLORING NEW SUBJECTS

To further broaden the scope of our activities, we are also exploring new subjects that arise from our innovation approach, such as the ‘Fertile Soil’ project. Developed via the Low Carbon Alternatives competition, this project

involves reusing surplus materials as an alternative to adding topsoil, by combining sterile materials present on site with compost from local filières looking for an outlet.



**LINA BOUVET**  
waste management  
design engineer,  
**setec énergie  
environnement**

“ **« The Fertile Soil** activity was created when we realised that our projects can generate large quantities of sterile waste material, requiring fossil fuel-intensive handling and transport operations to remove it from the site to disposal facilities. They can also require large quantities of fertile topsoil, which also consumes fossil fuels. The idea is to reuse these sterile materials in situ to avoid adding topsoil from elsewhere, by applying the concept of soil engineering. This approach makes it possible, for exemple, to reconstitute soils that can be used for vegetation, and also to reintroduce the ecosystem services provided by soils (biodiversity reservoir, water management, etc.). Identifying and making the most of the resources produced by the urban environment is one way of reducing the carbon impact of projects and achieving the objective of **Zero Net Artificialisation of Soil** ».

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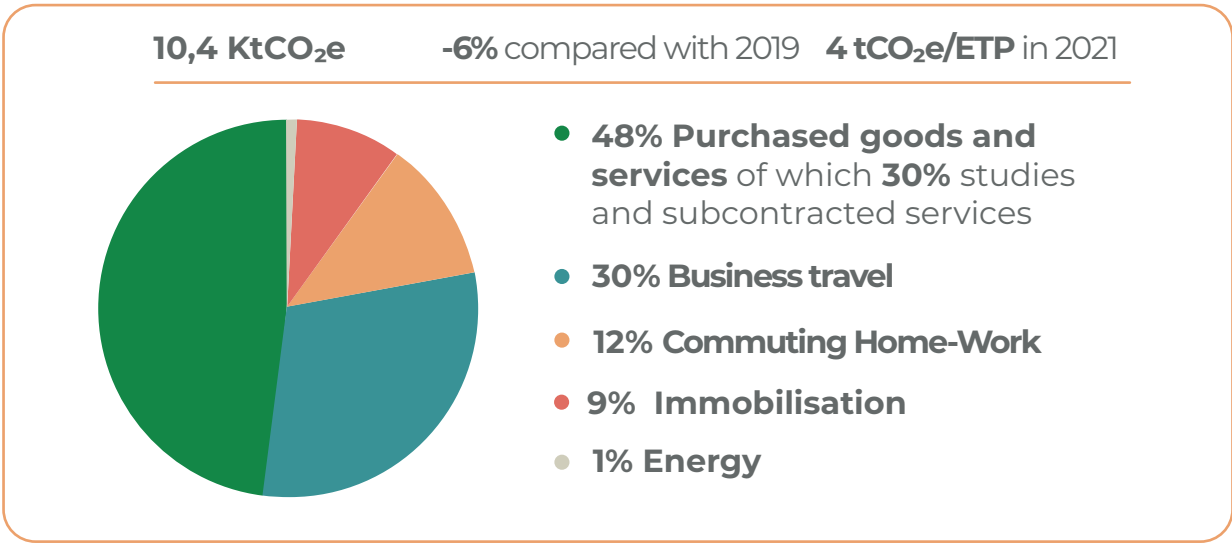
## REDUCE THE ENVIRONMENTAL IMPACT OF OUR ACTIVITIES

Since signing the Engineering Charter for the Climate, we have initiated actions to reduce our direct impacts, which we can easily and rapidly apply through eco-behaviours. Although these actions represent a smaller potential carbon saving than our projects, they involve everyone as they help us to develop effective reflexes.

### 10 major eco-behaviour actions

- **Raising employee awareness of individual carbon footprints.**  
Launch of the My CO<sub>2</sub> workshop in November 2022, led by Carbone4, to estimate and act on everyone's carbon footprint.
- **War on plastic**  
Distribution of glass bottles to employees who have requested one.
- **Responsible purchasing**  
Creation of a responsible purchasing guide. Creation of a supplier evaluation checklist.
- **Remote working charter**  
Establishing the regulations that apply to remote working within the Group's companies.
- **Energy efficiency plan**  
Deployment of an energy efficiency plan across all setec sites in France. A 13.8% reduction in energy consumption was observed at the head office in Paris at the end of 2022.
- **Sustainable Mobility Package**  
In 2020, a Sustainable Mobility Package (SMP) was launched for commuting to and from work.
- **Sustainable management of the automobile fleet**  
Implementing a policy for managing our automobile fleet
- **Digital Clean-up**  
In May 2022 and May 2023, we organised a **«Digital Cleanup Day»**, an internal company challenge to raise awareness of the environmental impact of digital technology. In 2022, 449 employees took part and 672 in 2023. 330 **setec** employees trained in the Digital Fresco.
- **Eco-responsible travel policy**  
A responsible travel policy to provide a better structure for all of our business trips.
- **Mobility plans**  
Organisation of participative workshops to develop action plans at 5 **setec** sites with a workforce of more than 50 employees.

## GROUP CARBON FOOTPRINT 2021







## Pillar 2

# Respecting our values throughout our activities

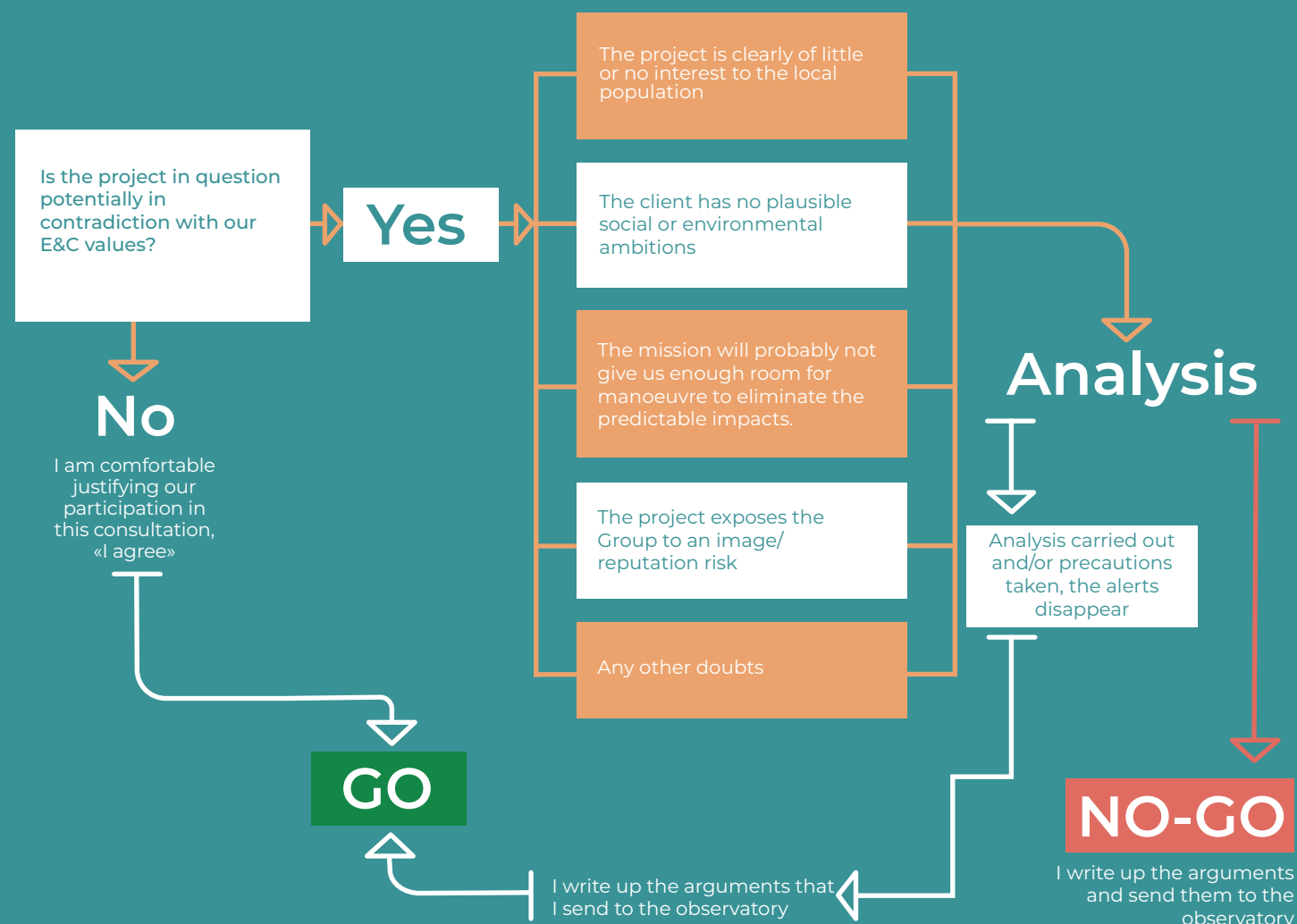


## TAKING ACCOUNT OF THE IMPACT ON SOCIETY AND THE ENVIRONMENT WHEN DECIDING TO UNDERTAKE A PROJECT

As Engineers & Citizens, we also choose whether or not to get involved in certain projects, according to their social or environmental impact. We have therefore developed a questionnaire prior to any commitment to a project. The aim is to invite each branch to analyse, within a steering committee, any situation that might raise questions. The 'go' or 'no go' decisions resulting from these analyses are taken collectively and are the subject

of a written argument sent to a dedicated observatory. The observatory compiles all decisions and produces an annual report, designed to help the Group's subsidiaries to gradually converge towards an informed and coherent position. This approach, which is designed to make us part of a continuous improvement process, invites us to examine each situation with ambition but also with a great deal of humility.

### GO / NO-GO PROCEDURE ENGINEERS & CITIZENS



The GO-NOGO E&C Observatory registers the arguments put forward by all of our subsidiaries, then draws up and publishes an annual report. By tracking and sharing our decisions, this observatory will help us to refine and adjust our group positioning each year.

## PREVENTING RISKS OF CORRUPTION AND HUMAN RIGHT VIOLATIONS

### An ethics compliance system since 2018

#### An anti-corruption code of conduct

- Applies to all Group employees, outlines the Sapin II compliance procedure, and requires the declaration of gifts/invitations in excess of €50 and conflicts of personal interest

#### Employee training on the risks of corruption and the management of conflicts of interest

- Level 1 training every 2 years for all employees
- Level 2 training for employees who are most at risk

#### A professional alert system and an Ethics Committee

- Generic e-mail address, handling of alerts by the Ethics Committee, anonymity
- Annual activity report of the Ethics Committee sent to all employees:
- Disciplinary action taken in the event of discrepancies
- Monthly requests for advice from the Ethics Committee members on the management of situations involving corruption or the risk of corruption.

#### A system for assessing third parties (commercial partners)

- Deploying the «due diligence» process

#### An anti-modern slavery and human trafficking programme since 2020:

- Applies to companies with a certain volume of business in the UK, in compliance with UK law
- Audit of all service providers concerned, using a questionnaire
- Training for all employees concerned in the UK.
- Requirements included in sub-contracts

#### New measures included in the E&C roadmap :

- Setting up a system to prevent conflicts of company interest
- Grading the third-party assessment process according to risk
- Raise employee awareness of the need to detect cases of non-compliance relating to human rights (discrimination, lack of social security, failure to respect freedom of choice of employment, unfair pay, etc.).
- Extend the alert system to cases of human rights violations



**ANNE-MARIE CHOHO**  
executive vice president of  
**setec** and president of the  
ethics committee

“

«At **setec**, we believe that compliance must protect both individual employees and the **setec** group itself. To do this, we rely on internal and external transparency, by informing, training and empowering our employees to prevent and detect risks. Our methodology is also based on targeting the main risks and ensuring that measures are proportionate to each risk. Finally, we regularly measure the effectiveness of our preventive and detection measures to ensure that we are continuously evolving»

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## **Pillar 3** Promoting professional development and growth among our employees



## ENCOURAGING OUR TALENTS AND DEVELOPING A GROUP CULTURE THROUGH SHARING SKILLS

The quality of the women and men who work at **setec** is the group's greatest asset. Growing our talent and developing a group culture are therefore major challenges for the development of each of our companies and for the transitions that impact our professions. We are also committed to adapting our training courses to meet the growing demand for engineering at the forefront of environmental and digital issues

both in France and internationally. Each year, the Group and all of the subsidiaries devote more than 3% of their salary costs to training their teams through a proactive skills development plan, so that every employee can benefit from at least one training course a year.

### The **setec** Campus

Open to all Group employees worldwide, the **setec** Campus is structured around four colleges:

- **College 1 - Technical Expertise and Project Management**  
Includes transversal courses (fundamentals of rail, nuclear, etc.) and project management courses.
- **College 2 - Engineers & Citizens**  
Includes training and information sessions to increase the skills and knowledge of **setec** employees on environmental and CSR issues.
- **College 3 - Managerial leadership and personal development**  
Helps managers to develop their managerial skills in addition to their technical skills. The «personal efficiency» section deals with changes in the organisation of work (remote working, etc.).
- **College 4 - 360° Campus**  
A series of conferences designed to widen employees' horizons and raise awareness of **setec's** business lines within the Group. Some conferences of general interest are open to the public by invitation.

4 main areas of shared expertise Engineers & Citizens:

- **Our contribution to the setec Campus**, our in-house university, which offers customised training courses to enhance the skills and expertise of all Group employees in environmental, societal and corporate governance issues, as well as facilitating the exchange of ideas between companies and opening up new horizons.
- **The development of the Engineers & Citizens Learning Platform**, an exchange and learning platform that brings together the fundamental transversal information and knowledge of all the Group's employees, as well as in-depth information on the Engineers & Citizens themes.
- **Regular actions to develop our 78 key environmental skills.**
- **The introduction of Engineers & Citizens Tuesdays**, weekly meetings on the Group's environmental skills and Engineers & Citizens projects.

30

training courses

839

employees trained  
in 2022

70

training sessions  
in 2022

**BILJANA KOSTIC**  
director of human  
resources **setec**

“

« Facing up to the challenges of climate change and social responsibility means developing the skills of our employees. Numerous environmental training courses are offered through the **setec Campus** and the Learning Platform, as well as within Group companies. In addition to environmental issues, we also carry out awareness-raising and sharing initiatives on diversity and inclusion, convinced that diversity is a source of wealth. Among the subjects we address are the fight against discrimination, and how to take account of illness and disability as a life changer that can have an impact on and affect an employee. We are also working to increase the number of women in our workforce and to achieve parity, both in terms of recruitment and internal promotion. »

”



Diversity fresco



## PROMOTING EQUITY, DIVERSITY AND INCLUSION IN OUR RECRUITMENT AND CAREER DEVELOPMENT PROCESSES

For a number of years now, we have been pursuing a determined HR policy to promote the personal development of our teams. Our commitment is reflected in the actions taken by each of our companies to promote inclusion, equity and diversity. Diversity is a strong feature of the Group, which is made up of 35% women, 65% men and more than 40 nationalities.

We work together to ensure that our recruitment practices, as well as our day-to-day working relationships, are inclusive and enable each employee to progress within the Group. Our HR and managers are regularly informed about diversity and inclusion.

### Our commitment is reflected in a range of initiatives:

- **The creation of a working group made up of employees**, HR staff and managers on targeted themes: diversity issues, gender equality commission, LGBT rights.
- **Ensuring that health in the workplace is considered and that vulnerable employees** remain in employment: introduction of disability representatives in all companies, training for disability representatives in 2022 and regular actions to raise awareness, introduction of days of leave and caregiving leave for employees.
- **Social inclusion and external support**: training and implementation of social inclusion clauses with our local partners, support for dedicated associations via the apprenticeship tax and furniture donations, choice of service providers committed to professional reintegration, welcoming young people from disadvantaged backgrounds or with disabilities, support through donations to the Red Cross (furniture, clothing), Secours Populaire, dedicated associations for emergency actions (Ukraine).

## Encouraging more women to choose engineering careers

Our major challenge in terms of gender equality is to increase the number of women in the engineering professions and to ensure that women have access to all positions, whatever the level of responsibility involved. To achieve this, we have undertaken a number of initiatives:

- **Signing the Syntec Gender Charter in 2021**, with the following objectives: to mobilise the engineering industry to change attitudes towards young people, particularly young women; to ensure equal treatment of women and men throughout their careers; to promote a balance between personal and professional life for all; and to encourage access to management positions for women by developing career development.
- **The publication of our gender equality index**: a score of 85/100 in 2023 (compared with 79/100 in 2020), thanks to actions taken in all our companies.
- **A workshop to raise awareness on discrimination.**
- **The creation of a working group, DIVERSETEC**, to jointly develop group actions on the subject of gender diversity.

- **Organising and participating in events related to gender diversity** in the world of engineering.
- **Setting up «Women Engineers Cafés»** to encourage exchanges and sharing of ideas and best practices.
- **Support for secondary school girls in their career choices**: «Capital Filles» sponsorship initiative.
- **Financial support through apprenticeship tax for associations**: «Elles bougent», LADAPT, École de la 2ème chance.

85%

Gender equality index by 2023

100

schools and universities

30%

of women executives



**SANDRINE BARLET**  
director of human resources, **setec tpi**

“

« Last year, we decided to step up our action on disability by proposing new commitments. With the help of a consultant, we launched a number of initiatives (communication campaigns, testimonials, conferences, etc.) to increase employee understanding of the issue.

Since 2019, we have also set up the Professional Equality Commission with the help of the Social and Economic Committee to initiate regular events. Four times a year, the commission meets to determine a schedule of meeting topics on a variety of subjects such as sexism at work, racism, inclusion, quality of life at work..., in which employees are free to participate. »

”





## STRENGTHENING THE STIMULATING ENVIRONMENT AND WELL-BEING AT WORK

As a socially responsible employer, well-being at work is not an option for **setec**. Whatever the circumstances, our responsibility as an employer is to offer our employees a working environment of high technical and managerial quality, which offers flexibility and takes care of each individual. To achieve this, we pay particular attention to 3 themes:

- The content, interest and meaning given to the tasks assigned to employees, which must enable them to work independently and responsibly.
- The creation of pleasant working conditions within a flexible environment that favours people skills and effective managerial relations based on mutual trust: environment, employment conditions (working hours and rest periods) and managerial relations, work-related nonprofessional living conditions, parenthood.
- The opportunity to express oneself, take action and challenge our work methods: working relationships and managerial support, exchanges and sharing between colleagues.

## CREATING THE RIGHT CONDITIONS FOR WORK AND EXCHANGE

We have begun a gradual reorganisation of our offices in Paris, Lyon and Vitrolles, in order to improve collaboration and take into account the specific needs of our employees (rest rooms, breast-feeding, etc.). Dedicated training and a social indicator, which will be launched at Group level over the coming years, will be put in place to achieve these objectives. We also encourage interaction between employees and subsidiaries through our sports association, which is run by employee volunteers, and through external partnerships to support sports associations. To meet the needs of our employees, we have provided cots in crèches and vouchers (CESU in France only) for certain companies. The opening of a time savings account also gives them greater flexibility in managing their time off. Experiences such as « Live my life » or « Discovery week » help to create links between employees, increase team spirit and recognise individual contributions. Finally, we run campaigns to raise employee awareness of the right to disconnect from work, and have begun work on preparing a charter dedicated to achieving this objective.

# 350

members of the **setec** sports association



The **setec** sports association was set up to enable colleagues from the group's various subsidiaries to meet up and get to know each other in a setting other than work. Its motto: **sharing a moment of «Sporviviality»!**

# 60

cots in crèches across the Group in France

## PRESERVING THE HEALTH AND SAFETY OF OUR EMPLOYEES

Health and safety prevention is an ongoing priority in all our activities. We are therefore committed to guaranteeing the physical and psychological well-being of all our employees, both in France and abroad. As part of this commitment, dedicated training courses are provided in College 2 of the **setec Campus**, and initiatives are carried out in all Group companies on the following topics, to raise awareness and to prevent risks:

- Preserving your personal environment (training for managers and staff),
- Using a defibrillator, first aid staff at work, cardiac coherence, psychosocial risks,
- Road risk prevention (bicycles, cars),
- Heart risk prevention (offered to soon-to-be pensioners).

To offer the highest possible level of protection to our employees, we also offer a health insurance and welfare contract that includes a psychological support unit in case of need, as well as a social fund and the payment of assistance to support employees facing serious health problems. To reinforce this safety approach, a working group has been set up to create a **safety guide** with an associated Sharepoint. The Tennaxia regulatory monitoring software enables employers to comply with their health and safety obligations.

# 207

employees trained in occupational health and safety

## RECYCLING PERSONAL PROTECTIVE EQUIPMENT

A Group-level solution has been put in place to recycle work clothes, helmets and shoes, in partnership with Triethic (an accredited company) and Takapas. The first collection campaign was launched in the first quarter of 2023.





## OFFERING EMPLOYEES THE OPPORTUNITY TO GET INVOLVED IN NEW WAYS THROUGH SKILLS SPONSORSHIP AND THE SETEC FOUNDATION

The **setec Foundation** has developed a number of ways in which the group's employees can become directly involved in activities, through volunteering or skills sponsorship. **setec** encourages and promotes this type of approach among employees so that they can be involved, particularly in projects financed by the **setec Foundation**.

All Group employees can make use of the skills sponsorship scheme, which consists of enabling employees to carry out public-interest projects by using their skills during their working hours, simply by getting in touch with their company's HR department.



**MARIE HOMMEAU**  
general delegate of  
fondation setec


“

« The desire of **setec** employees to get involved with transition initiatives has been an essential lever for the development and action of the Foundation. Every year, around twenty employees give voluntary support to the associations backed by the Foundation, either because they need special skills or because the employees are the sponsors of these associations. Employees who wish to do so can help to identify and select projects, or suggest associations that the Foundation could support. Today, the Foundation's actions are becoming increasingly widespread, including on an international scale, where employees of the Group's subsidiaries are also getting involved because it makes so much sense to them.»

”





A photograph of a modern high-speed train, possibly a TGV, stopped at a station platform. The platform is enclosed by large glass panels. Several workers in bright orange safety suits and hard hats are visible on the platform. The train is white with blue accents. The scene is captured during the day, with reflections visible on the glass.

## Pillar 4 Involving our ecosystem

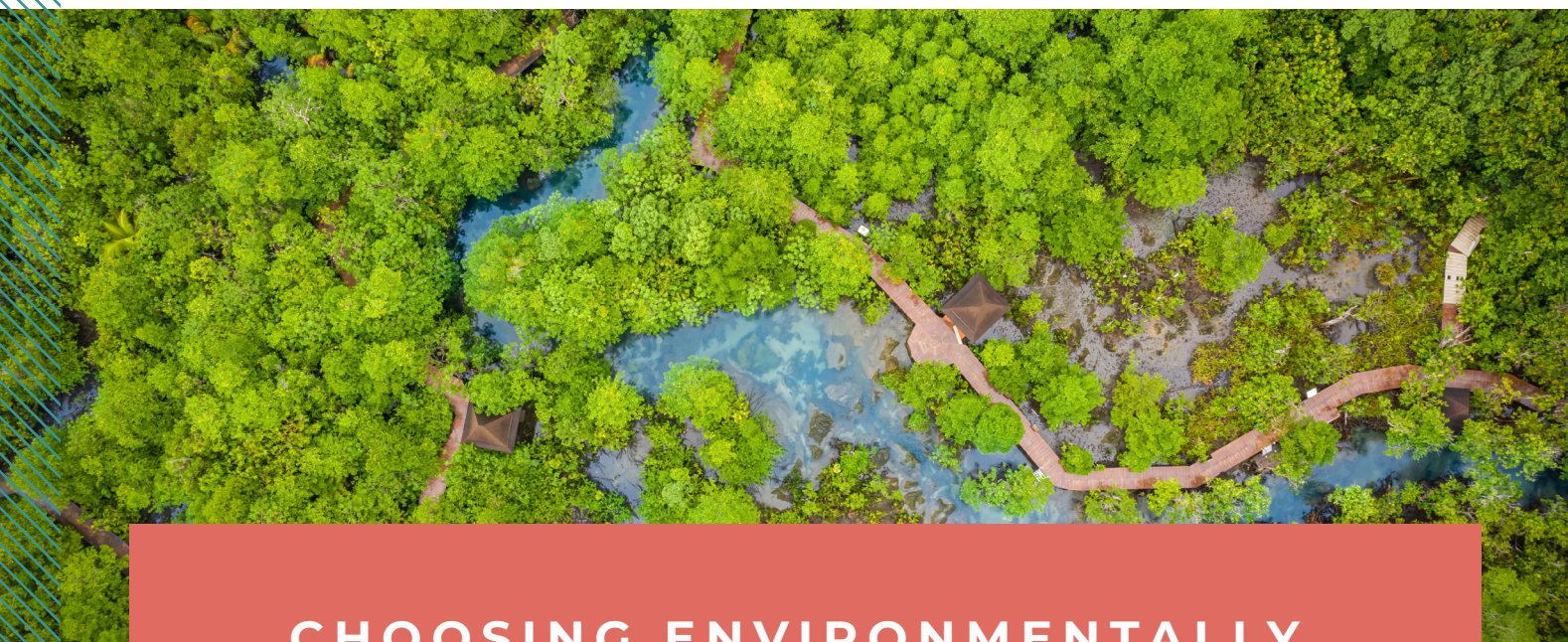


## INCREASING OWNERS' UNDERSTANDING OF THE IMPACT OF PROJECTS, IMPROVE PROJECT OWNERS' UNDERSTANDING OF THE IMPACT OF PROJECTS, HELPING THEM TO MAKE THE RIGHT CHOICES AND PROPOSE VIRTUOUS SOLUTIONS

As we share common interests with our clients and service providers and wish to encourage the joint development of eco-responsible projects, we systematically establish discussions on sustainable development issues in collaboration with them. Our ambition is to continue and strengthen this dialogue, both to share our technical expertise in the projects we carry out and to listen to the expectations of our stakeholders and provide them with better support, by offering advice as engineers and citizens.

We are developing our Engineers & Citizens service

offer, combining our environmental expertise with our dedication to fighting climate change and preserving biodiversity. We are committed to developing the environmental skills of our contacts, prospects and clients, in particular by organising Climate Frescoes, such as the award ceremony for the Low Carbon Variants competition.



## CHOOSING ENVIRONMENTALLY RESPONSIBLE PARTNER

In order to be part of a positive cycle, we have chosen to give preference to responsible partners who are committed to sustainable development and the ecological and social transition. Our aim is therefore to propose improvements and more in-depth CSR clauses in consultation documents. This involves two major actions:

- Including standard (CSR) clauses in service or subcontracting contracts, based on the Group's sustainable purchasing policy,
- Increasing the skills of the Group's subsidiaries concerning the hiring of people on social insertion schemes as part of public procurement contracts. Standard clauses are currently being reviewed with the help of Vinci Insertion France.



## SHARING OUR KNOWLEDGE WITHIN OUR ECOSYSTEM

Because we are convinced that our most precious resource lies in the skills and knowledge of the women and men within the Group, we encourage an active culture of knowledge-sharing with our ecosystem. This takes shape through participation in working groups and think tanks, the publication of articles on Engineers & Citizens issues and in our day-to-day activities. In 2022, we mapped out existing participation in networks, think tanks and working groups related to transition issues.



# A final word

Engineering has an important role to play in bringing about the major social, environmental and technological transitions needed to meet the challenges of tomorrow. The values promoted by **setec**, which are reflected in our raison d'être, are mirrored in our CSR policy.

Our passion and audacity, our sense of human and public good, and our technical excellence are what guide us every day as we help to create a better society.

This report, produced after **two years of applying** our first strategic priority of «Driving our ecological, climate and energy transformation» as outlined in **Transitions 2025**, summarises the actions taken by the Group's employees.

It draws on the progress made by our subsidiaries, and is based on a shared vision of the issues affecting our society and the role of engineering, as we see it.

Our objective now is to work on our first extrafinancial performance reporting, based on the Corporate Sustainability Reporting Directive, an ambitious European directive on corporate sustainability, which will be progressively applied as from 2024.

I invite each and every one of **setec's** employees to seize with determination and enthusiasm the opportunities offered by the considerable challenges we face today. I invite our clients and our partners to help us, to encourage us along this path and to share in this adventure.

**Michel Kahan**  
president, **setec** group

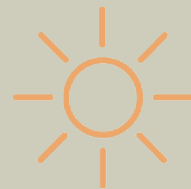


Grande Ravine viaduct - The Reunion Island





setec



Follow the Engineers & Citizens adventure

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& CITIZENS**



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