



R A P P O R T

RSE

2025 Edition

Corporate Social Responsibility



setec

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WHY 'ENGINEERS & CITIZENS'?

We want our ambitions to fuel our projects and our ecosystem, and for the ecological, energy, climate and digital transitions to be deeply embedded in our business lines, wherever we operate.

MICHEL KAHAN
Chairman of the **setec** Group

"In a world where tensions and challenges relating to the preservation of the planet's resources and living conditions are on the rise, **engineering is more essential than ever to 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:**

- "citizens" who are mindful of social and environmental issues,
- "engineers" who provide solutions,
- an "engineering firm" capable of delivering meaningful projects.

This has been our guiding principle for several years. Today, we want to go further, integrate these transitions even more deeply into the heart of our projects and ensure that a greater number of people benefit from them.

By 2030, **setec** will have strengthened both its teams and its expertise in order to support its clients wherever they are, whilst upholding its core values and technical culture, combining the freedom to dare with mastering our projects.



Working at **setec** means choosing to be an agent of change, to uphold the values of integrity, innovation and solidarity, and to place people and the environment at the heart of every decision. Our employees across Europe, Latin America, Africa, the Middle East and Canada work together to collectively deliver projects that make a difference. The synergies between regions, companies and staff are invaluable in supporting our ambitions, sustaining our culture and maintaining the energy we bring to our work.

Together, we are turning engineering into a lever for progress, hope and responsibility.

A CLEAR ACTION PLAN



DANIELA BURLA,
Director of Sustainability/CSR
and QSE **setec** Group

Being 'Engineers & Citizens' means believing that engineering has a crucial role to play in tackling climate change. It means choosing to use our expertise to design sustainable solutions capable of supporting the transitions currently underway and of creating a more equitable, more sustainable and resilient future for all.

This approach commits each and every one of us to take action, both as professionals and as citizens. This ambition shapes our determination to place sustainability at the heart of our projects, focusing on **four key areas**:

- decarbonisation and eco-design,
- resilience and adaptation to climate change,
- respect for human rights and engineering ethics.

These commitments allow us to continue incorporating high technical added value into our projects, to take the initiative by challenging our stakeholders whilst innovating.

To bring this vision to life, we have developed a shared CSR roadmap, informed by the work of our teams, and rolled out across all our subsidiaries. It enables each organisation to adapt their transformation plan to their specific context whilst contributing to the group's global objectives.

*As engineers & citizens,
we make sustainability and the
ecological, energy and climate
transitions a pillar of our technical
excellence. We put our skills into action,
with pragmatism, humility
and solidarity, to meet the challenges
of our time.*



BILJANA KOSTIC,
Director of Human Resources
setec

Our employees work every day to deliver sustainable, meaningful projects. It is a demanding, exciting and rewarding profession, where collective intelligence enhances each individual's skills, and where collaboration between teams, companies and countries is essential, both internally and with our partners. This dynamic enables us to realise our ambitions, maintain collective trust and guarantee the quality that all our clients and partners expect from **setec**, whilst fostering the enjoyment we derive from working within the group. Among our ambitions, we are increasing employee diversity and mobility, as well as knowledge-sharing

between companies and with thematic communities. We also draw on the experience gained from our projects around the world and share it continuously within the group, so that all our clients and employees can benefit from it. We also encourage mobility to support our projects and organise the running of our thematic communities worldwide to accelerate skills development and strengthen the sense of belonging to **setec**.

*We nurture the core values of
our culture to deliver **setec** quality
in all our projects, for all our clients,
and to enable our talented employees
to flourish and collaborate throughout
their careers.*

OUR CSR POLICY

To ensure the success of our approach, we have structured the 'Engineers & Citizens' commitments around four pillars within a common CSR roadmap, which is shared by every company in the **setec** group. Each commitment is translated into actions, defined by objectives, pilot projects and performance indicators, so that we can monitor our contribution to the UN's Sustainable Development Goals and the progress of our transitions.



#1

ADVISE AND ACT TO REDUCE THE ENVIRONMENTAL IMPACT OF OUR PROJECTS AND ACTIVITIES

setec is committed to evolving its business lines towards a more efficient and environmentally friendly approach to engineering



#2

GUARANTEE THAT OUR VALUES ARE REFLECTED IN OUR PRACTICES

setec is committed to ensuring that project selection criteria and ethical principles are applied consistently across all stakeholders



#3

PROMOTE THE PERSONAL GROWTH AND PROFESSIONAL DEVELOPMENT OF OUR EMPLOYEES

As part of our HR policy, setec is committed to combining technical excellence with working conditions that promote the fulfilment and professional development of our talent



#4

ENGAGE OUR ECOSYSTEM

setec is committed to involving all stakeholders across our value chain including our clients, partners and subcontractors as we transform the engineering sector



A STRUCTURED CSR APPROACH

Accelerating the environmental transition across our business areas is a widely shared ambition within **setec**. This collective approach is based on the commitment of our teams and a solid foundation of expertise. It drives us to develop greater innovation, creativity and ambitious proposals, going beyond the purely technical aspect.

This ambition involves evolving our practices towards a more sustainable, more integrated and resolutely impact focused approach to engineering, which we outline in this report.

Led at group level by a dedicated team, the 'Engineers & Citizens' initiative involves and unites the group's subsidiaries by drawing on a network of representatives by business line and by geographical region.

This is detailed in the CSR roadmap and is adapted to the specific environmental, social, cultural and regulatory contexts of all our sites.

Because we encourage skills development and the sharing of experience, the women and men who make up our teams are at the heart of this initiative.

Each and every one of them plays a part in this transition on a daily basis, through their involvement in projects, their participation in internal focus groups and their contribution to raising **setec**'s profile externally.

40
REPRESENTATIVES:
ENGINEERS &
CITIZENS WITHIN
THE SETEC
GROUP

380
EMPLOYEES ACTIVELY
INVOLVED IN THE
'ENGINEERS & CITIZENS'
INITIATIVE

40
QSE MANAGERS
WITHIN THE GROUP

As E&C representatives, we act as the link between our subsidiary and the group's E&C team. We take part in regular discussions within the network of representatives and share feedback and best practice we implement within our company; conversely, we relay E&C communications internally to our teams.

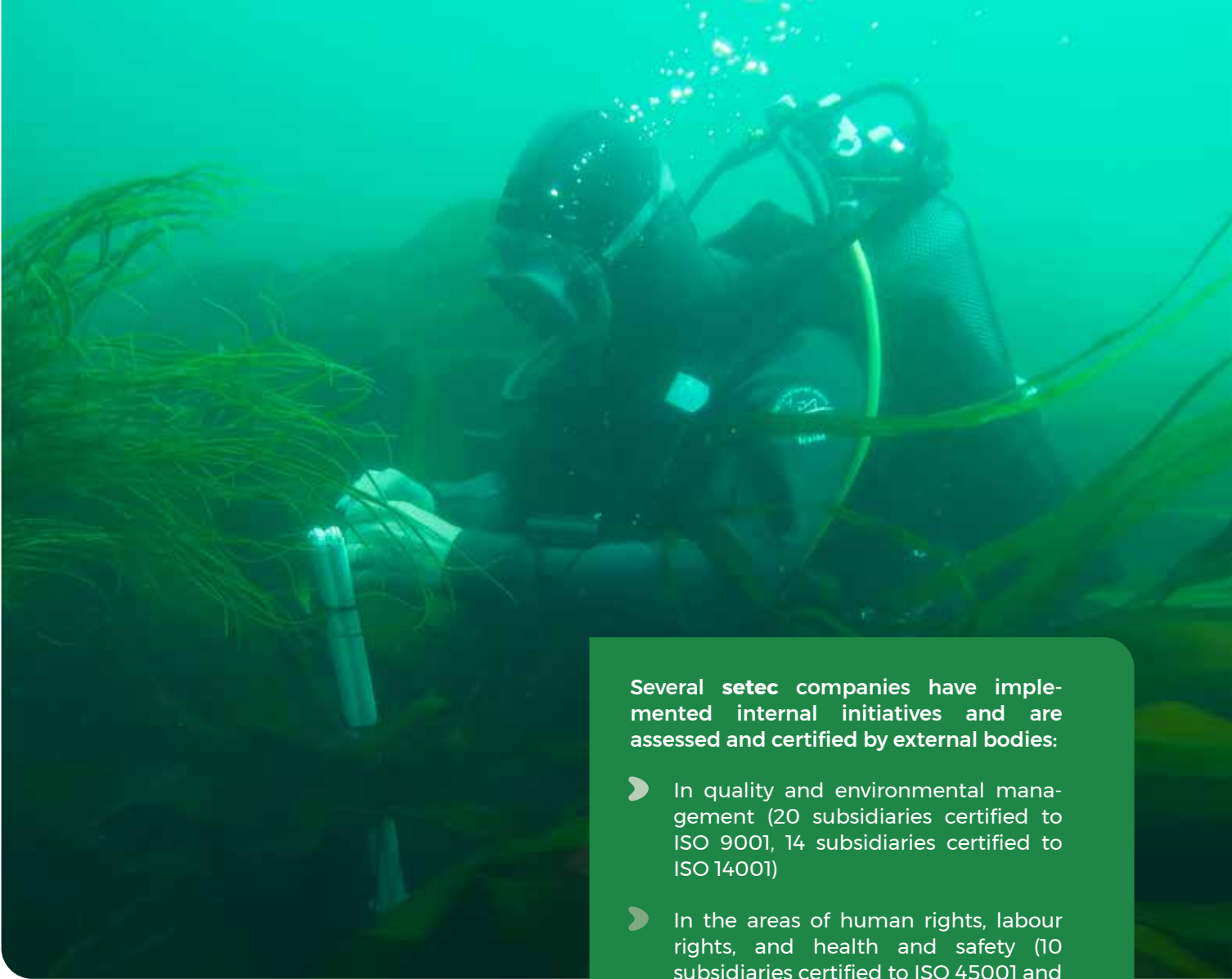
Thanks to regular discussions between representatives, we are able to identify best practices from other companies, as well as the E&C initiatives proposed by the group team, and adapt them to our company's context.

These regular exchanges help to maintain a culture of commitment within the group, which is then reflected in our teams.

Finally, we convey our company's perspective on the policies issued by the QSE-DD department in order to suggest adjustments and improvements, where appropriate.

EMMANUEL GUTIERREZ
Deputy Secretary-General, **setec tpi**

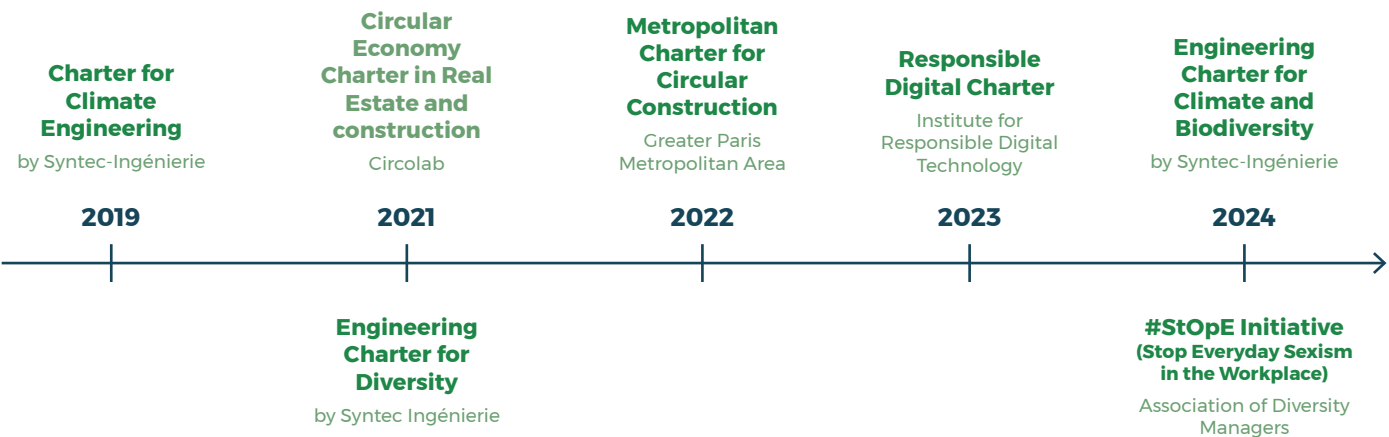
GUILLAUME PINCEMY,
Deputy QSE Manager and CSR Project Manager,
setec tpi



Several **setec** companies have implemented internal initiatives and are assessed and certified by external bodies:

- In quality and environmental management (20 subsidiaries certified to ISO 9001, 14 subsidiaries certified to ISO 14001)
- In the areas of human rights, labour rights, and health and safety (10 subsidiaries certified to ISO 45001 and 1 subsidiary certified to MASE)
- In terms of CSR maturity and global management (11 subsidiaries assessed by EcoVadis and 1 subsidiary assessed by CDPClimate)
- 1 mission-driven company

Our employees have been actively involved in external initiatives for several years, thereby consolidating and reinforcing the commitments we have made through the signing of charters, as well as through assessments and certifications carried out by external bodies:





Environmental Information

Our employees are united by a strong determination: to make sustainable engineering, by 2030, a key feature of the group's identity that is ambitious, practical and sustainable.

This ambition, which involves a transformation of our business lines, is reflected in our work through:

- **reducing the carbon footprint** of each project **through eco-design, energy efficiency and low-carbon approaches,**
- **adapting** and strengthening the **resilience of infrastructure and regions** in the face of climate-related risks,
- **preserving mineral and natural resources** through the circular economy, protecting biodiversity and ecosystems, and ensuring the responsible management of water and materials.

These issues are addressed within cross-functional working groups, known as **'challenges'**. Each challenge brings together the group companies most closely involved with a given theme and helps to develop resources - documents, training courses, tools or lessons learnt - to foster a culture of sustainability within teams and strengthen our offerings and projects.

INTERNAL RESOURCES FOR THE TRANSITION

In 2025, a number of initiatives were launched, focusing both on structuring our areas of expertise and on awareness-raising and training activities. Building on the progress made in recent years, publications and service offerings are available, both internally and to our stakeholders. These reflect our commitments to our ecosystem through various manifestos and guides dedicated to the decarbonisation of projects (low-carbon design, decarbonised mobility and energy), to the adaptation and resilience of regions and infrastructure in the face of climate change, as well as to the circular economy, biodiversity and ecosystem services (including some of which are currently underway).

The year 2025 was also marked by the development of **setec's** CSR MOOC (online course), including two interactive e-learning modules designed to raise teams' awareness of Corporate Social Responsibility issues and their implementation in practice. The first module, 'Engineers & Citizens: our 'CSR approach'', sets out the fundamentals of the approach as well as **setec's** DNA and commitments regarding corporate social responsibility. The second, 'Understanding and addressing environmental challenges', provides a deeper understanding of the environmental, social and societal challenges facing the engineering sector, as well as measures that **setec** takes in projects.

To strengthen our actions and better identify the environmental impacts of our projects, the group companies involved in design activities have appointed eco-design coordinators.

Their role is to support their colleagues by suggesting, at every stage of a project, ways to reduce environmental impacts. They share best practices and effective methods, and disseminate the most relevant lessons learnt from other companies within the group.

They can draw on the development of solutions dedicated to climate resilience, low-carbon energy, low-carbon transport and ecological engineering, as well as on in-house tools and a platform for exchange and collaboration (EUREKA) which is currently being deployed

400
EMPLOYEES
COMPLETED MODULE
1 WITHIN THREE
MONTHS OF ITS
LAUNCH

*With the CSR and Environmental Fundamentals MOOC, our aim is for all **setec** employees to acquire, in less than half a day, a shared foundation of knowledge on these topics, which are now essential to guiding our development. Some will discover what CSR means at **setec**. Others will refresh their knowledge of things they already know, but even for them, the in-depth interviews with our experts offer an extremely inspiring perspective and insights. Furthermore, this MOOC is truly designed for everyone, as we have worked hard to make it as engaging, enjoyable, educational and effective as possible.*

MAILY PIERCY,
Geotechnical and Materials Division,
Environmental Expertise Centre,
setec international

The 'Sustainable Management of Projects' project enabled us to put the 'Engineers & Citizens' approach at the heart of our operations. We felt it was important to understand how to transform our professional practices in line with our values.

LAURA VUAGNAT,
Consultant for the management of projects
and 'Engineers & Citizens' representative,
setec eocen

DECARBONISING OUR PROJECTS

Decarbonisation is a key priority for **setec**, as major infrastructure projects lie at the heart of our activities. To support this transformation, the group focuses on the challenges of 'low-carbon design', 'decarbonised mobility' and 'decarbonised energy', as well as on internal tools such as 'G-Vite', which enable us to calculate the environmental footprint of projects and compare design options.

By developing measures tailored to each business line, **setec** supports its stakeholders through:

- a 360° view that helps clarify project decisions through the analysis of needs and impacts,
- an eco-design approach based on proposing constructive, low-carbon alternatives at every stage of a project,
- the integration of carbon impact into the multi-criteria analyses of our studies on low-carbon mobility,
- support in moving towards low-carbon energy solutions and improving the energy efficiency of projects,
- the provision of quantitative metrics to measure progress made and demonstrate the relevance of the proposed solutions.

To support this dynamic, technical training programmes are being deployed internally to help teams develop their practices and methods.

setec has developed the G-Vite tool ('Management of Impact Values for the Ecological Transition'), an in-house tool for calculating the environmental impacts of engineering projects, designed to guide design decisions. G-Vite enables assessments to be standardised, employees to be trained, data to be centralised within a shared group-wide database, and lessons learnt to be capitalised upon in order to accelerate eco-design

LUC NEHDI,
Eco-Design and Sustainable Transition Coordinator, **setec** as

OUR OBJECTIVE

Build less, but build better, for a sustainable and meaningful built heritage.



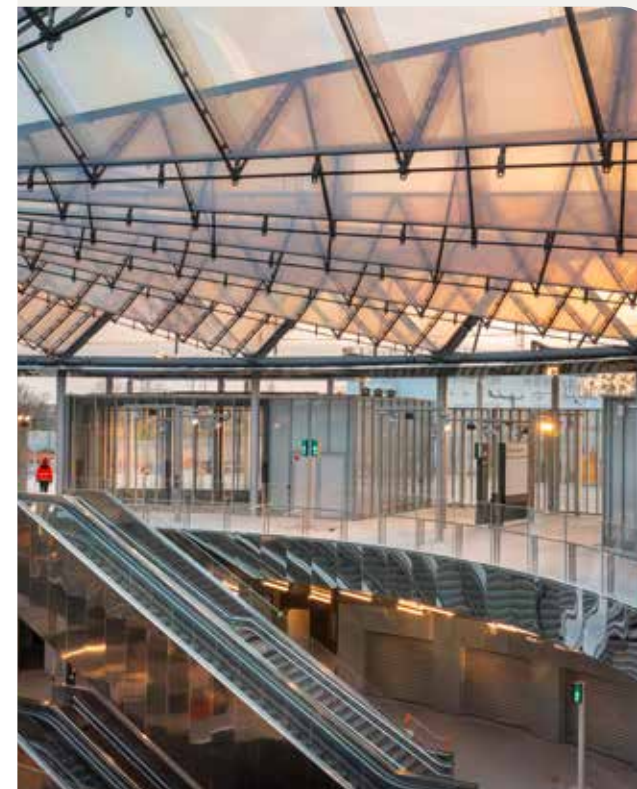
VILLEJUIF GUSTAVE ROUSSY STATION LOW-CARBON DESIGN

THE PROJECT

Gustave Roussy station in Villejuif, an iconic structure on the SGP's (Société des Grands Projets) Grand Paris Express line, connects metro lines 14 and 15 South and serves up to **100,000 passengers a day**. This multimodal hub, **one of the deepest in France**, connects the town, the Hautes Bruyères park and the Gustave Roussy Institute (Europe's leading cancer research centre).

The result of a collaboration with architect Dominique Perrault and Tess, it has been awarded the **Grand Prix de l'Ingénierie and the Prix Versailles for the world's most beautiful station**. **setec** has been the lead engineer on the project since 2013. The station is currently open to Line 14 and will open to Line 15 in 2027.

FOCUS LOW-CARBON DESIGN



Designing a **50-metre-deep** double station in an environmentally sustainable way means, first and foremost, **minimising the amount of earth excavated** and the **volume of concrete used in the structure**. This requires making **fundamental choices** right from the first design phase, as well as **optimising calculations** and taking **ambitious decisions** to reduce the volume of concrete:

- a cylindrical shaft shape which, through the vault effect, optimises material use,
- careful planning of the alignment to **minimise the depth** and diameter of the shaft,
- a fire safety strategy to ensure the safety of users and their evacuation away from smoke,
- a shell of variable thickness cast as it descends,
- platform caverns sheltered by ground reinforced with bolts, **thereby eliminating** the need for a massive concrete vault.

The station is designed as an open-air, bioclimatic structure, which significantly reduces the need for mechanical ventilation and smoke extraction. Only the platforms for lines 14 and 15 are heated in winter, using heat recovered from the plant rooms. Finally, the removal of some of the excavated soil by river has reduced the number of lorry journeys.

35 000 m³
OF EXCAVATED SOIL AVOIDED

GREATER CAIRO ELECTRIC BUS PILOT PROJECT - CARBON-FREE MOBILITY

THE PROJECT

The Greater Cairo electric bus pilot project aims to improve air quality and reduce emissions from urban transport by replacing 75 diesel and natural gaspowered buses with a fleet of electric buses. To maintain service levels, **100 electric buses** will be deployed.

setec, leading a consortium with Transport for

Cairo and Shaker Consultancy Group, is responsible for project management as well as operational studies, the technical design of the e-buses and the modernisation of the depots. This remit also includes initiatives to promote diversity and inclusion, as well as a methodology for measuring GHGs and short-lived climate pollutants.



FOCUS CARBON-FREE MOBILITY

The Greater Cairo electric bus project demonstrates significant environmental benefits through the replacement of buses on five pilot routes. This transition, combined with an estimated 20 per cent modal shift, **reduces greenhouse gas emissions by approximately 2,944 tCO₂/year – equivalent to 44.3 per cent of baseline emissions** – when emissions from electricity generation are factored in.

The scheme's performance also results in a significant **improvement in air quality, with an annual reduction of 92.6 per cent in black carbon emissions** – an unregulated pollutant resulting mainly from the combustion of diesel engines – **(0.15 tonnes per year) and a reduction in emissions of fine particulate matter (PM_{2.5}) of 0.043 tonnes per year.**

These results are based on calculations using official measurements from the Egyptian Environmental Affairs Agency (2017) and a dedicated methodology for quantifying GHGs and air pollutants

44,3%

REDUCTION IN BASELINE
EMISSIONS

SIZEWELL-C CARBON-FREE ENERGY

THE PROJECT

A key component of the UK's future low-carbon energy infrastructure on the path to Net Zero by 2050, the Sizewell C project, located on the country's east coast, is one of Europe's most ambitious nuclear energy projects.

setec is leading the detailed design of the future nuclear island, in partnership with the engineering companies Egis, Tractebel and Amentum, which together form the The ICOSH consortium,

established in 2011 for EPR projects in the United Kingdom.

This project is based on replicating the Hinkley Point C design, by reproducing the design of the nuclear power station and associated buildings at a different site. The aim is therefore to draw on the experience and lessons learnt from HPC to reduce risks and improve the global performance of the Sizewell C project.

FOCUS CARBON-FREE ENERGY



9 millions

TONNES OF CO₂/YEAR
AVOIDED

Located at an existing nuclear site, the two EPRs will supply electricity to 6 million British households and meet over 7 per cent of the country's energy needs. This will prevent 9 million tonnes of CO₂ from being emitted for every year of operation.

ADAPTING AND STRENGTHENING RESILIENCE OF REGIONS TO CLIMATE CHANGE

Given the increasing frequency and intensity of extreme weather events, regions and infrastructure are exposed to ever-greater risks. Resilience and adaptation are now key challenges for project owners.

As a responsible and committed engineering firm, **setec** is committed to supporting local authorities in adapting to climate change and strengthening the resilience of existing infrastructure.

This issue involves all our business lines. That is why **setec** has developed an integrated service offering dedicated to the resilience and adaptation of local authorities to climate change, structured around four stages:



These commitments are reinforced by the launch of the **setec** climate risk unit, which is responsible for developing and disseminating the group's **expertise** on climate-related risks



In a context characterised by increasingly frequent and intense weather events, engineering faces the challenge of anticipating these events, reducing vulnerabilities and ensuring the long-term sustainability of regions and their infrastructure.

*At **setec Gómez Cajiao**, resilience has become a defining value in our design work, with criteria relating to climate change adaptation, risk management and territorial sustainability being incorporated from the very earliest stages. This vision enables us to develop projects that are more resilient, flexible and competitive, in line with current environmental challenges and the longterm expectations of our clients and society.*

CRISTIAN TORRES

Hydraulics and Environment Coordinator,
setec Gómez Cajiao

STRATEGIC ASSESSMENT OF THE NATIONAL ROAD NETWORK IN FRANCE - CLIMATE CHANGE VULNERABILITY STUDY

THE PROJECT

The Department of Road Transport (DGITM/DMR) is actively committed to the green transition of road transport, in particular by strengthening the network's resilience to climate change. As the operator of the National Road Network (RRN), the government is therefore implementing innovative initiatives designed to inspire all French road networks.

It is within this framework that the DGITM commissioned **setec** to lead and carry out a strategic assessment of the RRN, in close collaboration with road authorities (the Interdepartmental Directorate for Roads and motorway concessionaires).

The study provides a comprehensive analysis across three main areas:

- **a mapped study of the physical and functional vulnerability** of the national road network based on climate scenarios (+2°C/+3°C), broken down by sector, type of hazard, infrastructure and key issues,
- **identification of adaptation measures** to reduce the identified vulnerabilities, with an assessment of their technical and financial feasibility,
- **assessment of simplified socio-economic impacts** of climate change on the governments road infrastructure and its functionality, and quantifying the damage and loss of functionality in the absence of an adaptation policy.

FOCUS RESILIENCE AND ADAPTATION TO CLIMATE CHANGE



This initiative forms part of the National Climate Change Adaptation Plan (PNACC3 – 2025). The RRN study is a first of its kind in France, aimed at mobilising all road sector stakeholders around a shared understanding of vulnerabilities and priorities for action.

It is designed to be exemplary, structuring and replicable, in order to inspire and support all infrastructure managers in their analysis and adaptation efforts through concrete and operational feedback. The work as a whole has led to the completion of:

- **a summary and detailed maps:** trends in exposure to climate change, the sensitivity of the infrastructure and its functions, and the vulnerabilities of the network,
- **a WebGIS:** interactive viewing of the results, accessible to managers with a view further analysis,
- **fact sheets on solutions** as operational support for managers in implementation of their adaptation strategy.

DGITM – INFRASTRUCTURE AND MOBILITY

HONOURARY AWARD

FOR THE STRATEGIC ASSESSMENT OF THE RRN: PIARC award, presented at the 17th World Congress on Winter Maintenance, Resilience and Decarbonisation of the Road

TOWARDS RESILIENT COASTAL MANAGEMENT IN NOUAKCHOTT: NATURE-BASED SOLUTIONS

THE PROJECT

The Mauritanian capital, Nouakchott, is experiencing increased vulnerability along its coastline due to climate change-related events. Nouakchott's dune system, a natural barrier protecting the city and the coastal plain from the ocean, is becoming increasingly fragile due to a combination of climatic factors (rising sea levels, increased risk of coastal flooding and accelerated erosion) and human activities (population growth, urban sprawl, sand extraction for construction, etc.). The project's objectives for the city are to strengthen coastal protection whilst fostering a reconnection between the city and the sea. This project also aims to address the growing impacts of climate change and population growth by developing a diverse range of housing, offices, retail outlets and tourist facilities, within the framework of sensible and resilient urban development. To address these challenges, **setec** has been

commissioned by the Nouakchott Coastal Development Company, **owned** by MERIDIAM and the Mauritanian government, to carry out preliminary studies, provide full design & construction supervision services and design development plans.

Our approach is based on designing a nature-based solution for the development of the dune system, supported by urban planning measures to ensure the city's resilient development. Two city-to-sea axes have been created to reconnect the city with its seafront and the new neighbourhoods through four ZACs (urban development zones), where measures are being implemented to manage flood risks in the coastal plain whilst also providing new, free local facilities for the public. These spaces will be used for agroforestry, recreational and sporting trails, and to house a water sports centre.

FOCUS RESILIENCE AND ADAPTATION TO CLIMATE CHANGE

14 km

OF DUNE BAND RESTORATION
(natural flood defence system)

30 %

WITH REDUCED SAND ADDITION
(natural fertilisation)

2 routes

CITY-SEA

4 ZAC's

**RESILIENT AREAS PROMOTING
SUSTAINABLE URBAN
DEVELOPMENT**

Our approach is based on an integrated and adaptive design:

- a **dune restoration system**, using passive techniques and the natural dynamics of the ecosystem through the wind-driven transport of sand grains across the dune, enabling it to be stabilised with a reduced sediment input (-30%: a volume of sand used of approximately 500,000 m³ instead of 720,000 m³),
- the **use of local materials** to revitalise the soil, and **work on the suitability of the selected species** selected for their resilience to future climate conditions (temperatures, rainfall, etc.) through a local nursery project,
- a **combination of zones with different functions**: crossings organised along the green belt, a 200 metre buffer zone, designed to cushion any potential retreat whilst allowing the cordon to move, followed by a zone of around thirty metres dedicated to low-impact development, with reversible infrastructure, and finally, the residential zone (the ZACs) with the creation of flood control areas, landscaped parks, areas dedicated to agroforestry and market gardening, and finally areas for leisure and sport,
- a promenade designed to **raise public awareness** of the challenges involved in preserving the dunes.

PRESERVING MINERAL AND NATURAL RESOURCES

Through this challenge dedicated to **the circular economy**, **setec** is exploring ways to conserve mineral resources by addressing the challenges of resource efficiency, value creation, extending the life of existing infrastructure, re-use and minimising land-sealing. To this end, the group draws on its expertise in materials, reuse and recycling streams, infrastructure assessment and maintenance, as well as digital tools that facilitate collaboration between stakeholders in the construction sector.

To structure the integration of the circular economy into projects, an assessment framework developed in-house in 2025 enables projects to be analysed against the seven pillars of the circular economy tailored to our activities: sustainable procurement, ecodesign, industrial and regional ecology, the functional economy, responsible consumption, extending the lifespan of products, and recycling. **setec** is also an active member of the CircoLab association, thereby strengthening its involvement in issues relating to reuse and the circular economy within the property sector.

Regarding **natural resources**, **setec** continues the development of its expertise in the conservation of natural habitats and ecological engineering, in both marine and terrestrial environments, in support of the development and infrastructure projects the group supports worldwide. The group thus contributes to the preservation of biodiversity and the development of tangible ecological co-benefits, particularly through projects aimed at the renaturation and de-sealing of urban spaces. As part of this initiative, an integrated 'eco-engineering' service has been developed.

***setec** opency is involved in the Paris & Co 2026 working group because the development of our new CSR owner's assistance service naturally places us at the heart of operational sustainability challenges. We support project owners and design & construction supervision teams in translating environmental and social ambitions into concrete, effective and shared site management arrangements. This working group, in which **setec tpi** and the group's SD/CSR team also participate, provides us with a valuable forum for exchange and cooperation with stakeholders in the sector. It enables us to enhance our on-site practices and contribute to the development of collective, replicable solutions tailored to the realities of urban construction sites, serving local areas, teams and users.*

LYDIE RAVELEAU – RICHET, Deputy Managing Director, **setec opency**

revoco
by **setec**

REVOCO BY SETEC

the digital solution for tracking waste from construction sites, industry and the service sector

The Revoco by **setec** solution connects waste producers and collectors to ensure reliable, centralised traceability. It consolidates data from various service providers, facilitating regulatory compliance and operational management. A simple, reliable and responsible tool, Revoco by **setec** transforms waste management into a measurable driver of performance and circular economy by identifying opportunities for reuse and recovery.

Now deployed across several companies within the group, this solution helps to standardise practices, ensure the reliability of environmental data and provide shared indicators to steer the group's commitments to the circular economy.



MAINTENANCE AND REPAIR ENGINEERING

SETEC SUPPORTING THE NATIONAL BRIDGES PLAN FOR SMALL TOWNS

THE PROJECT

The government's 2020-2022 recovery plan included a dedicated budget for engineering structures to commence diagnostic work on structures in those municipalities most in need of government support:

- **Phase 1:** inventory and survey of the structures,
- **Phase 2:** assessment of the condition of a selection of the identified structures, namely those in the most dilapidated state.

setec therefore worked alongside the government departments (CEREMA) responsible for steering this National Bridges Plan. Whilst these structures may be modest in individual terms, the operation is of significant global scale, with a very large number of bridges identified in Phase 1, followed by detailed onsite inspections of nearly 128 structures spread across four regions and just over a hundred local authorities.

The technical challenges are considerable: structures with a wide variety of characteristics, often built using traditional techniques, and the assessment of structures that are severely

deteriorated – or even in a critical condition.

setec has therefore studied stone and brick masonry structures, steel or puddled iron structures (often riveted), and occasionally structures that are, to say the least, unusual (for example, a culvert made of slate blocks from a local quarry).

The National Bridges Plan is currently continuing for local authorities, with technical and financial support from the government to enable the works to go ahead.

As an engineering company involved in all phases of maintenance, **setec** is therefore acting as project manager on certain structures (23 structures / €11.1 million operational budget) that were previously assessed.

120 structures
4 regions
100 local authorities



FOCUS CIRCULAR ECONOMY

The critical condition of the small municipal structures assessed, which have been neglected and lack monitoring, could lead to a preference for 'easy' solutions involving complete reconstruction. **setec's** expertise in repair works, combined with its teams' commitment to heritage conservation, enables **setec** to propose sustainable and safe solutions for the reuse of these structures.

For the structures most severely affected, alternatives to demolition and reconstruction are therefore systematically proposed, with the aim ultimately being to retain the majority of the existing bridges.

This drastically reduces the need for new resources and materials, and limits the environmental impact of works on structures spanning small watercourses.

STRATEGY FOR THE FUNCTIONAL RESTORATION OF THE MARAIS VERNIER TOURBEUX

THE PROJECT

This project, led by the Boucles de la Seine Normande Regional Nature Park and local authorities partners, aims to develop and facilitate the implementation of operational and coordinated actions for the preservation and restoration of the peatland at Marais Vernier.

Our consultancy and advisory role involves diagnostic work, coordination and consultation to develop a functional restoration strategy.

The study will run for five years and is divided into three successive phases:

- functional assessment (condition and functioning) of the peatland: collection and analysis of historical, pedological (40 boreholes), palynological, hydrological and physico-chemical data,
- a study of land uses associated with the Marais Vernier peat bog and identification of constraints and opportunities with a view to its restoration (survey of local stakeholders),
- definition of a strategy for the functional restoration of the Marais Vernier peat bog based on the findings obtained during the first two phases.



FOCUS BIODIVERSITY

The Marais Vernier is a natural area of remarkable ecological richness, situated in a former bend of the River Seine.

This wetland is one of the largest peat bogs in France, home to an exceptional diversity of plant and animal life. It includes a mosaic of wetland and aquatic habitats, including wet meadows, low-lying alkaline or acidic peat bogs, peat bogs of varying degrees of activity, pools and ponds of varying degrees of oligotrophy, and peat heaths and wooded areas. It thus represents a **unique ecological entity**, home to more than **235 rare and/or protected species**.

The primary objective is to preserve the peat bog as a habitat for biodiversity and for various uses, whilst also safeguarding its capacity to act as a carbon sink.



**A SINGLE ECOLOGICAL ENTITY
HOSTING**

235 species

RARE OR PROTECTED

REDUCING OUR ENVIRONMENTAL IMPACT AND DEVELOPING OUR ECO-FRIENDLY PRACTICES

ESTIMATE OF THE SETEC GROUP'S CARBON FOOTPRINT IN 2025 AND MANAGEMENT OF OUR EMISSIONS

In line with its project commitments, **setec** also addresses its environmental impacts through concrete and measurable actions across its companies.

To reduce emissions, **setec** has been assessing its carbon footprint across Scopes 1, 2 and 3 since 2008, and is constantly working to improve the accuracy and completeness of the data collected. The group has committed to having its decarbonisation pathway validated by the Science Based Targets initiative (SBTi) in 2026. As part of this approach, a roadmap with specific targets will enable this pathway to be implemented by providing the companies with guidelines to follow in terms of:

- procurement management and the management of depreciated assets (digital equipment and furniture),
- business travel, such as the choice of the **setec** Group's vehicle fleet, or the shift towards other modes of transport for air travel
- decarbonising commutes and improving efficiency energy efficiency measures for the building stock.

The carbon footprint assessment carried out by **setec** follows the most widely used carbon accounting methodology in France (ABC). Created by Ademe (2002) and hosted since 2011 by the Association for the Low-Carbon Transition, it ensures compatibility with international standards (ISO 14064).

Thus, for each activity generating greenhouse gas emissions, the activity data is multiplied by an associated emission factor:

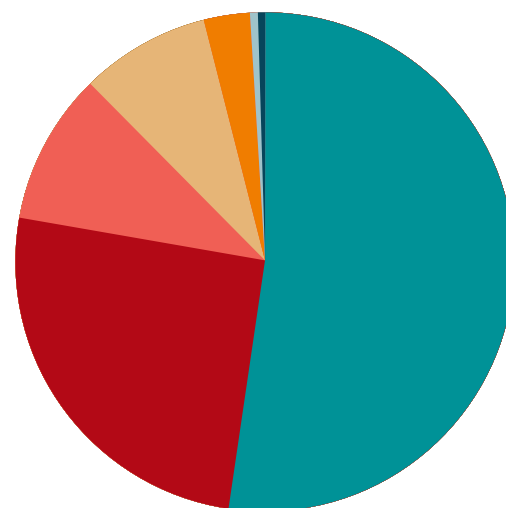
Activity data × Emission factor = tCO₂ equivalent

The consolidated 2025 carbon footprint for the entire **setec** group in France and abroad stands at **23 474 teqCO₂**, the largest share of which comes from procurement and services (53%) and business travel (25%).



IN 2025, THE ESTIMATED BREAKDOWN OF GREENHOUSE GAS EMISSIONS IS AS FOLLOWS:

TeqCO₂ breakdown by category



- Energy 3%
- Fixed assets 8%
- Business travel 9%
- Business travel 25%
- Purchases 53%

*The Health, Safety and Environment Committee at **setec hidrobrasileira** has always been committed to promoting sustainable practices, safety and well-being within the company. By 2025, initiatives such as training employees on environmental topics (The Climate Fresco), the installation of a rainwater reuse system at the São Paulo head office and the implementation including a carbon footprint assessment, stood out. Furthermore, the committee encouraged circular economy initiatives, such as the collection of electronic waste and donation campaigns, and organised monthly meetings to share knowledge on health and safety at work and the environment.*

ELIANA DELARISSA,
Corporate Communications Officer,
setec hidrobrasileira

To support this initiative, internal policies have been implemented to reduce our direct impact and improve our eco-friendly behaviour: travel and vehicle fleet policy, responsible procurement, digital moderation and sustainable waste management. Each of these policies will be reviewed and updated for 2026.

Effective monitoring of these initiatives relies on a structured organisation, with designated points of contact within each entity and harmonised guidelines. This also involves the introduction of guides that set out the objectives of the policies (e.g. responsible travel guide).

For example, specific systems have been put in place for the sorting and recovery of the main waste streams generated by the group's activities, drawing on specialist service providers and approved recycling networks.

To illustrate the roll-out of our digital moderation policy, we are working to establish a genuine culture of responsible digital use, including in the use of AI.

This approach involves, in particular, the distribution of best-practice guides on the management of IT equipment, the day-to-day use of digital tools and AI, the organisation of internal awareness-raising and engagement initiatives ('Digital Cleanup Week', webinars on the environmental impact of generative AI, 'Digital Fresco' workshops, etc.), as well as the drafting of a Guide to the Responsible Use of AI.

setec is also committed to promoting responsible and sustainable waste management across all its sites. Through a dedicated policy, an action plan combining awareness-raising, operational implementation and continuous improvement is being deployed.

This policy is complemented by targeted initiatives, such as the recycling of personal protective equipment (PPE) and waste electrical and electronic equipment (WEEE), carried out in partnership with adapted companies.

45 companies

(88%) TOOK PART IN OUR INTERNAL 'DIGITAL CLEAN UP WEEK 2025' EVENT

1048 people

TOOK PART IN AND COMPLETED THE AWARENESS PROGRAMME LAUNCHED FOR THE OCCASION (IN FRANCE AND ABROAD) - WITH SETEC HIDROBRASILEIRA (BRAZIL) AND SETEC MAROC STANDING OUT IN PARTICULAR FOR THEIR ACTIVE PARTICIPATION





Social information

Our employees work every day to deliver meaningful, sustainable projects. In this demanding yet exciting profession, collaboration between teams and organisations is essential, whether internally or with our partners.

It is this collaboration that enables us to harness our collective intelligence, guarantee the quality our clients expect from us, and enhance everyone's skills. This dynamic is made possible by our shared employee experience, which is consistent with our sense of responsibility and reflects our promise to enable our employees to learn throughout their careers and to help our teams grow in line with the group's ongoing development.



MAKING THE IMPLICIT EXPLICIT

To better establish these ambitions and structure our offering, this year we rolled out our first internal survey aimed at all group employees, with a view to assessing team satisfaction.

The results of this survey enable us to identify the priority areas for development looking ahead to 2030.

At the same time, a number of initiatives were carried out in 2025 to promote pay equality and diversity: the re-launch of the internal **'Boost'her** programme to encourage greater female representation in senior management; the deployment of an awareness-raising module on everyday sexism in the workplace for our companies based in France; the biannual meetings of the Mission Handicap, (the community of disability and carer representatives); the hosting

WE NURTURE THE FOUNDATIONS OF OUR CULTURE TO DELIVER SETEC QUALITY IN ALL OUR PROJECTS, FOR ALL OUR CLIENTS, AND TO ENABLE COLLABORATION AND THE FULFILMENT OF OUR TALENT

of an internal conference on the topic of imposter syndrome and ways to overcome it; the organisation of a multicountry conference (France, Colombia, Brazil) aimed at raising awareness of chronic illnesses in the workplace.

To strengthen our health and safety prevention approach, an in-house training programme has also been deployed for managers to help them identify the psychosocial risk factors and the preventative measures to be taken.

This programme will involve nearly 450 managers between 2025 and 2027 (project leaders, project directors, business unit directors, etc.).



GROW AND PROGRESS...

setec's success and reputation relies on the people who make up the organisation and carry out its projects: nurturing our talent throughout their careers is an ongoing priority.

Joining **setec** means benefiting from the support of a wide range of experts, who are involved both in project management and in developing the teams' skills.

Against a rapidly changing environment — characterised by ecological, digital, societal and technological transitions — skills development is a key pillar of the **setec** group's social policy. The **quality, diversity** and **expertise** of its teams are the group's greatest asset and are essential to its ability to deliver responsible, sustainable and high value-added engineering solutions, both in France and internationally.

Faced with the emergence of new technologies, and in particular artificial intelligence, **setec** has opted for a **responsible and rigorous approach**. The group supports its employees in developing their skills in these new tools, whilst ensuring that the foundations of the engineering profession are preserved: analysis, sound judgement, critical thinking and professional responsibility.

setec's ambition is not to replace engineers with technology, but to promote the concept of the **'augmented engineer'** — someone capable of drawing on the contributions of AI and digital tools to improve efficiency, analytical ability and the quality of decisionmaking, whilst retaining intellectual, ethical and technical control over the proposed solutions. This vision places people at the heart of technological innovation.

In addition to new technologies, the group's companies are deploying training programmes tailored to their areas of expertise and local contexts, whilst operating within a common framework across the group, notably through the **setec** Campus. In 2025, nearly 70 inhouse trainers will be working to promote our expertise, and nearly 100 training sessions will be delivered in 2025.

This balance between local initiatives and a collective vision enables us to reconcile subsidiarity, consistency and the dissemination of best practice on an international scale.

Skills development also relies on the sharing of internal knowledge and expertise. Collaborative initiatives, feedback and peer-to-peer knowledge transfer play a key role in fostering collective maturity, particularly regarding the responsible use of emerging technologies. By 2025, nearly 70 employees will be on mobility programmes within **setec's** subsidiaries.

Finally, **setec** regards continuous professional development and the adaptation of skills as essential factors for **employability**, to **engage** and **retain** its talent. By investing in long-term skills, the group reaffirms its ambition to be an innovative and ethical engineering company, resolutely focused on the future.

Over 1,000

**EMPLOYEES
TRAINED BY THE
CAMPUS IN 2025**

...IN AN ENVIRONMENT FAVOURABLE TO WORK AND EXCHANGE...

We are committed to providing our teams with a stimulating working environment that combines meaningful and purposeful work with high-quality professional relationships, enabling everyone to feel free to take risks and realise their full potential.

The working environment we promote is characterised by a high standard of technical expertise, where every employee is encouraged to progress and develop their skills in a supportive manner. To this end, our model of companies on a human scale – which offers close technical and managerial support, with few hierarchical levels – comes into its own.

It is also to promote a working environment that encourages the personal development and well-being of our teams that we ensure we strengthen and sustain the mentoring and peer support schemes, which are already widely practised at **setec**.

At **setec**, the way we organise our work is based on trust and mutual respect, and gives everyone the opportunity to enjoy flexibility in how they organise their work to ensure a good work-life balance (remote working, workload management, a charter on best practice regarding the right to disconnect in France, a guide to best practice, etc.).

... WHILE ENSURING THE HEALTH AND SAFETY OF OUR EMPLOYEES...

The health and safety of our employees is a priority for the **setec** group, regardless of the working environment (offices, construction sites, international assignments, remote working).

Each company has Safety Officers (or equivalent) and organises dedicated meetings to ensure the safety of teams and to develop a shared culture of risk prevention. In addition to the procedures put in place locally, the in-house training centres of **setec** companies regularly roll out awareness-raising and risk prevention initiatives, which are shared at group level where they are of cross-cutting interest (e.g. rail safety, road risk management, construction site risk prevention, safety during business travel, etc.).

The group also works to promote the dissemination of best practice in health and safety through training programmes, feedback sessions, themed awareness campaigns and the sharing of lessons learnt from incidents or high-risk situations identified in the field. Particular attention is paid to risk assessment prior to assignments, particularly for sitebased or international projects.

As part of a commitment to continuous improvement, the group's companies implement measures tailored to their specific activities in order to prevent workplace accidents, reduce exposure to occupational risks and promote quality of life at work. This includes, in particular, initiatives relating to workplace ergonomics, the prevention of psychosocial risks, work-life balance and raising awareness of mental health issues.



...AND BY PREVENTING VIOLATIONS OF HUMAN RIGHTS AMONG OUR WORKFORCE...

Operating in France and internationally, the **setec** group pays particular attention to respecting human rights across all its activities, in line with its values and the 'Engineers & Citizens' approach. This commitment forms part of a drive to promote responsible practices that respect people, both in relation to employees and all stakeholders.

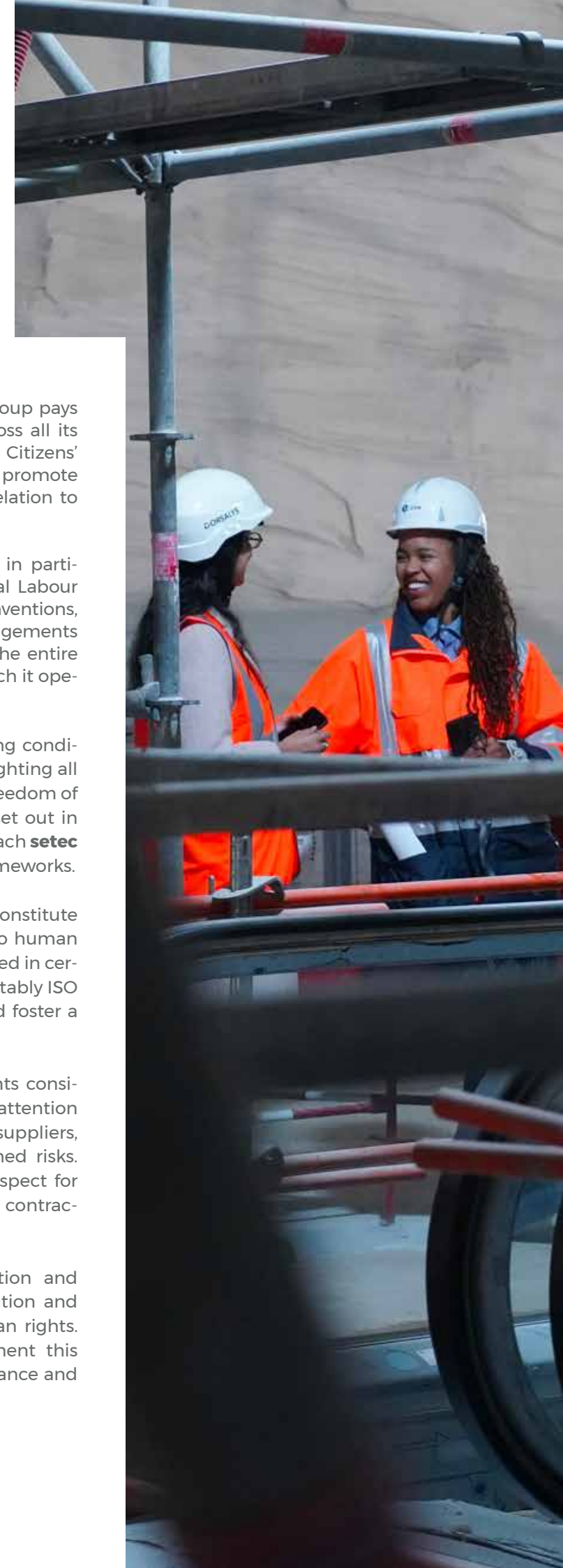
setec draws on recognised international standards, in particular the fundamental principles of the International Labour Organisation (ILO) and the major human rights conventions, to structure its approach and prevent any risk of infringements of people's rights. This vigilance is exercised across the entire scope of the group, regardless of the countries in which it operates or the contexts in which it works.

Within the workforce, the group ensures that working conditions respect fundamental rights: equal treatment, fighting all forms of discrimination, respect for human dignity, freedom of expression and of association. These principles are set out in the group's HR policies and implemented locally by each **setec** company, in accordance with national regulatory frameworks.

The health, safety and wellbeing of employees also constitute a key focus area for the prevention of risks related to human rights. Several companies within the group are engaged in certification and continuous improvement initiatives (notably ISO 45001 and MASE), helping to structure practices and foster a shared culture of prevention.

Beyond its own teams, **setec** integrates human rights considerations into its value chain. The group pays close attention to the practices of its partners, service providers and suppliers, particularly in areas or sectors presenting heightened risks. Requirements relating to ethics, compliance and respect for human rights are gradually being incorporated into contractual relationships and selection processes.

Finally, **setec** continues to strengthen its prevention and early warning mechanisms to enable the identification and resolution of any situation that could infringe human rights. Awareness-raising and training initiatives complement this framework, helping to foster a shared culture of vigilance and accountability within the group.





Social Information

Recognising that the green transition is inextricably linked to societal change, **setec** acts at every stage of its value chain and in the public interest.

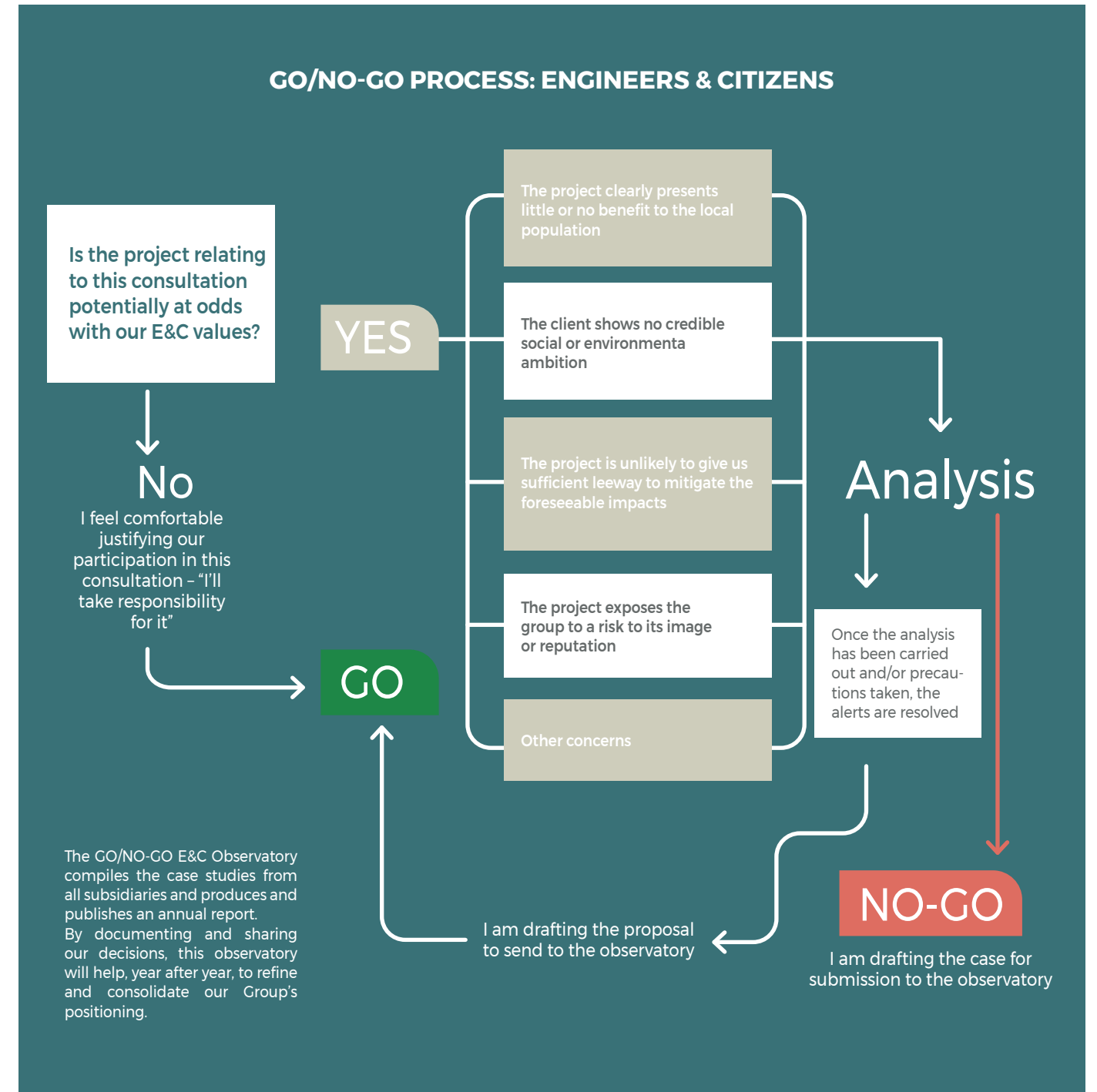
INDEPENDENT ENGINEERING

Independence is a cornerstone of the **setec** group's identity. It enables the group to maintain its capacity for analysis and critical scrutiny of the projects to which it contributes, particularly when these involve sensitive environmental, societal or geopolitical issues.

In this context, the Engineers & Citizens (E&C) initiative is committed to ensuring that the group's values are upheld in its practices and in the selection of projects to which it contributes. It aims to incorporate criteria relating to the common good and sustainability into project analysis and the associated decision-making processes. In particular, this takes the form of a GO/NO-GO process and a dedicated observatory that enables the sharing of feedback, the identification of common benchmarks and to discuss projects involving sensitive issues or areas of debate.

Discussions held in 2025 focused on several sectors in relation to issues of transition, sovereignty and territorial impact. The aim is to promote decision-making that is consistent with the group's commitments, whilst maintaining a case-by-case approach that takes into account the local context, the project's utility, its potential impacts and **setec's** ability to contribute positively to its design or improvement.

In order to put its commitments to sustainable and responsible engineering into practice, **setec** works in cooperation with its entire value chain: contractors, partners, clients and industry stakeholders. The group works with partners who share its standards in terms of sustainable development, ethics and social responsibility. This approach is reflected in the gradual incorporation



of CSR clauses and criteria into tender documents, service contracts and subcontracting agreements. It is also accompanied by a programme of continuous improvement aimed at strengthening the integration of environmental, social and societal issues into the group's practices.

Finally, **setec** continues to build the expertise of its companies in areas such as responsible procurement and the integration of people on employment support schemes, in order to actively contribute to a positive ecological and social transition.

FOR THE YEAR 2025,
53 reports on the use
OF THE DECISION-MAKING PROCESS WERE REPORTED TO THE OBSERVATORY,
of which 50%
RESULTED IN A 'NO-GO'

A FOUNDATION TO PROMOTE OUR COMMITMENTS

Hosted by the Fondation de France, the **setec** Foundation represents the teams' commitment beyond the group's projects. It supports initiatives linked to the environmental transition (climate, biodiversity, water, sustainable construction) and the fight against poverty, by funding non-profit organisations located near **setec**'s operations, to encourage local involvement by employees.

By 2025, the **setec** Foundation will have funded more than 50 projects since its creation in 2020, across 15 countries on four continents. Some projects also benefit from the involvement of **setec** employees through volunteering and skills-based sponsorship.

The **setec** Foundation operates through four funding channels: an annual campaign with strong employee involvement; the transition fund, which allows employees to propose projects throughout the year without a specific theme; the renewal of partnerships; and the emergency fund, which is deployed in response to the international context.



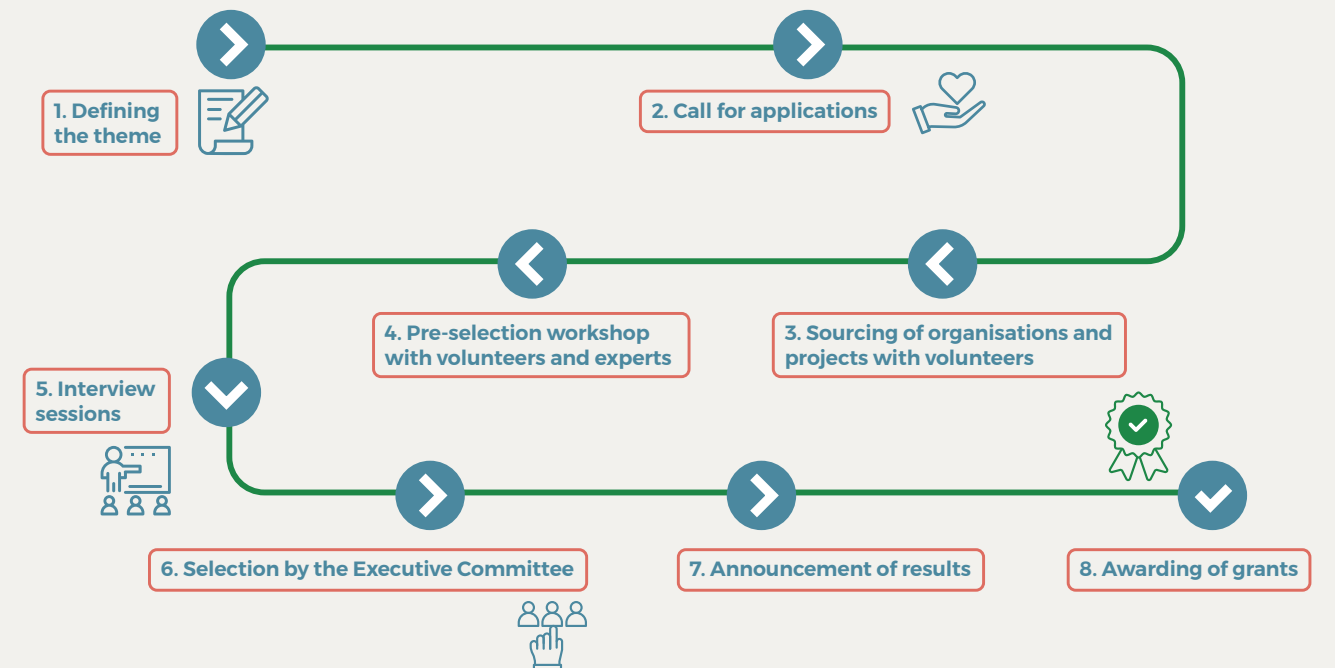
SOL, Senegal: *Organic farms in Senegal*

A project selected by the foundation aimed at developing, testing and disseminating replicable agroecological practices through smallholder training farms and collective production areas, whilst consolidating sustainable local supply chains and strengthening the food and economic selfsufficiency of rural family farms.

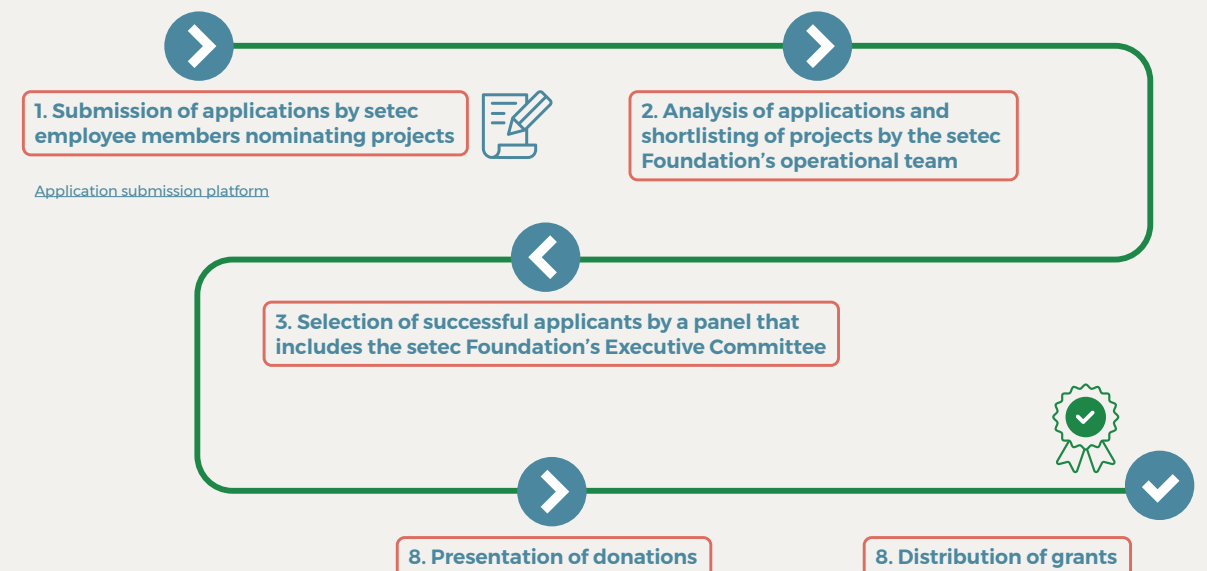
Funding awarded: €39,541.



Diagram of the annual campaign process



Flowchart of the transition fund process



The **setec** Foundation's 2025 annual campaign, focused on 'Implementing an agroecological transition towards food self-sufficiency', resulted in four projects being selected as winners, with a total grant of **€104,881**.



Governance information

setec is a multidisciplinary engineering group, wholly owned by its employees, ensuring its independence and responsive approach.

With **4,200 employees** across **58 companies** on a human scale, the group combines local presence, responsibility and a shared commitment through its 'Engineers & Citizens' approach, in response to the major challenges of transition.

STRUCTURE OUR CSR APPROACH

In 2025, the **setec** group continued to develop its CSR approach through a number of initiatives launched or consolidated during the financial year.

As part of this, we monitored regulatory developments relating to the CSRD, the Green Taxonomy and the Omnibus Act, whilst working to familiarise ourselves with the new legislation so that we are fully prepared for the publication of our sustainability report, scheduled for 2028.

The group also supports its companies with their external assessments (EcoVadis, CDP, ISO), notably by

carrying out internal audits, document reviews and providing tools updated annually (CSR kit, supplier CSR assessment questionnaire, etc.).

In order to evaluate employee engagement and to further strengthen the continuous improvement of our approach, a new internal questionnaire has been deployed for the 2025 review. This aims to assess the level of understanding and commitment to issues relating to ecological, energy and climate transition, as well as social and governance issues within the E&C companies.

ETHICS AND ANTICORRUPTION COMPLIANCE FRAMEWORK

Operating in more than 25 countries, some of which have high levels of corruption risk according to the Transparency International index, the **setec** group attaches great importance to compliance with the principles of integrity and probity when engaging in its activities. With this in mind, in 2018 the group launched a compliance programme adapted to the risks it faces, based in particular on a corruption risk map updated in 2025, accompanied by a dedicated action plan.

setec also ensures the promotion of an ethical culture through adapted training programmes: a Level 1 e-learning module is compulsory and available to all staff, whilst Level 2 training is designed for those in the most exposed roles. Governance of these issues is overseen by the Ethics Committee, chaired by the Chief Executive, Anne-Marie Choho. Having met five times in 2025, this committee examined, amongst other things, the ethical concerns raised and defined corrective and preventative measures. Its work is the subject of an annual report signed by the group Chairman, Michel Kahan, and circulated to all employees.

In order to implement this framework as closely as possible at the operational level, the Legal Affairs Department held individual meetings in 2025 with all Managing Directors overseas, as well as with those of recently acquired companies (this exercise was carried out for companies in France in 2024). These discussions made it possible to assess their level of maturity in terms of compliance, evaluate the extent to which the framework had been taken on board, and identify further actions to be implemented.

As part of its commitment to continuous improvement, **setec** has updated its existing internal guidelines (anticorruption code of conduct, policy on gifts and hospitality, and whistleblowing procedure), with these due to come into force



The aim of our compliance programme is to protect the group and every employee. Since 2017, We are making progress every year in ensuring the effectiveness of our preventive measures: training, managing conflicts of interest and reassessing our risks, for example. Over the past two years, we have stepped up our support for companies that have recently joined the group, to ensure their into our programme whilst avoiding any unnecessary overlap with their existing arrangements We have also strengthened our assessments of the programme's impact and will continue to do so in the years to come. Our main focus remains the same: empowering every employee.

ANNE-MARIE CHOHO,
Managing Director of the **setec** groupe

in 2026. Their deployment, which began in 2025, will continue throughout the financial year, with certain changes being subject to consultation with employee representative bodies. In 2025, the group also established an annual conflict-of-interest reporting system for the relevant employee groups, to be deployed from 2026, in order to strengthen the prevention and traceability of high-risk situations.

Finally, in 2025, the Finance Department finalised a group-wide manual on accounting and financial controls, aimed at strengthening the internal control framework and standardising practices across the subsidiaries. This document was circulated to the relevant departments, and its deployment was the subject of dedicated discussions during the last quarter.

INFORMATION SECURITY POLICY

setec has decided to adopt a global approach based on the implementation of an organisation and processes dedicated to information security management, as described by the ISO 27001 standard: assessing risks, identifying, prioritising and carrying out security projects, implementing a common security framework and conducting external security audits.

Over the past year, several areas for improvement have been identified and implemented to enhance the security and efficiency of the Information System, such as strengthening the Information System's (IS) security measures, participating in a cyber crisis management exercise (with ANSSI), improving the process for handling alerts and managing security incidents, updating the risk analysis, and organising awareness-raising sessions for both IS administrators and employees.

50% of the workforce

ACROSS THE GROUP HAVE
UNDERGONE INDEPTH TRAINING
ON AI IN 2025

To ensure the protection of personal data, **setec** adheres to the six key principles set out in Article 5 of the General Data Protection Regulation (GDPR) and promoted by the French Data Protection Authority (CNIL).

To capitalise on the opportunities offered by digital technology across our business lines, we are exploring ways in which AI can be used to add a new dimension to the digital developments we are already implementing across all of **setec**'s business lines. This use raises societal, ethical, environmental and technical issues. Since 2025, we have therefore been running awareness-raising initiatives and training programmes, and supporting companies in adopting AI in our practices on a 'need-based' basis, responsibly and with control; we encourage its use whilst providing a framework to ensure it remains controlled, reasoned and proportionate.

This year has been marked by the drafting of a charter on the use of AI, the production and distribution of best-practice guides, and the provision of secure AI-based tools.

A FINAL WORD

Founded in

1957

by Henri Grimond
and Guy Saias

4,200

employees worldwide
in December 2025

€560 million

in turnover in 2025

of which

30 %

outside of France

+50

companies serving
our clients

Offices in more than
20 countries

+70

nationalities represented

Engineering has a vital role to play in supporting the major social, environmental and technological transitions needed to meet the challenges of today and tomorrow. The values upheld by **setec**, which are reflected in our purpose, are fully embodied in our CSR approach.

Passion and freedom to dare, a focus on people and the common good, as well as technical excellence, guide us in our day-to-day work, driven by a desire to help build a more sustainable and responsible society.

Through our 'Trajectories 2030' strategic plan, we aim to embed transition issues firmly at the heart of our projects and business lines. This drive builds on the initiatives and progress made by our subsidiaries to collectively shape our vision of what we want to be by 2030, in line with the expectations of society and our clients.

The coming years will also mark an important milestone with the preparation of our first sustainability report under the Corporate Sustainability Reporting Directive (CSRD), an ambitious European directive on corporate transparency and accountability.

Every **setec** employee has a role to play in seizing, with determination and enthusiasm, the opportunities presented by the major challenges facing us, so that we can pass on to the generation of 2030 a company that is committed and true to its values.

This collective ambition can only be realised with the support of all our clients and partners, whose support and commitment are essential to maintaining this dynamic and sharing in this journey.



Key results

GENERAL INFORMATION

CSR 2025 Theme report	Indicators	2024 Review	2025 Review	Change
General information	setec Group turnover (in M€)	€547 million	€560 million	↗
	Breakdown of turnover outside France	31%	30%	↘
	Number of subsidiaries within the Group	50	58	↗
	Number of countries where setec operates (with employees based on site)	20	22	↗
	Number of group subsidiaries with Quality certification (ISO 9001)	17	20	↗
	Number of the group's subsidiaries that are certified to the Health and Safety standard (ISO 45001)	9	10	↗
	Number of the group's subsidiaries certified to the Environmental Management Standard (ISO 14001)	7	14	↗
	Number of Group subsidiaries certified to the Nuclear standard (ISO 19443)	1	2	↗
	Number of group subsidiaries assessed by ECOVADIS CDP-Climate	11 1	11 1	=

ENVIRONMENTAL INFORMATION

CSR 2025 Theme report	Indicators	2024 Review	2025 Review	Change
Direct environmental impact of the setec Group	Carbon footprint (full scope)	22,564 t CO ₂ eq (5.73 t CO ₂ eq/ETP) scope 1: 5.4% scope 2: 0.6% scope 3: 94%	23,474 t CO ₂ eq (5.73 t CO ₂ eq/ETP) scope 1: 5.65% scope 2: 0.25% scope 3: 94.1%	↗
	Estimated percentage of GHG emissions related to work	Commuting: 9% Business travel: 27%	Commuting: 9.5% Business travel: 25.3%	↘

Training on at the heart of the transition of setec Group's business lines - new indicators	Total number of employees who have completed Module 1 of the CSR MOOC (e-learning)	NA	400 have completed the module 1 within 3 months following the launch	Launch of the CSR MOOC end of 2025
	Number of employees (since 2022) who have taken part in the 'Towards Low-Carbon Construction' training course	190 (+5.5%)	254 (+33.7%)	↗
	Number of employees (since 2025) who have taken part in the 'Towards Mobility' training	136 (+52.8%)	197 (+44%)	↗
	Number of employees (since 2025) who took part in the training 'resilience and adaptation to climate change'	NA	28 employees	Training launched in 2025: 2 sessions held
	Number of employees (since 2025) who have taken part in the training course 'Towards a circular economy'	NA	19 employees	Training programme 1 pilot session in 2025

ENVIRONMENTAL INFORMATION

CSR 2025 Theme Report	Indicators	2024 Review	2025 Review	Trends
Managing the growing impact of digital technology on setec's operations	Number of employees (since 2020) made aware of the digital transformation	502 (+25.8%)	514 (+2%)	↗
	Number of companies that took part in the Digital Cleanup Day/Week	26 companies (over 1 week)	45 companies (1 week - 1,048 employees)	↗
	Quantity of IT equipment collected and recycled during the year for several French companies within the setec group, in collaboration with partner ATF Gaia, a company specialising in employment of people with disabilities (in tonnes)	1.356 T (-45.8%)	2.022 T	↗
	Reuse rate of IT equipment collected and recycled during the year for several French companies within the setec group, in collaboration with its partner ATF Gaia, a socially responsible enterprise (in %)	55%	51%	↘
	Quantity of waste electrical and electronic waste (WEEE) collected and recycled during the year by the company setec Hidrobrasileira (Brazil) in collaboration with the Coopermiti co-operative (in kg)	190 kg (+73%)	66 kg (-65%)	↘

SOCIAL INFORMATION

CSR 2025 Theme Report	Indicators	2024 Review	2025 Review	Trends
Prudent organic growth, a diverse range of profiles and backgrounds	Number of setec employees	4,000 (3,100 in France and 900 outside France)	4,219 (3,258 in France and 961 outside France)	↗
	Number of nationalities represented	70	70 (68)	=
A responsible employer and sustainable jobs	Proportion of employees covered by employee representation schemes, in countries where such representation is governed by local labour law	100%	100%	=
A commitment to young people and education, to attract them to engineering – discuss whether we keep this indicator or the other two mentioned above	Proportion of employees on work placement contracts (average for the year in question)	8%	8%	=
	Proportion of employees with an apprenticeship or vocational training contract (average for the year in question)	2%	3%	↗
	Number of trainees and work-study students taken on by companies in France	250 interns 60 work- study students	250 interns 110 work-study students	↗
School and education relations	Number of school fairs held in France each year	between 15 and 20 forums	14	↘

SOCIAL INFORMATION

CSR 2025 Theme Report	Indicators	2024 Review	2025 Review	Trends
A long-term training initiative aligned with setec's core business	Number of staff members trained by the in-house university during the year	855	1,065	↗
	Number of training modules available via the setec group's inhouse training centre	38	47	↗
	Number of training sessions delivered by the setec group's inhouse training centre during the year	83	93	↗
A commitment to promoting gender equality	Global score for the gender equality index, calculated based on companies in France only (score out of 100)	83	89	↗
	Proportion of women in our workforce (average for the year in question)	38%	38%	=
	Proportion of women in management roles across companies in France only (average for the year in question)	36%	36%	=
A commitment to women and diversity in engineering	Number of female staff members who took part in the Boost'Her programme	8	22	↗
	Number of staff members who completed the online module on everyday sexism	NA	1,678	Launch of the training programme in 2025
	Number of staff members trained on the online module on diversity	1511	695	↘

CSR 2025 Theme Report	Indicators	2024 Review	2025 Review	Trends
The health and safety of our employees: a priority for setec and a firm commitment	Proportion of employees covered by social protection - cover in line with the rules of the country of affiliation (average for the year in question)	100%	100%	=
	Number of workplace accidents within the scope of companies in France only	22	38	↗
	Number of cases of occupational illness within the scope of companies in France only	0	0	=
	Number of deaths related to workplace accidents and/or occupational diseases within the scope of companies in France only	0	0	=
	Number of days lost (in working days) due to workplace accidents, fatalities or health issues within the scope of companies in France only	23,500	19,980	↘

CORPORATE INFORMATION

CSR 2025 Theme Report	Indicators	2024 Review	2025 Review	Trends
The societal impact of subsidiaries in support of the setec Foundation's initiatives	Total cumulative funding since 2020, channelled by the setec Foundation to the projects and organisations it supports (campaign funds, renewals, transition funds and emergency funds)	€1,087,693 (€544,965 for annual fundraising campaigns, €216,555 for renewals, €201,473 for the Transition Fund, €125,700 for the Emergency Fund)	€1,473,379 (€889,846 for 528 €125 for the renewals, €503,973 for the Transition Fund, €195,700 for the Emergency Fund)	↗
	Financial contribution rate of the group's French subsidiaries	90%	86%	↘
	Total number of projects supported by the setec Foundation, cumulative since 2020	42 (+12)	70 (+28)	↗
	Total number of countries where the setec Foundation is currently active or has previously been active	15 (+2)	15	=
Opportunities for social engagement through the setec Foundation	Number of employees who volunteer annually with the setec Foundation's award-winning organisations (mentors + campaign volunteers and any other forms of involvement)	37	47	↗
	Number of companies within the setec group represented by employees involved in the setec Foundation's initiatives	19	19	=
Use of the decisionmaking process	Number of reports from the decision-making process that resulted in a 'NO-GO'	30%	50%	↗
Zero tolerance for human rights abuses	Number of serious human rights incidents affecting setec employees during the year, limited to companies in France only	0	0	=

GOVERNANCE INFORMATION

CSR 2025 Theme Report	Indicators	2024 Review	2025 Review	Trends
A strong focus on the issues of corruption and influence peddling	Proportion of employees who have completed Level 1 ethics training (refresher course every 3 years)	71%	64%	↘

ENGINEERS & CITIZENS



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