



Trajectories

2030

Integrate transitions into the heart of our projects

“

As the world faces increasing tensions and challenges related to preserving resources and living conditions on the planet, **engineering is more essential than ever in developing practical and sustainable solutions to the challenges of our time.**

At **setec**, we believe that every **project is an opportunity to act as *Engineers & Citizens*, for the common good.**

This is a guiding principle that drives us forward. **Today, we want to go further, to embed transitions even more deeply into our projects and bring their benefits to a wider audience.**

By 2030, **setec** will have grown in both size and expertise, accompanying projects and clients wherever they may be, while preserving our fundamentals and technical culture, combining the freedom to dare with project mastery.

Working at **setec** means embracing change, upholding the values of integrity, innovation and solidarity, and placing people and the environment at the heart of every decision. Our employees in Europe, Latin America, Africa, the Middle East and Canada work together to deliver meaningful projects. The synergies between regions, companies and employees are invaluable in supporting our ambitions, sustaining our mindset and nurturing the pleasure we take in our work.

Together, we make engineering a lever for progress, hope and responsibility.

*Michel Kahan, Chairman and CEO of **setec***





Introduction and strategic vision

Where we stand today

Launched in 2021, the *Transitions 2025* strategic plan was an essential and successful step for **setec**. It brought our teams together around a shared vision and structured our approach as *Engineers & Citizens*.

Today, we want to go even further

We are starting a new phase **to strengthen and expand the implementation of *Transitions 2025***.

We want our ambitions to fuel our projects as well as our ecosystem, and we want ecological, energy, climate and digital transitions to be deeply reflected in our businesses, wherever we operate.

What society needs

The needs are many: regeneration of existing assets, consideration of new uses or new forms of mobility, all over the world, but also, in certain less well-equipped regions, the construction of new facilities and infrastructure.

The challenges are just as daunting: reducing emissions through eco-design and decarbonisation (in construction, transport and energy), protecting biodiversity and the terrestrial and aquatic environments, adapting to climate change, sustainable management of materials based on the principles of the circular economy... Even though in some countries the transition may be delayed due to a lack of will and funding, taking environmental, energy and climate change into account will remain essential in our professions.

What our clients expect from us

Our clients expect us to continue to provide for them with what is in our DNA such as high technical added value, to challenge with our proposals and innovations, and to commit to working alongside them over the long term to optimise and manage their projects.

They also expect us to strengthen our presence where their projects are developing.

Our vision for 2030

In 2030, our fundamentals remain unchanged: **our independence, our commitment to technical excellence and our dedication to the success of each project.**

We will place **sustainability at the heart of our projects and our activities**, in keeping with our commitments as *Engineers & Citizens*, in order to meet the challenges of ecological, energy, climate, digital, industrial and territorial transitions.

We will support our clients and their projects wherever they are, expanding our international footprint and strengthening our strategic skills.

How we will achieve this by 2030

- | By strengthening our existing territories and conquering new targeted markets.
- | By developing in sectors with high potential and significant implications for society.
- | By cultivating our technical excellence in the service of sustainable, high-performance and innovative engineering.
- | By growing and progressing in a shared community of ideas and practices.

In keeping with the spirit of the group, our teams and employees have considerable freedom to take initiatives and develop their skills in a dynamic and stimulating environment.

setec today

Reaffirm our fundamentals

An independent engineering adventure

Since 1957, **setec** has been a totally independent engineering venture, born from the vision of its two founders, Henri Grimond and Guy Saias.

Today, this independence is still guaranteed by a 100% employee shareholding structure, which makes us **masters of our own destiny**. It allows us to choose projects that reflect our values, through a “Go/No-Go” process, and to remain true to our mission: to design useful, responsible and sustainable projects.

Our motto: *Engineers & Citizens*

At **setec**, we believe in committed engineering that is both useful and responsible. This belief is embodied in our shared motto: *Engineers & Citizens*.

Citizens, because we are sensitive to social and environmental issues and want to play an active role in addressing them.

Engineers, because we provide solutions and are capable of promoting virtuous projects. This conviction is now written into our strategy and translated into concrete actions.

Our 4 CSR pillars

- Our CSR (Corporate Social Responsibility) roadmap is based on four pillars, which are shared by the entire Group:
- | Advise and take action to reduce the environmental impact of our projects and activities.
 - | Ensure that our practices reflect our values.
 - | Promote the fulfilment and professional development of our employees.
 - | Involve our ecosystem.

Our *raison d’être*

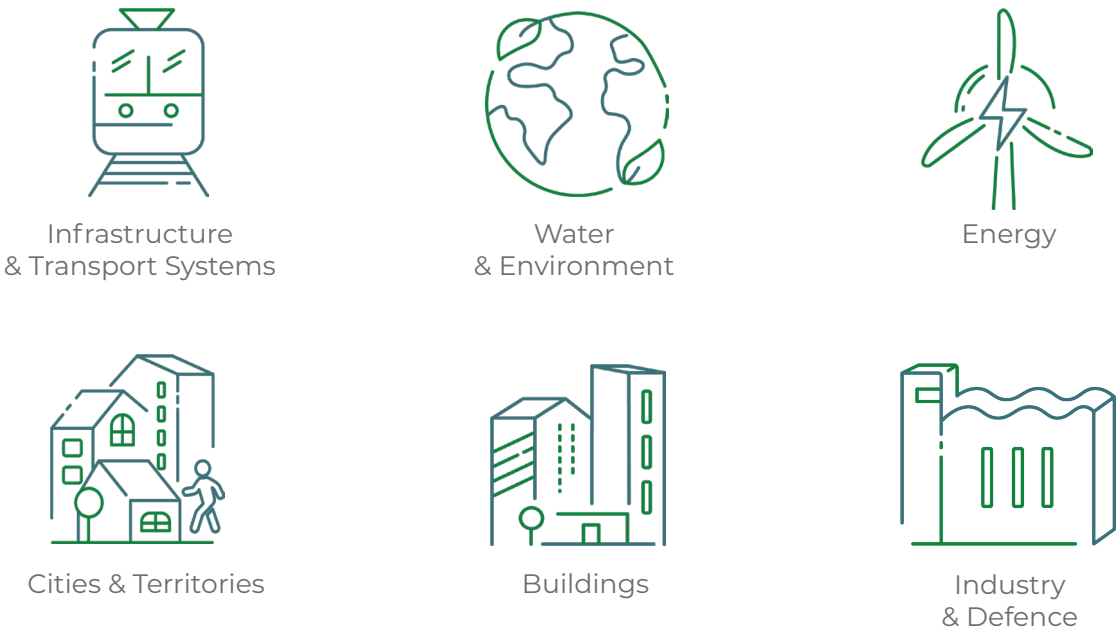
setec is an expert engineering company, **creating sustainable and innovative solutions** to meet major transitions.

setec is made up of committed, **honest and responsible men and women**. They work professionally, **in human-sized structures**, in a shared and lasting culture.

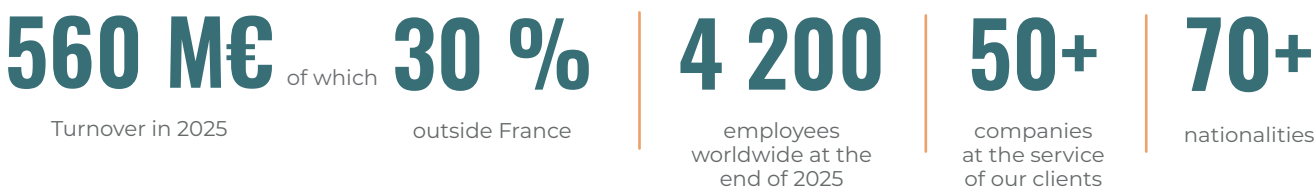
Mastering the complexity and growing demands of our environment, they are **dedicated to the success of every project**.



What we do



Our key figures



A Foundation that promotes our commitments



Created in 2020, the **setec Foundation**, housed by the Fondation de France, supports projects that promote solutions for environmental and societal transition around the world, mainly in countries where **setec** operates.

It supports projects that make a significant contribution to the fight against climate change, the protection of the environment, and the preservation of biodiversity. Aware of the associated social and societal issues, it makes the fight against poverty (precarity, food, social and professional integration, energy autonomy, etc.) an essential aspect of their work.

In 2025, the **setec Foundation** has already funded more than 50 projects in 15 countries across four continents. Some projects also benefit from the involvement of **setec** employees through skills-based sponsorship.

The key priorities of our strategic plan

Stay on course with *Transitions 2025*

Our previous strategic plan, *Transitions 2025*, defined four priority axes: **the ecological, energy and climate transition, the digital transition, the structuring of our international development and the development of talents.**

In an unstable global context, this guiding beacon seems more essential than ever. It guides our choices, our actions and our long-term trajectory. This vision reflects who we are, brings us together and inspires us, even if the road ahead remains challenging and fraught with obstacles.

We know that translating this vision into tangible projects is a challenge for our collective intelligence and that it requires a strong commitment, equal to the challenges we love to take on.

Balancing growth with preserving the spirit that drives us

At **setec**, growth is not an end in itself: it must reflect the quality of our services and our ability to attract both clients and employees.

We must simultaneously consolidate our presence in certain countries and capitalise on our expertise, broadening it further in order to gain access to high-value projects and support our clients wherever they are located.

As we grow, we aim **to preserve our DNA**. Balancing the growth of our workforce with the sustainability of our shared culture and technical excellence is a major challenge. This requires an organisation that serves the collective and mechanisms that promote unity between regions, companies and employees.

The goals of our vision for setec in 2030

- #1**
Address major societal challenges and preserve resources and living conditions on the planet

We place environmental transition at the heart of our projects, taking into account the societal needs of the countries in which we operate. We choose projects that are aligned with our commitments as *Engineers & Citizens*. We are mobilising and developing our skills to act in a useful, responsible and sustainable manner.
- #2**
Amplify and consolidate our international network so that we can work together to ensure the success of our clients' projects

We work closely with our clients, with teams operating locally in harmony with the entire group and offering a workforce adapted to large projects.
- #3**
Bring our culture to life across the setec world

Our core values and mindset form the foundation of our clients' trust and the pleasure we take in working at **setec**. We ensure that our promises apply everywhere, while at the same time respecting local cultures
- #4**
Increase the potential of each employee through digital technology

We are committed to making appropriate use of the opportunities offered by successive digital revolutions to broaden engineers' knowledge and test and explore new possibilities, while maintaining control and limiting the environmental impact of these technologies.



Where? page 10

Strengthen our position in our territories and conquer new target markets

By 2030, we will consolidate and expand our activities in our strategic territories in Europe, Canada, Latin America, Africa and the Middle East.



What? page 14

Expand into high-potential sectors that are important to the Society

We are strengthening our position in sectors where we still have too little presence or where there is a strong need for engineering: major transport infrastructure projects, energy facilities and networks, regional resilience, the environment, resource and biodiversity conservation, cities and industry.



How? page 28

Cultivate our technical excellence in the service of sustainable, high-performance and innovative engineering

We place sustainability at the heart of our projects, are proactive in terms of innovation, and capitalise on digital opportunities in our activities.



With what talents? page 34

Grow and develop in a community of shared values and practices

We cultivate the fundamentals of our culture to deliver the **setec** quality in all our projects, for all our clients, and to enable our talents to flourish and collaborate throughout their careers.



High Speed Line, Morocco



Where?

**Strengthen our position in our territories
and conquer new target markets**

By 2030, we will consolidate and expand our activities in our strategic territories in Europe, Canada, Latin America, Africa and the Middle East.

Offer tailored assistance to our clients at every stage of their projects

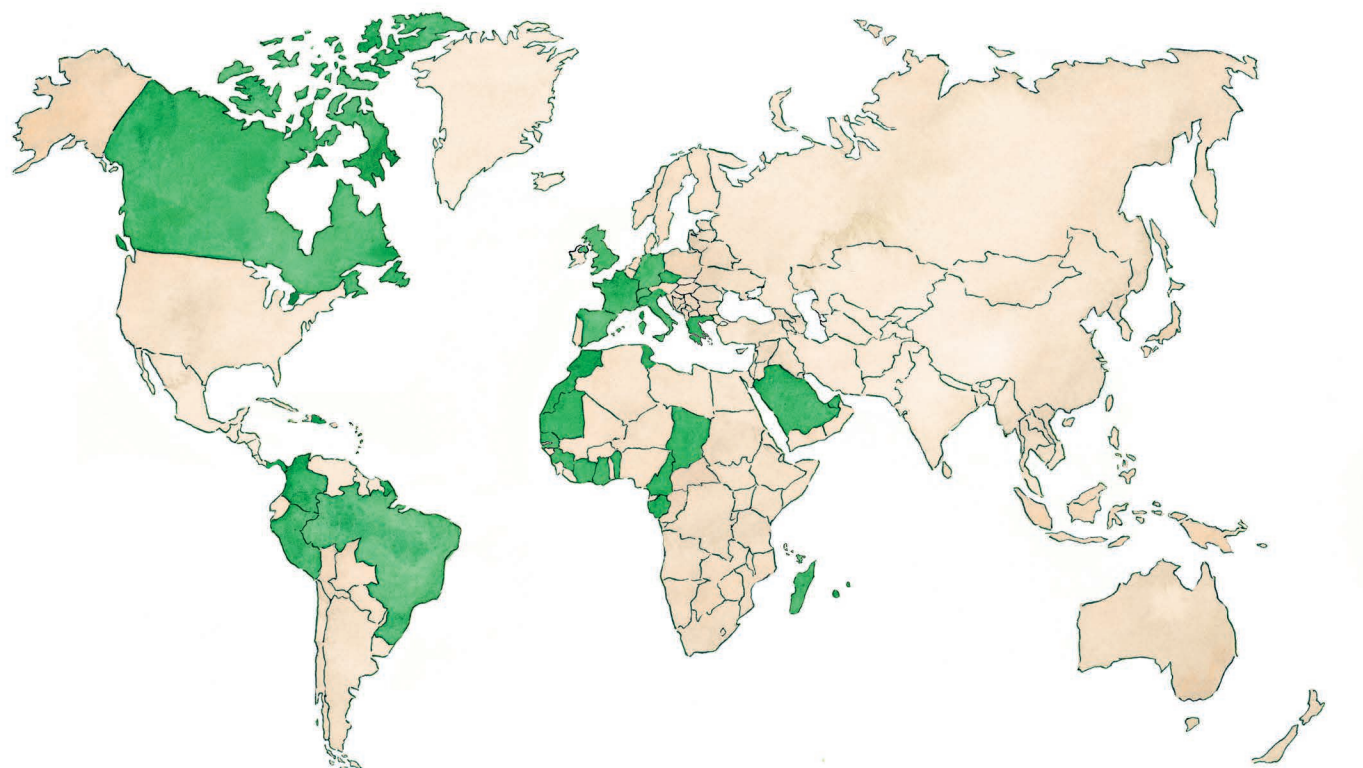
By 2030, we will strengthen our presence in the regions where we operate while conquering new high-potential markets, particularly in Europe and Canada.

This development is based on **three convictions**:

| **Being present alongside our clients**, as closely as possible to the regions where their projects are deployed.

Developing local teams capable of operating in their regional markets in close collaboration with the rest of the group.

Offering our employees opportunities to work on stimulating projects that are in line with our values.



■ Our countries of established presence in 2025

In Europe

We are expanding our presence in Europe, a strategic market for all of the Group's activities, particularly in infrastructure, rail transport, nuclear power, defence, offshore wind power and the management of projects. We are consolidating and diversifying our existing locations by strengthening our teams, and we are developing new targeted markets and geographical locations.

and particularly in France

We are strengthening our local representation and presence in the French regions in order to improve the coordination of our development and consolidate our proximity to local stakeholders.

In Canada

We are accelerating our development around two areas: multidisciplinary engineering for transport infrastructure and energy equipment, and the management of industrial projects.

By 2030, we will have a significant amount of local expertise in sectors with strong potential for Canada.

In Latin America

We are consolidating our position in South America through our operations in Colombia, Peru and Brazil. We are diversifying our activities by drawing on all of the Group's specialities and regional cooperation.

We are committed to the continent, particularly in the areas of infrastructure, major projects and climate and energy transitions.

In Africa

We are consolidating our presence in sub-Saharan Africa by structuring and strengthening our technical capacity and collaboration between our locations, while diversifying the countries in which we operate and our activities. We support projects responding to the population's priority needs.

In North Africa, we are capitalising on our longstanding companies to consolidate our position and expand our client base and areas of operation, either independently or in support of other entities within the group.

In the Middle East

We are strengthening our local and multidisciplinary presence to gain access to major regional projects and local facilities.

We are developing our skills in the management of projects, land use planning and sustainable construction expertise. We are expanding our design engineering and environmental engineering services across a wide range of projects of various sizes.





Gustave Roussy Station in Villejuif, France (Dominique Perrault Architecture) - 2025 National Engineering Award © Anne-Claude Barbier



What?

Expand into high-potential sectors that are important to the Society

By 2030, **setec** will be an engineering group working extensively in the sectors of transport infrastructure and systems, water and the environment, energy, cities and regions, buildings and industry.

To achieve this, we are strengthening our presence in sectors where we are still underrepresented or where there is a strong need for engineering: major transport infrastructure projects, energy facilities and networks, regional resilience, the environment, resource and biodiversity conservation, cities and industry.

Infrastructure & Transport systems

Be present on major projects around the world

By 2030, the global market for major transport infrastructure will be profoundly transformed by the diversification of funding sources, the increase in the size and complexity of projects, and the proliferation of contractual arrangements. We must prepare for this, as these infrastructures are at the heart of **setec**'s activities: they have been the driving force behind our growth since our beginnings.

Beyond major new projects, we anticipate a sharp increase in the regeneration of existing infrastructure, linked to ageing, changes in use and adaptation to climate change, particularly in France in a context of pressure on public finances.

OUR AMBITION

We take care **to consider both the societal benefits and the environmental impacts of the projects** we are involved in.

In countries that are still poorly equipped, we work to build new infrastructure that is essential for the development of regions and populations, ensuring that different modes of transport complement each other and limiting the use of “road transport”.

In countries that are already well equipped, we maintain infrastructure to ensure user safety and the sustainability and resilience of road and rail networks.

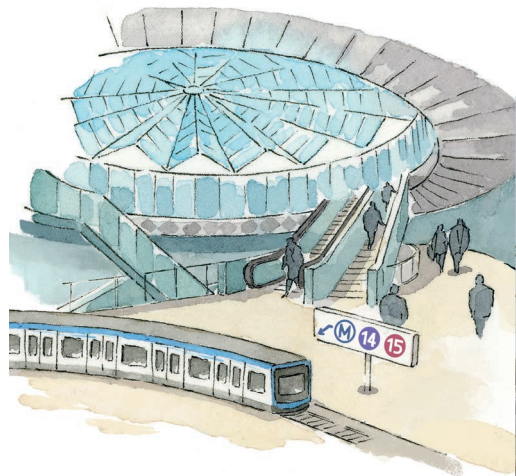
We create rail infrastructure that offers an alternative to road transport and promote the growth of urban mobility – metros, trams, high-level service buses, cable cars – as well as associated services and facilities for soft modes of transport. We also develop port infrastructure, particularly in connection with offshore wind power, and support airport concessionaires in achieving decarbonisation targets and improving passenger traffic.

We are involved throughout **the entire project life cycle**: preliminary studies, design and supervision of civil engineering and systems works, support for commissioning and operation, right through to the end of a structures' life.

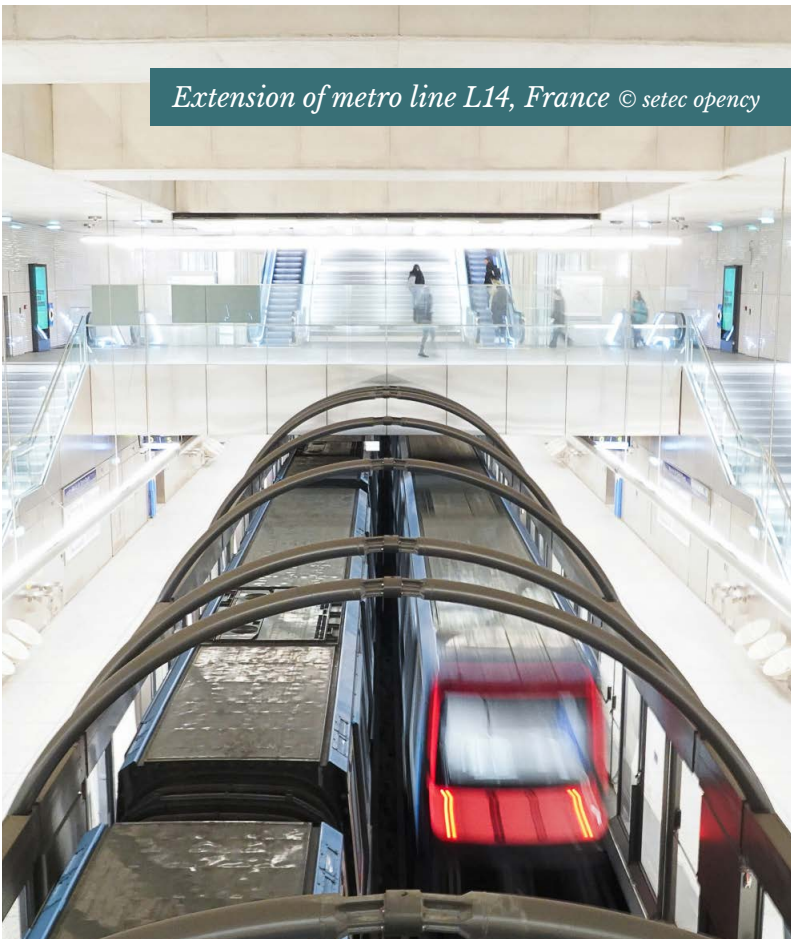
We offer our clients our **ability to imagine the projects of tomorrow and to make them possible**, by managing risks and integrating the requirements of all stakeholders, from design to operation.

OUR STRATEGIC PRIORITIES

- | Adapt existing infrastructure and strengthen their **resilience** to climate change. We capitalise on our references and expertise, particularly in the assessment of climate hazards, for example through the “**setec** climate risk” approach.
- | Expand our **skills in systems, operation and maintenance**, as well as our **global presence**, to support the most ambitious projects.



TER in Dakar, Senegal



Extension of metro line L14, France © setec opency



Cycle paths in Paris, France © Christophe Belin



Water & Environment

Be a major player in the water and environment markets

The needs in this area are considerable: water resource management and the conflicts of use it generates, waste treatment and recovery, air, soil and water pollution control, preservation of terrestrial and marine biodiversity, adaptation to climate change, and sustainable management of mineral resources within a circular economy approach.

setec has recognised technical expertise in these areas, complemented **by collective capabilities in strategic consulting and the management of major projects.**

Beyond regulatory approaches, our **scientific expertise** and experience enable us to develop **innovative offerings**, such as solutions based on the circular economy and studies on the vulnerability and adaptation of infrastructure, networks and territories.

OUR AMBITION

We are **committed to water and the environment**, offering a comprehensive range of expertise.

Our ambition is twofold: to grow our environmental activities by positioning them as true pillars of development, and to apply this expertise to all our projects, either at the request of our clients or in a proactive manner.

OUR STRATEGIC PRIORITIES

| To increase our **water** engineering activity outside France, particularly in Africa and the Middle East, in order to respond to the colossal challenges amplified by climate change.

| Strengthen our presence in the **waste recovery** and **pollution control** markets in the regions where we operate.

| Consolidate our expertise in natural environment **preservation and ecological engineering**, both marine and terrestrial, in support of the development and infrastructure projects we are involved in around the world.

| Support regions in their adaptation to climate change and contribute to **sustainable resilience**.

| Be a leading engineering company in the **circular economy**, drawing on our expertise in materials, reuse and recycling channels, and digital tools for connecting stakeholders.

Underwater inventories of fauna and flora © Balao - setec invivo

Energy

Develop targeted activities to support the energy transition

The energy market is set to grow significantly under the combined effect of new infrastructure in countries that are still insufficiently equipped, the increasing need for electrification on a global scale, and the ongoing decarbonisation of existing production.

OUR AMBITION

By 2030, we will be a recognised force in several targeted energy sectors, working to support the energy transition.

We will have significantly expanded our activities in several priority areas: **nuclear power, offshore wind power, electricity transmission and distribution networks, and district heating networks.**

We will also remain positioned in **energy savings for buildings**, working on high value-added projects, and we will continue our **strategic consulting work in multi-energy** optimisation by supporting pioneering energy optimisation projects.

OUR STRATEGIC PRIORITIES

| Consolidate our **nuclear business**, particularly in France, the United Kingdom and Canada, by positioning ourselves across the entire **new nuclear sector**. In this sector, we capitalise on our recognised expertise in civil engineering and project management office (PMO), as well as in specialist areas, while expanding our multi-disciplinary activities (particularly as a discipline integrator and in mobile equipment). We are diversifying our client base and forging long-term partnerships with manufacturers and industrialists, particularly in the field of Small Modular Reactors (SMRs).

| To be a leading player in high value-added **maritime consulting and engineering**, capable of working in several regions of the world on major offshore wind projects, whether fixed or floating, as well as on the necessary adaptation of port infrastructure and on upstream strategic studies

| Strengthen our position in the **electrical transmission and distribution network market**, primarily in France and Morocco. We are consolidating our long-standing expertise in civil engineering and developing our skills in electrical networks and equipment.



Hinkley Point, United Kingdom © EDF



Al Ula, Saudi Arabia



Cities & Territories

Strengthen our activity, particularly outside France

The proportion of the world’s population living in urban areas will continue to increase, with different challenges facing different regions.

In developing countries, the challenge is to meet the enormous infrastructure needs generated by this rapid urbanisation, while reducing social and territorial fractures and limiting environmental impacts.

In more developed countries, the challenge is to organise territories around mobility, rebuild cities from within, and address the challenges of water, energy and climate change adaptation.

setec now covers **the entire urban development chain**, from owner’s assistance and consulting to design & construction supervision and project management. We combine an **integrated, multi-skilled approach with a high level of technical expertise** to address key issues: planning and scheduling operations, building urban mobility infrastructure, developing public spaces, adapting to climate change and supporting the ecological and energy transition.

OUR AMBITION

We offer a **comprehensive, integrated service** adapted to the diversity of different regions, **through hybridising all of the group’s expertise**: urban planning, mobility, infrastructure, water, energy, ecology and renaturation, land use and economic strategy, and climate change adaptation.

We support and design **resilient, sustainable and inclusive cities and regions**, particularly in Europe, the Middle East and Africa.

OUR STRATEGIC PRIORITIES

- | To be a major player in the **transformation of large cities**.
- | To be involved in the **redevelopment of medium-sized and peri-urban areas**.
- | Expand our **activity in France** by targeting new territories and new clients: medium-sized cities as well as investors, financial institutions and insurers.
- | Develop our **urban planning and mobility projects outside France**, particularly in Africa, the Middle East and Europe, especially in the countries where we operate, targeting capital cities and secondary cities.

Buildings

Build better for a sustainable built heritage

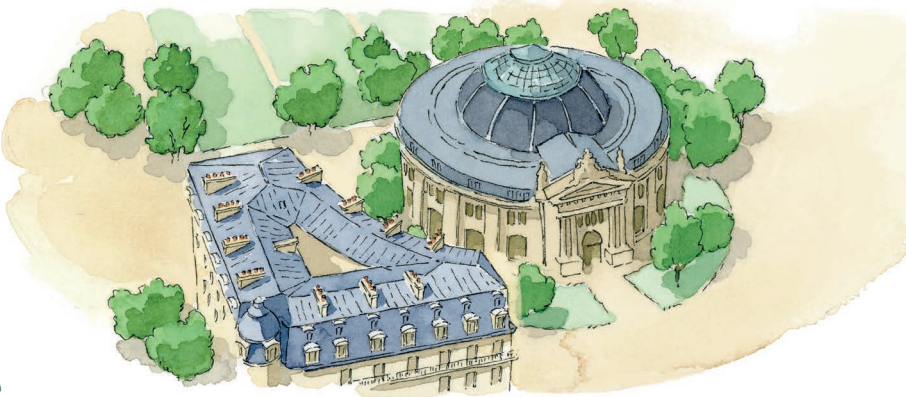
The construction sector currently faces multiple challenges: restoring or redeveloping the built heritage, whether ordinary or exceptional – from high-rise buildings to historic monuments –, anticipating users’ needs and adapting to climate change.

They also involve rethinking the modularity of spaces and the transformation of uses, integrating industrialisation and off-site construction, promoting the reuse of materials and the circular economy, aiming for energy efficiency and controlling carbon emissions.

OUR AMBITION

Our ambition is to design, construct and renovate buildings and facilities that will remain efficient, resilient to the climate and the needs of the population in 2050.

To meet these challenges, we are dedicated to innovation and dialogue with all stakeholders. We support our public and private clients in moving towards **a new, more sustainable and virtuous way of building** by offering them operational, specific and concrete solutions that respond to current environmental and societal challenges.



*Saint James & Albany Hotel, France
(OMNAM + MOHARI. Valode & Pistré architects)*

OUR STRATEGIC PRIORITIES

| Continue to work on exceptional projects as well as less iconic ones, **for the benefit of users and local communities.**

| Strengthen our works on **existing buildings**, including **heritage-listed buildings.**

| Expand our “**hospitality**” approach for the hotel and luxury sectors.

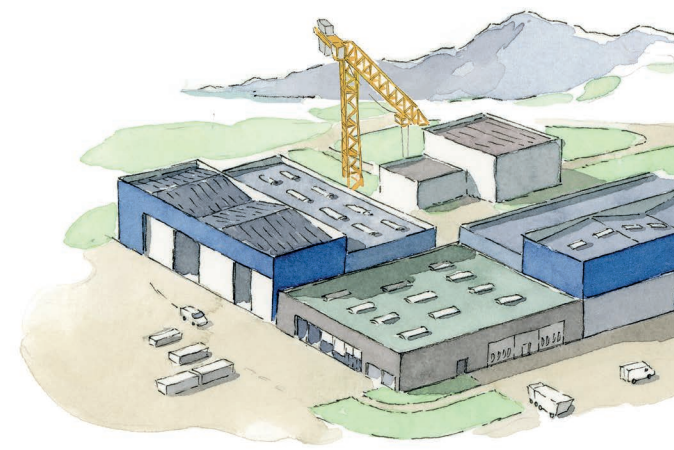


*Scheduling, Steering and Coordination
of the reconstruction work on Notre-Dame Cathedral in Paris, France*



Industry & Defence

Expand our activity in industrial and defence buildings and infrastructure



In France, and more broadly in Europe, reindustrialisation and the quest for industrial independence are major trends, supported by increased funding linked to the geopolitical situation.

At the same time, digital infrastructure is developing rapidly to meet the growing needs associated with the rise of “artificial intelligence” and “big data”.

OUR AMBITION

By 2030, **setec**'s activities in the **management of projects and PMO/PMC**, as well as **consulting in cybersecurity, IT networks and telecoms**, will have expanded. These activities support the group's global development.

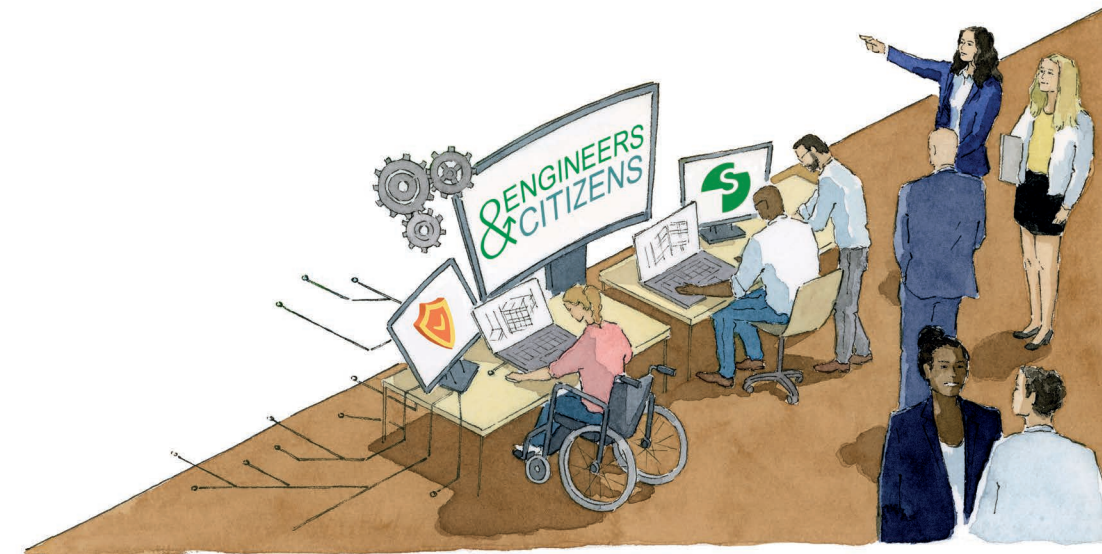
We are strengthening our involvement in the **design of buildings, infrastructure and associated facilities** (water, energy, etc.).

OUR STRATEGIC PRIORITIES

- | Develop our **engineering services for the design** of new industrial facilities, as well as for the modernisation and expansion of existing industrial facilities
- | To be involved in the design and development of major **defence infrastructure** renovation and construction projects, mainly in France and Europe.
- | Develop our expertise in the design of **data centres**.
- | Remain at the forefront of **the management of industrial projects, and cybersecurity and network consulting**.



*Vasco da Gama Bridge, Portugal
Monitoring the sustainability through a combination of on-site measurements and predictive corrosion model*



How?

Cultivate our technical excellence in the service of sustainable, high-performance and innovative engineering

We place sustainability at the heart of our projects, are proactive in terms of innovation, and capitalise on digital opportunities in our activities.

Place sustainability at the heart of our projects

Mitigation through eco-design, adaptation to climate change and resource conservation

Integrating environmental transition into our activities is a **widely shared ambition within setec**.

Our employees express a strong desire to accelerate the movement, sometimes with a certain frustration at the pace of change, while reaffirming the need to remain pragmatic and grounded in the reality of the projects.

This collective dynamic is based on the commitment of our teams and a solid foundation of skills. However, it faces external obstacles – structural, economic or normative – that require greater innovation, bold proposals and creativity, beyond the technical dimension alone.

OUR AMBITION

By 2030, we want to **make sustainable engineering a genuine signature of the group: ambitious, reliable and sustainable**.

As *Engineers & Citizens*, we place sustainability and ecological, energy and climate transitions at the heart of our quest for technical excellence, mobilising all our skills and prioritising practical, modest and united action in the face of the challenges of our time.

This ambition involves evolving our practices towards a more sober, more integrated and resolutely impact-oriented form of engineering.

OUR STRATEGIC PRIORITIES

| Reduce the carbon footprint of each project by **incorporating eco-design, energy efficiency and low-carbon approaches**.

| **Adapt and strengthen the resilience** of infrastructure and territories in the face of climate risks.

| **Preserve mineral and natural resources** through the circular economy, the protection of biodiversity and aquatic environments, and the sustainable management of water and materials.

To achieve these objectives, we are relying on several levers:

- The development of team skills and a full understanding of these issues,
- The ability to combine technical expertise with the audacity needed to make these transitions,
- Systematically integrating ecology into our thinking before, during and after development,
- Metrics to promote our solutions to clients: measurement of land artificialisation, CO₂ emission over the life cycle of equipment or development, biodiversity impact, circularity index,
- And finally, a proactive approach to creating opportunities, providing upstream advice and helping our clients overcome obstacles related to additional costs.



*Coastal development strategy – coastal line evolution
Saint-Jean-de-Luz, France*

Innovate in line with our clients' needs

Boost our promising initiatives and promote our scientific excellence

Our innovation policy prepares for tomorrow's business opportunities while supporting the teams who design, calculate, evaluate and advise on a daily basis using the best methods and technologies available.

It fosters a **dynamic of emulation** driven by the freedom to dare and a strong, shared scientific culture.

OUR AMBITIONS

We develop innovative activities and solutions both internally and with our ecosystem: some are designed to strengthen our performance, while others are more disruptive in order to open up new markets.

We cultivate a spirit of innovation in order to support and amplify our teams' promising initiatives, in line with our clients' needs.

OUR STRATEGIC PRIORITIES

| **Foster the emergence and maturation of innovations within teams**, thanks to a stimulating environment. We encourage promising initiatives through relays responsible for capturing, disseminating and nurturing ideas across all companies. We support and accelerate these initiatives within the group through business-oriented support, and we promote them throughout our ecosystem.

| **Dare to explore and experiment innovative topics with our partners and clients**, by forging partnerships with them and creating synergies.

| **Promote our scientific resources**, both internally and externally, and nurture our connections with our technical and academic environment.

AI: «Augmented Engineering»

Harness the opportunities offered by digital technology in our professions

Artificial Intelligence (AI) is a true revolution that is profoundly transforming all engineering professions, whether in cross-functional applications or in our most specific areas of expertise.

AI is not limited to automating or accelerating processes: it takes us from “engineering under constraints” (time, computing speed, etc.) to augmented engineering, capable of iterating, simulating and optimising at unprecedented speed and scale. It amplifies human ingenuity, facilitates access to the knowledge accumulated by an entire profession and redefines the attractiveness, impact and responsibility of our professions.

OUR AMBITION

We want AI to be used to add a **new dimension to the digital developments** we are already implementing across all of **setec's** activities.

We firmly believe that artificial intelligence, far from replacing engineers, will help to increase their conceptual and creative potential and identify effective solutions to the enormous challenges of our time.

We want to use AI to develop new services and create value for our clients.

Like any disruptive innovation, AI raises societal, ethical, environmental, and technical questions. We address these questions **as and when necessary**, with responsibility and control, and we encourage its use by providing a framework to ensure that it remains controlled, reasoned and proportionate.

OUR STRATEGIC PRIORITIES

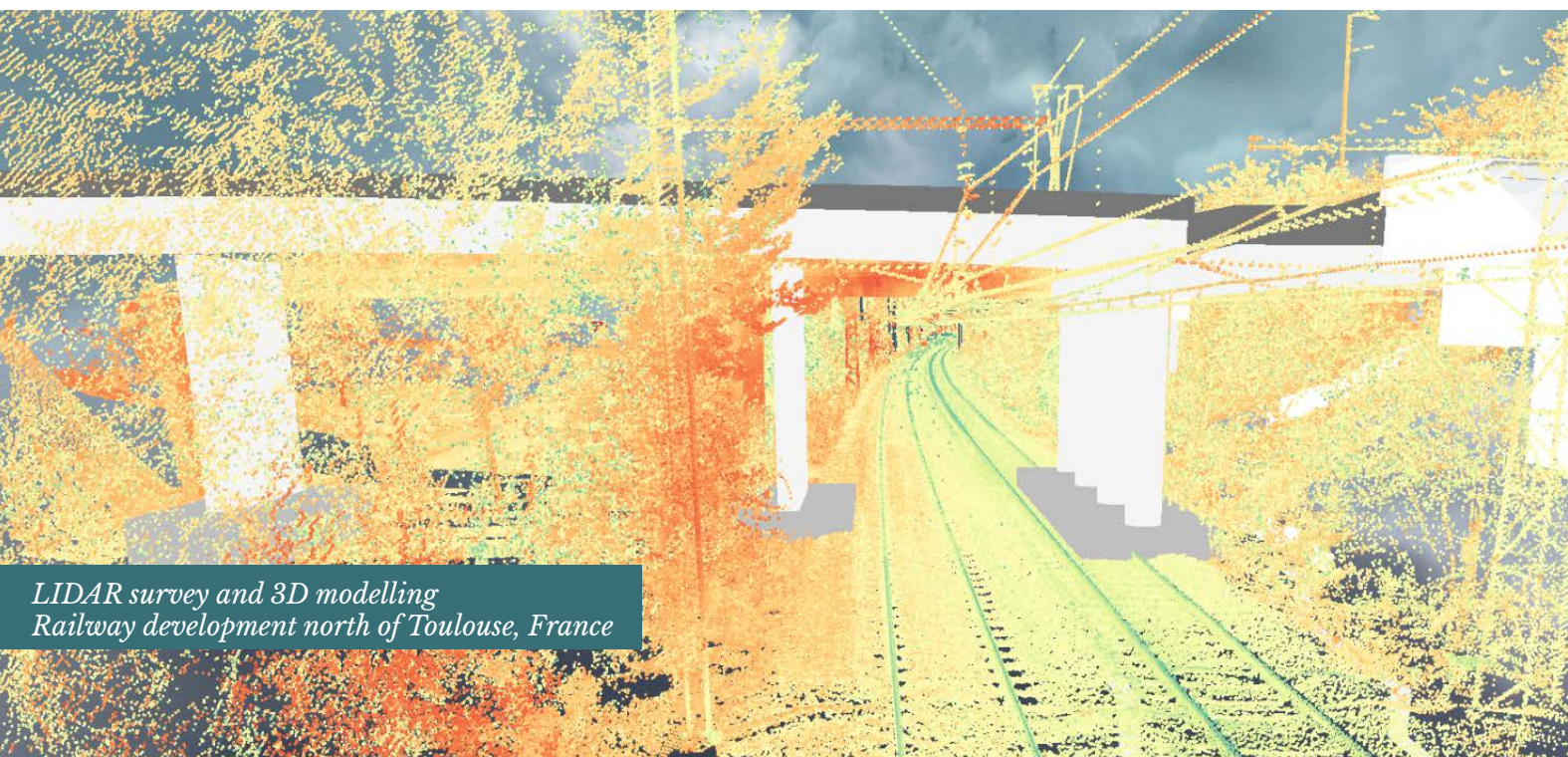
| **Support and amplify the emergence and dissemination of digital innovations**, whether incremental or disruptive.

| **Adopt AI in engineering practices**, by structuring ourselves technically and integrating the associated human, ethical and environmental issues.

| **Unleash the energy and creative potential** of our teams and develop new use cases that drive internal efficiency and new services for our clients.

| **Evolve towards “AI-augmented” engineers** by integrating the most relevant solutions, whether developed in-house or through partnerships.

To take full advantage of this potential, we must organise ourselves collectively and progress around three major challenges: establish a solid governance structure and effective data structuring in order to make better use of it; support communities of AI developers and experts; develop our skills and acculturate all employees to support and amplify these transformations.



*LIDAR survey and 3D modelling
Railway development north of Toulouse, France*



With what talents?

Grow and progress in a community of shared values and practices

We cultivate the fundamentals of our culture to deliver **setec** quality in all our projects, for all our clients, and to encourage the development and collaboration of our talented people throughout their careers.

Encourage mobility and increase the power of exchanges

Every day, our employees work to deliver sustainable projects that make sense. It is a demanding, exciting and worthwhile profession, where collective intelligence enhances individual skills and where collaboration between teams, companies and countries is essential, both internally and with our partners. This dynamic enables us to achieve our ambitions, maintain collective trust and guarantee the quality that all our clients and partners expect from **setec**, while nurturing the pleasure we derive from working within the group.

OUR AMBITION

We promote the **exchange and mobility of employees**, as well as **sharing between companies** and within **thematic communities**. We capitalise on the experience gained in our projects around the world and share it continuously within the group, so that all our clients and employees may benefit from it.

OUR STRATEGIC PRIORITIES

| Encourage mobility to support projects

We are expanding our **long-term, structured international mobility programme** across the group: short-term mobility through end-of-study internships or assignments, but also longer-term mobility, which may include a transfer to the host country. The mobility experience is valued by employees as a **lever for professional and personal development**. It is highlighted by success stories and integrated into our HR processes to encourage everyone to seize opportunities as they arise or to create them.

| Multiply the power of exchanges between our thematic communities

We amplify and structure the functioning of our thematic communities around the world. They accelerate skills development, strengthen the sense of belonging to **setec** and support the integration of new companies, while enhancing our practices and the value we bring to our clients.



“Making the implicit explicit”: an HR policy to translate our commitments as a responsible employer into action

setec's success and reputation depend on the people who make up the company and accomplish the projects: **nurturing and developing setec's talent over the long term, throughout their careers, is an ongoing requirement.**

setec's Human Resources Policy, published in 2025, aims to explain the *Engineers & Citizens* employee experience and the group's commitments from the moment of recruitment. It reaffirms our commitment to ensuring that everyone feels at home and acts in a way that benefits the collective, and defines our vision of the group's social responsibility.

Because employee expectations are changing, societal needs are evolving, and the engineering profession itself is transforming, we remain open and attentive to our environment.

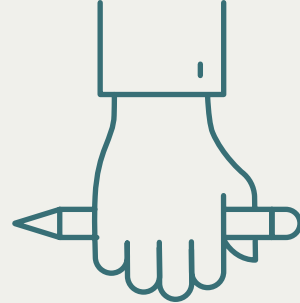


11

COMMITMENTS

to realise our vision

BY 2030



- #1** • **Balance workforce growth, internationalisation and preservation of our shared culture**
- #2** • **Anchor sustainability at the heart of our projects:** impact reduction through ecodesign, adaptation to climate change and resilience of infrastructure and territories, preservation of the environment, and mineral and natural resources
- #3** • **Expand and diversify our locations** to support our clients wherever they operate
- #4** • **Consolidate our skills and develop our talents** across all our locations
- #5** • **Maintain the high standard of quality** that our clients expect from **setec**, through enhanced cooperation and mobility, and the deployment of thematic communities
- #6** • **Increase our capacity to take on major transport infrastructure projects**
- #7** • **Consolidate our position in decarbonised, nuclear and renewable energy production projects, and in electricity networks**
- #8** • **Intensify our contribution in the water and environment sectors,** and our expertise in marine and terrestrial biodiversity
- #9** • **Offer engineering services that benefit communities and regions** by supporting and designing sustainable buildings, high-performance industrial facilities, and resilient and inclusive cities and regions
- #10** • **Exploit digital opportunities for augmented engineering,** while remaining in control of our production and mindful of its environmental and social impact
- #11** • **Raise awareness of our innovations** in the service of our projects and our clients

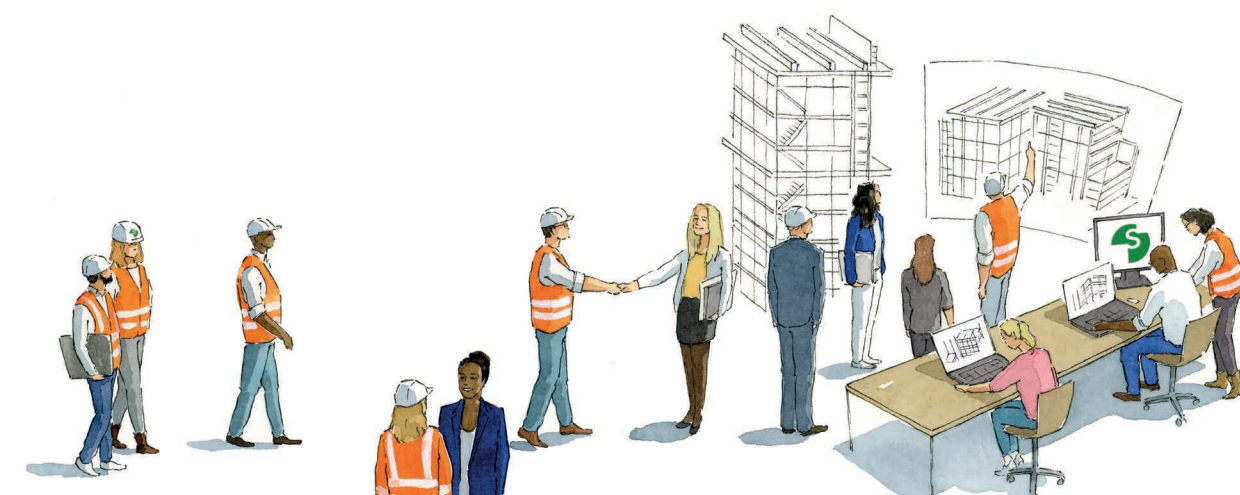
To conclude: what do we want to offer the generation of 2030?



To stay masters of our own destiny means working together to map out where we want to be by 2030, drawing on the expectations of society and our clients, then choosing the topics, geographical areas and sectors where we have the most to offer, and finally committing ourselves to them over the long term.

This involves passing on a **committed company, with values**, to the generation of 2030, so that it can tackle the challenges that will arise. A social body within which we work together, in a spirit of *Engineers & Citizens*, responsible and pioneering, and which makes collective intelligence, supported by a strong scientific culture, a lever for our performance and the transformation of society.

Michel Kahan, Chairman and CEO of setec
Anne-Marie Choho, Executive Vice-President of setec



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