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We are a subsidiary of the Bouygues Group and a world leader in energy and services. With a turnover of **€18.8 billion** in 2023, we operate in a number of high-growth markets and employ **90,000 people** in **20 countries** on **five continents**.

We are committed to serving public and private sector players seeking to build a sustainable, high-performance future, as we firmly believe that working to bring about the **energy transition**, the **digital transition**, and the **industrial transition** means real progress towards ensuring a **low-carbon, sustainable world**.

Our contribution is to provide **electrical, thermal, mechanical**, and **digital services and solutions** that improve the energy, economic, and environmental effectiveness of our clients' facilities, systems, and processes.

From **consulting** through to **design, implementation, operation**, and **maintenance**, we provide practical, comprehensive, custom solutions designed to address every aspect of a client's project. We continuously apply our commitment, passion for quality and service, ingenuity, and advanced know-how in order to ensure the success of even the most complex projects.





INTERVIEW

with Equans CEO **Jérôme Stubler**

“We have entered a period in which companies are increasingly aware of their responsibility to decarbonise.”

What would be your summary of 2023?

— 2023 saw the birth of a new Equans as part of the Bouygues Group, with the merger of Equans’ longstanding core activities with those of Bouygues Energies & Services. The first half of the year was spent setting up a new organisational structure for Equans, with the appointment of a new Executive Committee, and laying our foundations: our vision, our values, our managerial approach, and our performance plans. This happened really quickly because everyone was determined to build a solid, decentralised Equans that was focused on operational excellence. The two companies’ respective strengths are mutually complementary, enabling us to better support our clients on the path towards a world that is less polluting, more digital, and more sustainable. Our performance improvement plan also moved forward in 2023. We have consolidated our positions in key markets (solar energy, data centers, nuclear energy, battery gigafactories, and

more), and we’re providing our clients with more and more support further up the value chain. The results are very much aligned with our roadmap, with a turnover of €18.8 billion, up 6% on our pro forma figures for 2022, which is a reflection of the favourable market trends. Our operating margin from activities was 2.9%, right at the upper end of the forecast made in February 2023. We’re still a fair distance from our competitors, and we’re following the roadmap we established.

October 2023 marked the first anniversary of Equans’ merger with the Bouygues Group, and the company now represents Bouygues’ flagship area of activity. How was this transition?

— It went extremely smoothly for three reasons. Firstly, Bouygues gave Equans employees an exceptional welcome, backed up by long-term thinking and a clear, assertive strategy. Secondly, the Bouygues Group and Equans possess a

« Equans is a major partner to public and private sector players working towards decarbonisation. »

very similar ethos defined by the same values and principles: ethics, attentiveness to clients, respect for employees and their safety, the highest standards in terms of project execution, operational excellence, etc. The third reason is the genuine sense of pride felt by the women and men at Equans due to our position as the Bouygues Group’s leading division and the ability to provide solutions for our clients’ environmental challenges.

How have Equans’ responsibilities developed in 2023?

— We have both broadened and reasserted our remit: We strive to support our clients’ energy, digital, and industrial transitions by providing advanced expertise and technology, with the aim of making a significant contribution to a sustainable, low-carbon world. This effort is outlined in a manifesto laying out our overall objectives, called IMPACT. This manifesto contains seven commitments covering our

performance, the planet, our employees, and, by the same token, our clients and our internal initiatives, all while seeking to share the rewards of our success. Our two entities’ services have become far more comprehensive in Switzerland, Canada, France, Germany, the UK, and Italy, enabling us to develop networks that are even closer to our clients. We’ve also consolidated our technical expertise in nuclear energy, digital technology, solar technology, industrial machinery, and hydrogen under a number of specialised brands.

What will clients expect in 2024?

— In Europe, our clients are increasingly committed to stepping up decarbonisation efforts, and in North America, the IRA (Inflation Reduction Act) is helping drive the transition to electricity. Low-carbon electrical solutions will gain momentum in 2024. This applies to the generation, storage, or transmission of “green”

thermal or electrical energy within buildings, transport systems, production facilities, towns, cities, and entire regions.

How can Equans help its clients hit their decarbonisation targets? What kind of innovative solutions are being proposed?

— Equans is a major partner to public and private sector players working towards decarbonisation. We're often invited to "celebrate" "net zero" facilities and the like with our clients. These are often industry firsts, with custom-designed technology developed to reduce our clients' carbon footprint and allow them to generate low-carbon energy, often electric, while consuming less and with more flexibility. Examples include the electrification of railway lines, the emerging electrification of motorways, waste heat recovery, and, on a much larger scale, the replacement of gas boilers with heat pumps in buildings and industrial facilities. We use innovative technology like geothermal storage, which involves storing energy on a seasonal basis. This allows heat stored in the ground during the summer to be used during the winter, and during the summer the opposite is possible thanks to the winter-cooled ground. Our IT solutions can also reduce energy use by 10% to 30%. Waste heat recovery, conversion to electricity, and the storage of electrical or thermal energy are also all increasingly common in factories. We have actually developed and patented new, innovative high-temperature thermal storage solutions.

Also, we've just founded a new company called Carbon Shift, which provides companies and local authorities with a pragmatic, comprehensive approach covering the entire decarbonisation value chain. It combines auditing, consulting, overall strategy development, design, works management, and performance monitoring.

How does Equans implement decarbonisation practices in its own activities?

— We believe that we should apply the best possible solutions. We have a simple and practical methodology for corporate decarbonisation that focuses on measures that are the most cost-effective in terms of euros invested per tonne of CO₂ avoided. The detailed plan we have drawn up seeks to reduce our carbon footprint by more than 40% by 2030 (scopes 1 and 2) by focusing on reducing carbon emissions associated with the energy used in our buildings and the energy used by our light and heavy vehicles and site machinery. We're also taking steps to reduce our indirect emissions (scope 3) by 52%, mainly by reviewing our material sourcing. Our plan is currently in the process of being certified by the Science Based Target initiative (SBTi).

As an activist business leader, you're calling on all companies to start massive decarbonisation efforts immediately. What exactly are you suggesting?

— I'm not sure I would call myself an "activist", but I am sure that we must take action, and it's time for businesses to do just that. Awareness has developed in three major waves: the first, when we realised that we had pushed the planet beyond its limits, dates back to the 80s and 90s for scientists, and the 2000s for political leaders. The second is when energy companies started to implement measures in the 2010s. This allowed countries to change their energy mix by making greater investments in low-carbon

« We're a service company, and our employees represent our driving force, underpinning both our success and our future. »



Solar power plant in Romilly-sur-Seine, France

energy. We have now entered a third wave in which companies are increasingly aware of their responsibility to decarbonise. It's more operational in nature, much broader and more comprehensive because the energy mix has already shifted towards decarbonisation, meaning the time for action has arrived. This wave has included the widespread availability of electric vehicles, bans on the use of gas in new buildings and major renovation projects — legislation which is being adopted in more and more countries — and the decarbonisation of manufacturing facilities. Worldwide production of carbon-based energy is still increasing, so efforts to use less energy must be made by businesses and individual consumers. Companies leading by example will be instrumental in convincing people to change their ways.

What are your priorities for 2024?

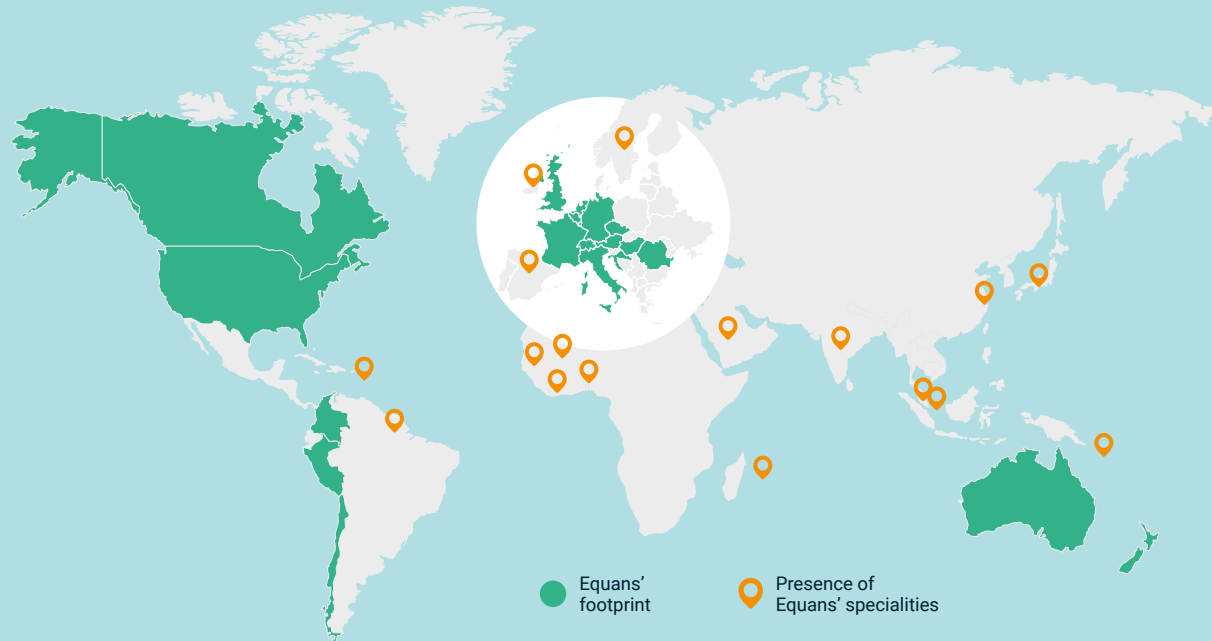
— Our first priority is to continue to improve our economic performance in keeping with the commitments we've made; we're just getting started. We'll then roll out the plan to decarbonise not only our own activities throughout the company but also those of our clients. Of course, our 90,000 employees are our top priority. We're a service company, and our employees represent our driving force, underpinning both our success and our future. We're introducing a huge training programme and putting small teams together everywhere to ensure pleasant working environments and tight-knit management teams. We believe that these are the ingredients that drive a desire for joint success. We are a thoroughly decentralised company. I'm constantly impressed by the creativity, dynamism, and resourcefulness of our teams. We love our profession and are proud of our employees. ✖

KEY FIGURES

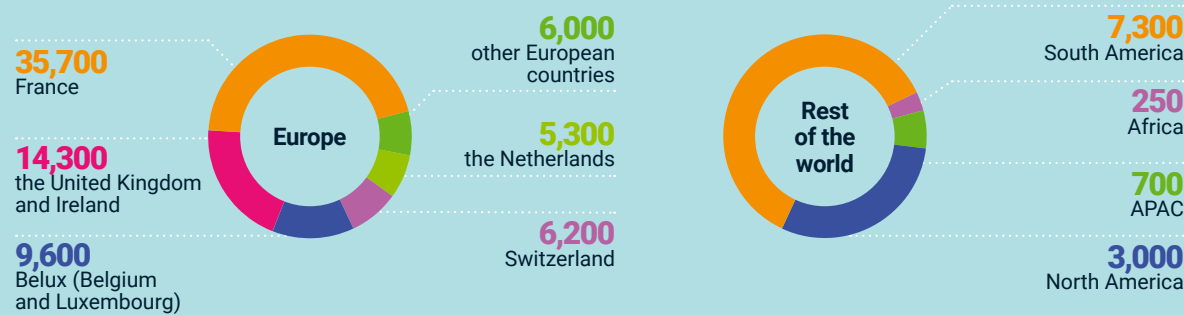
Financial and non-financial information

GLOBAL PRESENCE

Operating in 20 countries and with projects undertaken in 50



88,350 employees worldwide



TURNOVER

€18.8 billion in turnover, of which:

96%
of turnover generated in Europe and North America

85%
of revenue from recurring contracts

49%
of turnover in compliance with EU taxonomy

64%
of turnover EU taxonomy-eligible

36%
Industry
42%
Buildings



5%
Cities
17%
Intercities

Gender diversity

18.7%
of management positions held by women +0.5% in 2023, with a target of 20% by 2026

Carbon footprint

260,000 tCO₂e
Scope 1 and scope 2 emissions for Equans in 2023. After transfer of heating networks in the United Kingdom and the Netherlands (560,000 tCO₂e prior).

Training

78%
of employees have completed a training course

Carbon strategy

-42% by 2030
for scopes 1 and 2 and -52% for scope 3a (using 2023 as the baseline); SBTi commitment signed in 2023, strategy audit underway.

Accidents

3.78
workplace accident frequency rate

Recruitment

11,000
new permanent hires per year

Compagnons des Energies

350
Compagnons des Energies appointed in France. Skilled technicians who pass down their knowledge and dedication.

SENIOR MANAGEMENT TEAM



1



2



3



4



5



6



7



8



9



10



11



12



13



- | | | | |
|--|---|--|---|
| <p>1 Jérôme Stubler
CEO</p> <hr/> <p>In alphabetical order:</p> <p>2 Bruno Charrade
EVP, Americas</p> <hr/> <p>3 Mark Dirckx
Managing Director, Belux*</p> <hr/> <p>4 Richard Dujardin
EVP Switzerland & Netherlands</p> | <p>5 Ana Giros
EVP in charge of Strategy, Development, CSR and the Belux and ANZ** regions</p> <hr/> <p>6 Pierre Hardouin
Senior EVP, France</p> <hr/> <p>7 Olivier Héroult
EVP in charge of Human Resources and Health & Safety</p> | <p>8 Étienne Jacolin
Senior EVP in charge of Finance, Legal, and Information Systems</p> <hr/> <p>9 Thomas Jung
EVP in charge of Operational Excellence, Innovation, and Procurement</p> <hr/> <p>10 Florencia Lépany-Duval
Communications Director</p> | <p>11 Jean-Philippe Loiseau
EVP, United Kingdom & Ireland</p> <hr/> <p>12 Dominique Néel
Senior EVP of Equans France in charge of Buildings, Infrastructures & Services</p> <hr/> <p>13 Stéphane Stoll
EVP Central Europe, Data Centers and Energies</p> |
|--|---|--|---|

*Belgium and Luxembourg
**Australia and New Zealand

WHY CHOOSE EQUANS

OUR PURPOSE: “We strive to support our clients’ energy, digital, and industrial transitions by putting our advanced expertise and technology at their disposal, with the aim of making a significant contribution to a low-carbon world.”



A COMPREHENSIVE RANGE OF SOLUTIONS

We provide our clients with a wide variety of solutions covering the design, installation, maintenance, and operation of facilities and systems in the fields of electrical and HVAC engineering, ventilation, fire safety, refrigeration, mechanical engineering and robotics, and digital and IT solutions.

A LONG-TERM COMMITMENT TO OPERATIONAL EXCELLENCE, FROM DESIGN THROUGH MAINTENANCE

Our teams and our leadership are dedicated to pursuing operational excellence, with close-knit teams that handle design, construction, and maintenance.

LOCAL PRESENCE

With an annual turnover of €18.8 billion, we are the leader in our field in a number of European countries and enjoy a major presence in North and South America and Oceania.

We see ourselves as a family of small and medium-sized local businesses, backed by brands that embody our history and sense of community.

COMPREHENSIVE MULTI-TECHNICAL EXPERTISE

With nearly 90,000 highly qualified employees, all with a range of complementary skills, our companies can pool their resources whenever necessary in order to take a multi-technical approach.

IN-HOUSE ENGINEERING AND GUIDANCE ON THE PATH TO A LOW-CARBON FUTURE

Our in-house design teams mean we can fully support our clients and optimise their projects. The Carbon Shift teams provide companies and local authorities with a comprehensive approach covering the entire decarbonisation value chain. It combines auditing, consulting, overall strategy development, design, works management, and performance monitoring.

INFRASTRUCTURE BACKED BY DIGITAL TECHNOLOGY

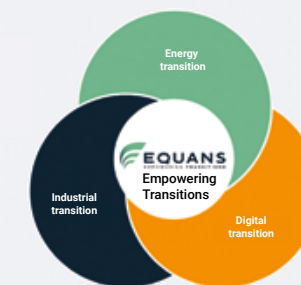
Equans employs around 9,000 people in this field and commits €1.6 billion to digitalising electromechanical systems and adding additional layers of control to improve decision-making or the quality of service offered to the public in areas such as smart buildings, smart factories, smart cities and transportation systems.

Our R&D is now focused on AI, imaging, robot control, and cybersecurity.

Equans has set out seven objectives in a manifesto called: **IMPACT**

Our manifesto for sustainable overall performance

We are firmly committed to the energy, industrial, and digital transitions.



1. WE DELIVER **OPERATIONAL EXCELLENCE**



2. WE COMMIT TO **SAFETY, ETHICS, & CYBERSECURITY**



3. WE IMPROVE OUR **CLIENTS' ENVIRONMENTAL FOOTPRINT**



4. WE IMPROVE OUR **OWN ENVIRONMENTAL FOOTPRINT**



5. WE ENGAGE IN OUR **COMMUNITIES' DEVELOPMENT**



6. WE PROVIDE **FAIR & EQUAL OPPORTUNITIES FOR ALL**



7. WE SHARE FRUITS OF SUCCESS WITH OUR EMPLOYEES

HEALTH AND SAFETY, ETHICS AND CYBERSECURITY: OUR THREE ABSOLUTE MUST HAVES

We are dedicated to meeting the highest standards of performance and rigour in matters of health and safety, ethics, and cybersecurity. Our management model is based on these three core priorities, and they are an integral part of every employee's compulsory training programme.

A range of initiatives to improve workplace health and safety

At Equans, health and safety comes first. We recognise that we are not perfect, so our management's commitment is unwavering, and our human and financial investment is considerable. We also strictly monitor our practices in the field and have implemented a wide range of related initiatives.

Among the initiatives launched in 2023 was the creation of the Equans Safety Board, a management structure that reviews progress three times a year and, together with the safety managers from each country, makes recommendations for improvement. We have identified five areas where progress can be made on each and every site:

1. Involving all operational staff in health and safety matters.
2. Ongoing training for 100% of the workforce.
3. Systematic analysis of the root causes of critical events at all levels.
4. Widespread organisation of pre-start meetings to ensure that procedures are properly understood and to assess the risks associated with each job.
5. Constant devotion to each stakeholder onsite and safe, efficient project execution.

As a result of the merger, 12 fundamental rules have been drawn up and are now followed throughout the world. These include pre-start meetings, fall prevention measures, and compulsory use of helmet chinstraps. The decision has also been taken to phase out the use of ladders, which will come into effect in 2025.

In 2023, our indicators revealed a significant reduction in very serious events (one fatal accident in 2023, versus six in 2022), a stable accident frequency rate (AFR) for our own employees, and a sharp reduction in the AFR for our subcontractors and temporary staff. Our targets are zero serious accidents and an accident frequency rate of 2.9 by 2026 (3.8 in 2023). To get there, we will pursue the implementation of our fundamental safety principles, improve accident reporting, digitalise processes, and raise awareness among our employees.

Ambitious cybersecurity targets

With malware becoming increasingly prevalent, we keep a close eye on the risks of ransomware, data leaks, and attacks on our clients' systems through our infrastructure.

Our experts are dedicated to minimising security breaches through the application of stringent standards. They use some of the most advanced tools in the cybersecurity sector and automate



Ethics: the cornerstone of our professional practices

Equans' ethical principles apply to every one of its employees, with no exception. We have a zero tolerance policy for any infraction of these principles, which are set out in Equans' ethics documentation. The latter includes the Bouygues Group's Code of Ethics and Anti-Corruption Code of Conduct. Equans has a network of Ethics Officers and Data Privacy Managers who coordinate our ethical risk prevention procedures, including the handling of any reports of ethical misconduct.

In 2023:

- ➔ Over 3,500 managers signed personal pledges to promote Equans' ethical principles in their teams.
- ➔ Training courses for all positions exposed to ethical risks, including 350 of Equans' top managers, were organised by the Group's Ethics Officer, which were also attended by senior management.
- ➔ A week-long focus on anti-corruption measures helped reassert the commitment of the Group's managers and employees to this cause.
- ➔ Close to 200 reports of ethical misconduct received, many via our dedicated online platform.

the way security warnings are handled in order to reduce response times.

Another significant undertaking is to train every employee in our "10 Cybersecurity Rules", as well as to increase the deployment of Secure by Design, an approach that factors risk and security into the design and lifecycle of software systems.

By 2024-2025, to protect our clients and their data, our Cyberboost programme will ensure that we remain at the cutting edge, bringing in the best partners and making use of the very best tools and technical solutions.

BUSINESS MODEL

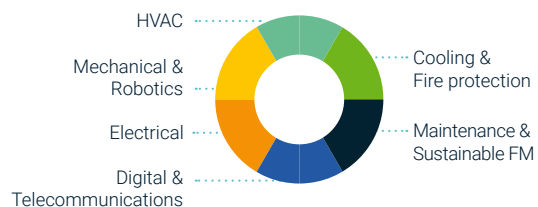
Industrial transition
Optimising productivity and contributing to regional reindustrialisation.

Energy transition
Reducing the carbon footprint of our clients.

Digital transition
Gathering, analysing, storing, and protecting data to generate value.

Our ambition is to be the undisputed leader in driving our clients' transition to sustainable, low-carbon development.

IMPACT COMMITMENT NO. 1
WE DELIVER
OPERATIONAL EXCELLENCE



We cover the entire value chain:
consulting, design, implementation, operation, maintenance, performance optimisation, and decarbonisation.

Capital and resources

HUMAN RESOURCES_

- ⊗ 88,350 employees worldwide
- ⊗ 18.7% of management positions held by women (aiming for 20% by 2026)
- ⊗ ISO 45001 certification or equivalent in 90% of countries
- ⊗ 4,000 engineers, 31,200 technicians, and 33,900 skilled workers

MANAGEMENT SYSTEM_

- ⊗ Operational excellence: decisions are taken by the company to achieve the very highest standards of operational excellence across the board, from engineering through construction and maintenance. This means lean teams that are focused on their projects
- ⊗ A decentralised model, a responsive local decision-making system, 1,200 profit centers worldwide
- ⊗ A single reporting line with operational responsibility and managerial stability both serve to ensure long-term commitment
- ⊗ An inverted pyramid leadership system: servant leadership. Each manager is committed to supporting the success of their team members' projects

FINANCIAL RESOURCES_

- ⊗ Balance sheet total of €12 billion
- ⊗ Net financial surplus of €981 million as of 31st December 2023

PROJECTS_

- ⊗ Digitalisation of technical and operational information from sites
- ⊗ Prefabrication: more than 60 assembly, machining, welding, and electrical workshops worldwide

SKILLS_

- ⊗ High, medium, and low voltage electrical engineering, electronics, communications installations, audio/video, electrical stability
- ⊗ Thermal engineering, high temperatures, HVAC, freezing, cryogenics
- ⊗ Critical systems, safety, active and passive fire safety
- ⊗ Mechanical engineering, machining, all types of welding, piping, processes, fluidics, automation, robotics, cobotics
- ⊗ Telecommunications and IT: data networks, FTTH, data centers, network switches, cybersecurity, AI, data analysis and data structuring, runtime imaging
- ⊗ Scheduled, on-demand, and predictive maintenance
- ⊗ Decarbonisation plans
- ⊗ Industrial processes for design and manufacture, bio/pharma, food & beverage, microelectronics

INNOVATION_

- ⊗ 90% of innovation achieved through projects
- ⊗ An "Innovation Awards" challenge every 2 years

ENVIRONMENT_

- ⊗ Comprehensive audit of Equans' footprint in 2023: 260,000 tCO₂e in scopes 1 and 2 (excluding heating networks in the UK and the Netherlands, which were sold at the end of 2023 – 558,000 tCO₂e prior)
- ⊗ Our action plan is in the process of being certified by the SBTi

SOCIAL_

- ⊗ Corporate social commitment implemented via our profit centers through school partnerships and investment in local organisations
- ⊗ The Equans Energy Foundation (Fondation Equans pour l'énergie) is to be set up in France in 2024

Generating and sharing value

HUMAN RESOURCES_

- ⊗ 11,000 new permanent hires worldwide in 2023
- ⊗ Creation of the *Ordre des Compagnons des Energies* in France in 2023
- ⊗ 78% of employees have completed a training course
- ⊗ 2023 workplace accident frequency rate: 3.78 (improving on 2022)
- ⊗ Over 50% of employees in Europe eligible for bonus or employee stock ownership schemes

MANAGEMENT SYSTEM_

- ⊗ Creation of specific training programmes for profit center managers, project managers, and engineers

FINANCIAL RESOURCES_

- ⊗ Turnover of €18.761 billion, up 6% on 2022 (pro forma)
- ⊗ 64% of turnover taxonomy-eligible for the EU "climate change mitigation" objective
- ⊗ An operating margin from activities of 2.9% (up 0.6% on the previous year)
- ⊗ Change in net cash flow: €800 million

PROJECTS_

- ⊗ 900,000 projects completed each year
- ⊗ Creation of the "Project Cockpit" global project database

SKILLS_

- ⊗ Creation of Equans Academies – skills-based training centers
- ⊗ 700 e-learning courses available

INNOVATION_

- ⊗ 98 patents
- ⊗ Challenge for 2024: 343 applications submitted

ENVIRONMENT_

- ⊗ Methodological audit for scopes 1, 2, and 3a approved
- ⊗ Objective: reduce GHG emissions by 42% for scopes 1 and 2 by 2030, relative to the 2023 baseline, and by 52% for scope 3 (in terms of intensity relative to value added) over the same period
- ⊗ 2,884 GWh used: 61% gas, 28% fuel, and 9% electricity (including the heating networks in the United Kingdom and the Netherlands sold at the end of 2023)
- ⊗ 51.5 million tonnes of waste collected, 45% of which was reused worldwide
- ⊗ 100 top suppliers have completed an SBTi questionnaire concerning their carbon footprint

SOCIAL_

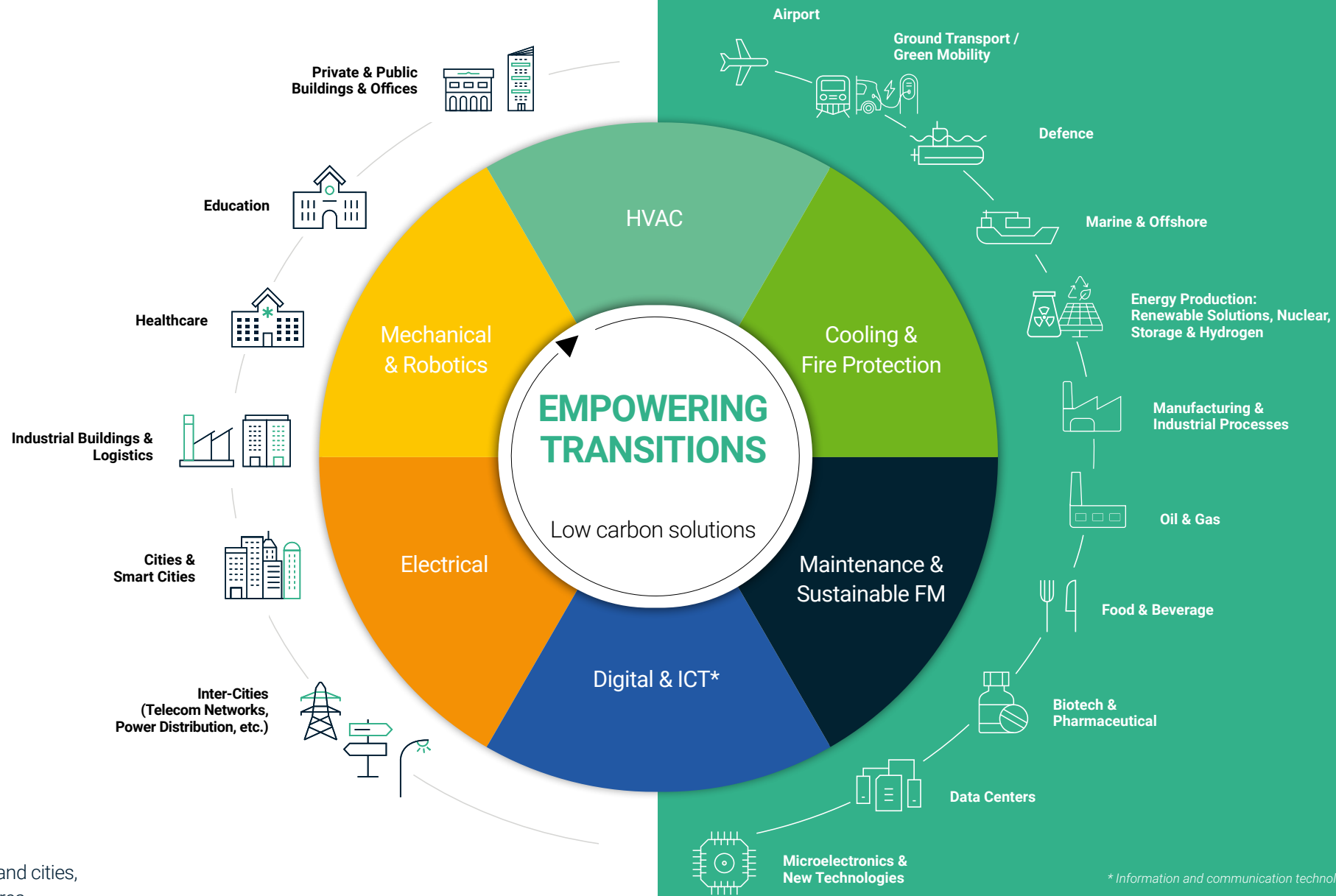
- ⊗ Total number of apprentices up in 2023
- ⊗ Many partnerships signed with universities
- ⊗ 200 top suppliers assessed by EcoVadis in 2023
- ⊗ No major cybersecurity incidents at Equans or any of its partners
- ⊗ 3,500 managers have signed personal pledges to promote ethical principles in their teams

OUR SPECIALITIES AND LOCAL SERVICES

Equans can offer buildings, industries, cities, and entire regions bespoke solutions spanning the entire energy and services value chain, thanks to (1) a network of local, multidisciplinary agencies in close proximity to clients and sites, enabling rapid response times for work and maintenance; and (2) specialised teams capable of providing advanced expertise in ultra-specialised fields.

Process & Specialities:

Equans has specialist teams skilled in the world's most advanced technologies and capable of meeting the needs of projects in the industrial, energy, defence, maritime, and transport sectors.



Local Services:

Equans teams supply, connect and maintain buildings, factories and cities, as close as possible to the local area.

* Information and communication technologies

KEY FACTS

JANUARY_

Equans incorporates the activities of Bouygues Energies & Services in Canada, France, Germany, Italy, Romania, Switzerland, and the UK. —



FEBRUARY_ BELGIUM_

Work underway on the Rives Ardentes project, Belgium's largest ecodistrict. Equans is in charge of designing, installing, and operating the heating network that will provide 1,350 homes with hot water and heating. —



MARCH_CHILE_

Three contracts for the construction of electrical substations for data centers signed with Odata. —



MAY_

Equans corporate launch convention, featuring a presentation of the company's new services and organisational structure, as well as a presentation of the company's core values. 400 managers present in Chantilly. —



JUNE_FRANCE_

INEO begins connecting Noirmoutier island to an offshore wind farm via two 15-kilometre-long underground high-voltage power lines. The project should be completed by mid-2024. —



SEPTEMBER_CANADA_

Our subsidiary Gastier begins work on the electrical and mechanical components of Recyclage Carbone Varennes' electrolyser project — one of the largest in the world. It will supply the future biofuel production plant with green hydrogen. —



SEPTEMBER_CANADA_

Delivery of the 160 Front Street project, a 46-storey office tower in downtown Toronto. Equans subsidiary Plan Group was primarily tasked with base building systems (electrical and technical design, fire safety, etc.) and fitting it out. —



SEPTEMBER_USA_

Motorway contract signed between our subsidiary Conti and the Florida Department of Transportation. Equans is responsible for road signage, road lighting, a toll station, and an Intelligent Transport System (ITS). —



OCTOBER_SWITZERLAND_

Contract signed between Caliqua and the City of Zurich for the steam circuit for the extension of a waste incineration plant. —



OCTOBER_NETHERLANDS_

Contract signed for the design and construction of an ATES geothermal system for the Outlook building and Schiphol headquarters at Schiphol airport. The project will also provide for the connection of three additional buildings to the system. —



OCTOBER_

Equans launches its new Equans Solar & Storage brand at the Intersolar exhibition in Munich. —



OCTOBER_

Launch of the new Equans Data Centers brand at DCD London. —



OCTOBER_UNITED KINGDOM_

Equans subsidiary Bouygues Energies & Services signs a contract with Bluefield Partners LLP to design, build, operate, and maintain a new solar farm in Northamptonshire, England (82,000 solar panels with a capacity of 50 MWp). —

OCTOBER_FRANCE/SWITZERLAND_

Completion of phase 1 of construction of the heat recovery system for a new data center at CERN (European Organization for Nuclear Research), one of the world's largest centers for scientific research. Equans' expert contribution to the project covers the entire value chain, from design to completion. —



NOVEMBER_AUSTRALIA_

Equans designed and fitted the audiovisual (AV) system for the VIP lounge and bar (Melbourne Lounge) and the media suites at Melbourne's AAMI Park stadium. The AVoIP video network designed by our teams guarantees optimal signal transportation flexibility throughout the system. —



NOVEMBER_

Launch of Equans Nuclear at the World Nuclear Exhibition (WNE) in Paris, grouping together four areas of activity: HVAC (heating, ventilation, and air conditioning), Electrical, Mechanical Systems, and Back-up Systems. —



NOVEMBER_

Equans founds the *Ordre des Compagnons des Energies* in France, an order of 350 women and men whose skills, expertise, and attitude embody the core values of Equans and the Bouygues Group. —



NOVEMBER_SWEDEN_

Our subsidiary Bouygues Energies & Services, in partnership with Solkompaniet, signs a contract to build the largest solar farm in Sweden (136 hectares and a capacity of 100 MWp). —



DECEMBER_

Launch of the *Equans Ambassadors* programme, a community of internal and external ambassadors of the Equans brand. —



DECEMBER_FRANCE_

Banque des Territoires, Tikehau Capital, and Equans join forces to create EffiWatt, an investment platform focused on financing and executing projects aimed at improving energy efficiency in the service and industrial sectors. —

DECEMBER_UNITED KINGDOM_

Memorandum of Understanding signed between Equans and Low Carbon, a global renewable energy company, with the objective of stimulating the development of solar and battery energy storage system (BESS) projects. —

DECEMBER_UNITED KINGDOM_

Sale of our heating and cooling network operations in the United Kingdom. —

EXPERTISE



AT OUR
CLIENTS'
SERVICE

Putting operational excellence to work and driving
our clients' industrial, energy, and digital transitions.

OPERATIONAL EXCELLENCE UNDERPINS OUR OVERALL PERFORMANCE

Backed by robust technical know-how, 90,000 highly qualified employees, and the impeccable reputation of its long-established local brands, Equans constantly endeavours to provide innovative solutions tailored to its clients' needs. Meticulous design standards, site preparation, and manufacturing processes are all central to the company's commitment to operational excellence.



“Improving our work practices implies stringent standards in project management, prefabrication, and employee safety.”

THOMAS JUNG,

Executive Vice President in charge of Operational Excellence, Innovation, and Procurement

Launch of the Project Cockpit

The launch of our “Project Cockpit” in 2023 truly took the quality of our project monitoring to the next level. This tool was rolled out as part of our PERFORM performance strategy and uses a data platform that gathers and standardises project data from our various Enterprise Resource Planning (ERP) packages. Teams use a web interface to access a variety of indicators that are linked to a notification system, enabling them to optimise project management while reducing the likelihood of projects going off track. The “Cockpit” has already been rolled out in a number of countries, including France, Belgium, Luxembourg, the Netherlands, and the United Kingdom, and it is currently being introduced throughout the rest of the Equans network. Over 50,000 projects are already being tracked using this tool.

Stepping up lean management

We're also currently ramping up the rollout of a lean management initiative to improve team coordination on worksites, meet contractual deadlines,

and simultaneously optimise our resources. Our American company, Unity Electric, implemented a set of simple methods (project management diagrams, daily bottleneck reports, detailed information on work locations several days in advance, etc.) that made things much easier for site managers and project managers due to improved transparency and preparedness. “Lean management methods are an invaluable asset for site managers and project managers; they improve task traceability and increase the value delivered to clients, which results in greater cost-effectiveness,” explains Mark Lapointe, Site Manager at Unity Electric. Equans intends to foster this culture throughout the company, particularly through manager training.

Achieving greater productivity

Various other productivity-boosting initiatives are also being introduced to ensure a continued competitive edge. For example, workstation ergonomics can be improved, onsite logistics can be optimised by preparing the equipment technicians need in



advance, and workshop prefabrication can be further developed in order to optimise setup phases and minimise the number of operations required onsite. The creation of libraries of configurable component templates and bolstered prefabrication processes will help teams further boost operational efficiency.

Bolstering our expertise

Lastly, our training courses are designed to further enhance the expertise of project managers leading major projects. Some 190 project

managers have taken the “PM2 Learning Journey” Level 2 training sessions organised since 2022. This programme is designed to help Equans project managers develop their skills, share best practices, and network.

50,000

projects tracked using the Project Cockpit

>190

project managers have received PM2-level training

CUSTOM SOLUTIONS FOR EVERY SECTOR

Equans' teams provide the best possible service and the most advanced technologies to sectors with specific skill requirements – at the best possible price.

INDUSTRY

Equans is committed to the industrial transition and therefore offers its clients individually tailored solutions designed to optimise energy use in heating and cooling systems, maintain and secure facilities, ensure process efficiency, and optimise production systems through the use of robotics.



A "power-to-heat" plant for Thun, Switzerland

Our German subsidiary Kraftanlagen Energies & Services was awarded a contract by the joint venture Future Hub Region Thun AG to construct and commission a new combined heat and power plant to generate both electricity and heat. This particular process is known as "power-to-heat" and converts surplus electricity into heat. The latter is then delivered to homes and businesses in the Thun region for heating and hot water. Completed in September 2023, the new power station reduces demand on existing electricity grids and thus lowers the risk of grid instability. —



1 electrode boiler installed
 10 months of work
 20 MW of capacity

CITIES

From providing electrical and thermal energy to installing communication systems and supplying and operating surveillance systems and services, Equans gives cities and regions the solutions they need.



Next-generation public lighting infrastructure for Santiago de Chile

Equans has signed a 15-year contract for the maintenance and replacement of streetlights throughout the Santiago Metropolitan Region, with the goal being to improve both energy efficiency and quality of life.

3,328 lights were replaced in Maipú between August 2023 and March 2024, while 3,725 lights were upgraded in Puente Alto and 5,190 in Villarica. The contract covers converting to LED lighting and a remote monitoring and control system designed to ensure flexibility and energy savings. —

58%

Annual energy savings of 58%, equivalent to 3,524 tCO₂e avoided.



"Connecte Châlons" (France): Smart City

Launched in June 2023, "Connecte Châlons" is the first smart region project to unite four local authorities in eastern France, thereby bypassing traditional administrative boundaries to improve the management of public services. This 12-year Global Performance Contract was awarded to the consortium led by Equans France through its subsidiary Bouygues Energies & Services, in partnership with Aximum and Onepoint. The project will provide an opportunity to radically and sustainably transform the region by upgrading public facilities (public lighting, cameras, traffic lights, etc.) to be connected and remotely managed from a control center. Besides boosting the region's development and attractiveness, it will help to improve the quality of service provided to users while reducing the energy use of local authorities.

- ➔ Approaching an average reduction in energy use of 79% for street lighting and 33% for public buildings.
- ➔ All public lighting cabinets and over 2,000 lights controlled remotely.
- ➔ 61 new buildings to use a BMS (Building Management System).

100% of video surveillance cameras upgraded

7,290 lights converted to LED

BUILDINGS

We improve the energy efficiency, safety, and working environments of buildings through construction, refurbishment, maintenance, and technical engineering. We strive to optimise performance, safety, and comfort while reducing environmental impact.



Humber Meadows Long-Term Care Home (Canada)

Canadian Equans subsidiary Plan Group installed the heating, ventilation, and air conditioning systems at the Humber Meadows Long-Term Care Home in Ontario. Located on the grounds of one of Canada's largest regional hospitals, this project was meticulously planned in order to optimise the construction process, using a number of different methods to speed up construction, such as modular construction and fast-track procurement. Plan Group delivered four healthcare facilities in 2023, including Western Memorial Regional Hospital and Bayers Lake Community Outpatient Center, thereby significantly improving healthcare infrastructure across Canada. —

320 beds	The home will have 320 beds.
5	Equans to work on five major Canadian hospitals in 2024.
< 2 years	Less than two years were required to design and build this care home under a priority government programme.

INFRA-STRUCTURE

Equans' specialists design, connect, install, and maintain the city and road infrastructure that keeps regions running. They provide a safe and efficient environment for residents — both pedestrians and road users.



Renovation of the Kennedy Tunnel's lighting and signage (Belgium)

The Kennedy Tunnel represents a major artery for road, rail, bike, and pedestrian traffic in Antwerp. It spans 690 metres and links two motorways. Equans replaced its lighting with a new LED system with smart control. The tunnel's sound, signage, evacuation, and cabling systems were also updated. Equans will provide maintenance for the lighting system for four years. These upgrades all serve to improve road safety, user comfort, and energy efficiency. —

-76%	Annual energy savings of 76%, equivalent to 42 tCO ₂ e avoided.
373 MWh	373 MWh of annual energy use from the lighting system prior to renovation.
90 MWh	90 MWh estimated annual energy use with the LED lighting system.

Building Energy Performance Contract (France)

Equans entered into an energy performance contract with Vitrolles in the south of France, underscoring the faith the town has in Equans' ability to spearhead its energy transition. This eight-year contract concerns 60 public buildings, totalling around 100,000 m². Through extensive renovation and innovative solutions like centralised management systems, Equans aims to reduce energy use by 34% and CO₂ emissions by 42%.

Transport: Equans at the heart of the Grand Paris Express

In France, our subsidiaries Axima, Bouygues Energies & Services and Ineo are at the heart of the opening of a new station at Paris-Orly Airport, which will be served by lines 14 and 18 of the Paris metro. In partnership with the Groupe ADP and the Société des grands projets, Equans has installed major components. On the building side, the teams worked on the heating, ventilation, air conditioning (HVAC) and smoke control installations, plumbing, fire safety systems (FSS), high-voltage and low-voltage electrical installations and corrugated networks, anti-intrusion systems, as well as video protection. On the transport side, our staff also carried out ventilation work and installed platform fronts and signalling systems. These installations will guarantee comfort, safety, service reliability and energy optimisation for clients, users and the transport operator.



OUR SPECIALITIES



Nuclear

Equans Nuclear's expertise is on hand in France, the United Kingdom, and Belgium, with teams highly specialised in HVAC, electrical engineering, mechanical engineering, and auxiliary power systems. Our three subsidiaries, Axima Nucléaire, Ineo Nucléaire, and Bouygues Energies & Services EDG, carried out implementation and performance studies during the construction of the new Hinkley Point C EPR power station in

the United Kingdom. They also designed, supplied, and fitted electrical, radiation protection, and HVAC systems, as well as the station's emergency generator sets.

- ➔ 7% of the UK's electricity needs will be met by this new power station, equivalent to over 6 million homes
- ➔ 1 million tonnes per year of CO₂ emissions will be avoided



Data Centers

The Vantage Data Center, located in the south of Milan, Italy, consists of four buildings occupying a surface area of 100,000 m². Equans subsidiary Bouygues Energies & Services was made responsible for developing the first two buildings, each of which has an IT load capacity of 16 MW. Each building has four data rooms, a cooling system located on the roof, and a power supply provided by 11 technical rooms with a 4N5 redundancy strategy. Seventy-one Equans experts are presently working on all the technical details, from the foundations to the final handover.

- ➔ 7 months of structural work
- ➔ 20 months of work expected in total
- ➔ 65 km of underground electrical systems (including fibre optics) to install



Ground transport and Green Mobility

French Equans subsidiaries Ineo and Bouygues Energies & Services (BYES) are leading the way in electric vehicle charging solutions! Ineo builds ultra-fast charging stations, examples of which have been installed in Brittany for Atlante Energy. BYES, meanwhile, has secured a national installation and operation contract for charging infrastructure in Effia group car parks. Once the 1,100 existing charging stations were incorporated, new ones were launched in Lille and Grenoble at the beginning of 2024. Aéroports de Paris also chose BYES to supply, install, and maintain its charging stations (including 6,000 new charging stations over eight years).

- ➔ Ineo: 30 local, coordinated branches with IRVE (*Infrastructure de Recharge de Véhicule Électrique* – “Electric Vehicle Charging Infrastructure”) certification to ensure standardised recharging station installation
- ➔ BYES: by the end of 2024, at least 800 additional charging stations are scheduled to be installed under the Effia contract



Energy Production and Renewable Solutions

Equans' US subsidiary Conti LLC installed a new solar power generation system at the Ocotillo Wells solar farm in California. Conti is building the solar power plant, its grid, and its battery energy storage system (BESS). This new system ensures:

- ➔ increased stability of the electrical grid during peak demand
- ➔ the provision of standby power for Ocotillo clients
- ➔ remote supervision of the two generation systems and real-time handling of client requests



Equans Digital

With 9,000 experts in 20 countries, our subsidiary Equans Digital supports the transition of our clients from regional authorities and the industrial and service sectors by implementing the latest digital solutions in their projects. Our teams are arranged into four divisions: robotics, BIM (digital mock-ups), data and artificial intelligence, and automation.

Our firmly established identity as a multi-technical integrator and maintainer of digital technology means our solutions and services are fully tailored to our clients' needs: robotics and production unit automation, sustainable public lighting and transportation management solutions, and a wide range of smart building solutions (audiovisual systems, BIM services, data management, etc.).

In France, PIMCO Prime Real Estate turned to Equans Digital to act as a Master System Integrator in order to secure and maximise the value of several of its real estate assets in the Paris region by optimising all its data handling using a Building Operating System (BOS). Equans Digital brought a number of teams together to implement this BOS solution: Smart Building integration and maintenance, Data Management, Cybersecurity, Building Management Systems (BMS-CTM), and more. The end result was more flexible, more service-oriented buildings that are more efficient in terms of energy, environmental sustainability, technical performance, and usage.



Maritime and Offshore

Specialising in the preventive and corrective maintenance of ships, our French subsidiary CNN MCO has been maintaining various classes of vessel in operational condition for almost 20 years, from police patrol boats to deep-sea patrol boats and electromagnetic propulsion research vessels. This year, CNN MCO secured a new seven-and-a-half-year contract with the French Navy for the maintenance of three amphibious helicopter carriers, while also continuing its maintenance contract for the SOMME command and replenishment tanker. The subsidiary is responsible for coordinating all the work necessary (painting, structural work,

plating damage, etc.) to provide both a thorough overhaul of the vessels and upgrades to certain components.

- ➔ 250 on-board tasks carried out per day under the supervision of CNN MCO as global project manager
- ➔ Between 150 and 200 subcontractors on average per day working on board
- ➔ CNN MCO has been in charge of maintaining amphibious helicopter carriers and command and replenishment tankers in operational condition since 2022 and 2015, respectively



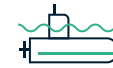
Airport

Equans to overhaul Terminal 1 at Schiphol airport in the Netherlands.

This colossal project involves completely transforming the 24,000 m² terminal, creating three new sections and 5,000 m² of new retail space. Equans will replace most existing systems (evacuation systems, fire alarms, extinguishers, electrical and mechanical systems, etc.) with energy-efficient ones and build two new technical rooms. The overhauled terminal is scheduled to open in mid-2025. Meanwhile, the shops in the terminal will be able to resume business on temporary premises, and

an ingenious rotation schedule will ensure that any inconvenience to passengers and other stakeholders is kept to a minimum.

- ➔ Sustainable building materials to cut energy consumption
- ➔ Fully digital 3D modelling (BIM) for engineering and document management
- ➔ The terminal will remain operational throughout the works



Defence

Through its joint venture VIVO, Equans provides maintenance and repair services for 20,000 buildings belonging to the British Armed Forces, as well as bases and accommodation used by the US military visiting forces (USVF).

- ➔ VIVO acts not only as a maintenance service provider for the British Armed Forces but also provides decarbonisation solutions
- ➔ Five new contracts were secured in 2023, including facilities management for the UK government's Defence Science and Technology Laboratory (DSTL)





Hydrogen

Hy2B Wasserstoff GmbH has entrusted our German subsidiary Kraftanlagen Energies & Services with the planning, construction, and commissioning of a green hydrogen production plant on the future site of the Pffenhausen hydrogen innovation center. It will consist of a 5 MW alkaline electrolyser to split hydrogen and oxygen from water, a compressor, and a refuelling station. Kraftanlagen will also be responsible for the power supply and any other facilities required for the plant's operation. Scheduled for completion in November 2024, the facility will produce

an average of 1,200 kg of green hydrogen per day to fuel regional public buses, among other things.

- ➔ Green hydrogen compressed to 450 bars for ease of transport to refuelling stations
- ➔ Power supplied by solar panels
- ➔ A significant boost to the region's energy security and production capacity



Food & Beverage

Viennese bakery chain Ankerbrot turned to Equans to modernise its production center in Lichtenwörth, Austria. Our specialists devised and installed the heating, ventilation, and air conditioning system, which includes technology for refrigeration, monitoring, and control. The Upgrader 95°, an innovative heat pump that uses natural fluids, harnesses waste heat to supply the hot water needed for production processes.

- ➔ A high-bay warehouse housing 2,000 refrigerated storage compartments
- ➔ A 30% reduction in energy use thanks to the new systems



Biotechnology and Pharmaceuticals

Equans teamed up with Belgian company Quantoom Biosciences to design and develop a platform for the production of messenger RNA (mRNA), a molecule used in vaccines and RNA therapeutics. Thanks to the talents of our experts in automation, robotics, and electrical engineering, we were able to develop an innovative machine capable of producing large quantities of doses cost-effectively in a reduced space.

- ➔ An automated mobile mini-lab that can be set up easily anywhere in the world
- ➔ The equivalent of a compact 30 m² production plant that fits into a shipping container
- ➔ Cost-effective vaccines for the prevention of infectious diseases on every continent



Microelectronics and New Technologies

Envision AESC's battery gigafactory in Douai, France, is an ambitious project that has kept Equans teams busy from the outset, working on the design all the way through to the installation of the site's interior fittings. Axima Industries des Procédés, an Equans subsidiary, is in charge of electrical systems, cleanrooms and anhydrous rooms, heating, air conditioning, and ventilation systems, as well as black utilities and process utilities. Another Equans subsidiary, Ineo Infracom, is handling the IT infrastructure, including computer and WiFi networks, data center cabinets, unified

communications, video surveillance, access control, and PA systems. Finally, Equans is providing fire safety systems for the factory through its subsidiary Axima Sécurité Incendie.

- ➔ 100,000 m² of factory floorspace and a workforce of 590, including 90 supervisors, working for a year and a half
- ➔ 30,000 sprinkler heads fitted, covering an area of 270,000 m²
- ➔ Equans is also involved in two other gigafactory projects in France: ACC in Douvrin and VERKOR in Dunkirk



A DEDICATION TO OVERALL PERFORMANCE: THE WOMEN AND MEN OF EQUANS

Above all, Equans is a people-centred project, and the company knows it can rely on the expertise and passion of the women and men it employs to drive innovation and ensure the highest standards of service.



☺ Mentoring

"I always wanted a hands-on job. I've been working for Axima Réfrigération for five years now. The different training courses I've taken and the knowledge I've picked up from colleagues helped me improve quickly."

LEANA KAHALED PAYAN,
Refrigeration Technician, Axima,
an Equans France subsidiary



☺ Graduate Programme

"The purpose of the Graduate Programme is to attract and foster highly qualified young talent. The outcomes are swift career growth at Equans and the chance to be included in future succession plans."

ELLY CAMFFERMAN,
Leadership and Talent Manager,
Equans Netherlands



☺ Training

"Winning our internal Innovation Awards competition with the Air-Flow Escape Game (*Escape Game Aéraulique*) raised our profile both inside and outside the company. This fun training course was the most popular choice at Axima in 2023. Colleagues from three countries, schools, and external companies have all participated."

EMMANUEL RAMBAUD,
Head of the Centralised Testing
Department, Axima,
an Equans France subsidiary



☺ Traineeship

"I really like working with trainees because I think it's important to pass on our skills. My training supervisor was the one who provided me with the energy, drive, and enthusiasm typical of the Compagnons des Energies."

CHARLES ANTUNES HENRIQUES,
Compagnon des Energies and
Plumbing and Heating Engineer
at Bouygues Energies & Services,
an Equans France subsidiary

☺ Success and equal opportunities

"I started my career as a receptionist at Bouygues Construction in the UK before working my way up to executive assistant. I then joined the procurement team where I acquired a whole range of new skills. Now I'm Director of Procurement and CSR at Equans, working to implement sustainable practices that make a positive impact."

AMELLE MESTARI,
Procurement and CSR Director, Equans UK & Ireland,
Co-Chair of the WOMEN Together DE&I network



☺ Entrepreneurship

"The possibilities are endless at Equans. Thanks to the enthusiasm of our teams, we're able to achieve some truly incredible things."

CJ ASHLEY,
Director, Estimating & Pursuits, Plan Group,
an Equans North America subsidiary



☺ Inclusivity

"I enjoy working at Equans because, despite my disability, I feel like I belong. As soon as I arrived, I was able to perform the tasks required of me without any problems, and my colleagues were always supportive."

VICENTE SANGAMA SHUPINGAHUA,
Maintenance Assistant, Equans Peru



☺ Gender diversity – exceptional women

"I'm proud to be on the first women's committee created within Equans Services Canada & US and to work alongside talented, driven, and inspiring women. We can't wait to break down barriers and pave the way for new opportunities for women in our field!"

CLAUDIA BERGER,
Director of Sustainability, Equans Canada

COMMITTED



TO SUSTAINABLE,
RESPONSIBLE
PERFORMANCE

Committing to a sustainable business model, driving forward our clients' low-carbon transitions, unleashing and fostering the talent of our employees, and supporting our clients with the best teams available — this is the shared responsibility that underlies everything we do.

OUR ENVIRONMENTAL ACTION PLAN

Our aim is to implement our own solutions for ourselves and be recognised for our ambitious environmental approach and leading role as partners in our clients' transitions to a low-carbon, sustainable world.

An environmental approach that is an integral part of our projects

We strive to incorporate environmental concerns into all our day-to-day practices. This includes driving decarbonisation, optimising resource usage, and protecting biodiversity through the active involvement of our employees, partners, and clients. Our goal is to develop a model based on tangible, measurable actions for each of our segments that yields benefits for both our company and the environment.

A vision driven by three environmental priorities

- ➔ **Reducing our scope 1 and 2 CO₂ emissions** by 42% and our scope 3 emissions by 52% (in terms of intensity) by 2030 are the first two major challenges. Our plan is in the process of being certified by the SBTi. Our intention is to reduce both our own carbon footprint and that of our clients by taking comprehensive action – tackling our own emissions and our partners' emissions and developing innovative solutions for our clients' avoided emissions.
- ➔ To contribute towards the fight against global warming, we also want to **promote the circular economy** as a way of conserving our planet's natural resources through recycling.
- ➔ Lastly, on our solar projects, we also foster local ecology through **partnerships with local authorities and nature conservation organisations in order to protect biodiversity**.

A committed workforce

Our employees are eager to play their part in decarbonising our company and do so through voluntary individual measures or through active communities. A number of useful tools are available to them: the in-house **R€-u\$e Corner** platform is used to exchange materials or surplus stock, and several tools are used to calculate a project's carbon emissions or assess how a project affects biodiversity. Our aim is to make more systematic use of these tools.

Responsible partners

Our sourcing policy has three major priorities: reducing the environmental impact of sourcing, developing a sustainable supply chain, and ensuring a responsible approach throughout sourcing. It embraces low-carbon innovations, the circular economy, and a "zero waste" policy on building sites. This drive means that we can get our suppliers involved in our responsible approach through our meetings with them. Over 100 suppliers have chosen to adopt our approach.

Sustainable client support

We are committed to making our clients' environmental transitions a reality, thereby fostering trust and loyalty. By offering sustainable solutions at every stage of our collaboration – ecological footprint analysis, energy-efficient design, responsible purchasing, low-carbon sites, and decarbonisation of operations – we reaffirm our values and enhance our long-term appeal.



WE IMPROVE
OUR CLIENTS'
ENVIRONMENTAL
FOOTPRINT

CLIMATE SOLUTIONS FOR OUR CLIENTS

Throughout the collaboration process, Equans creates, recommends, and delivers solutions that contribute to the decarbonisation of its clients' activities and to the ongoing fight against climate change.



“Our aim is to have a positive, tangible impact on the environment through our partners and clients.”

ANA GIROS,

EVP in charge of Strategy, Development, CSR and the Belux* and ANZ** regions

*Belgium and Luxembourg
**Australia and New Zealand

Carbon Shift

500 experts in consulting and implementing climate strategies in France, the Netherlands, the UK, Belgium, and Canada.

Boosting the shift to a low-carbon world

Capitalising on its technical expertise in both decarbonisation and energy efficiency, Equans launched Carbon Shift, a comprehensive approach designed to assist clients in their transition to a sustainable, low-carbon business model. Uniting several hundred experts and close to 100 specialist solutions, Carbon Shift provides companies and local authorities with a pragmatic, resourceful, and efficient approach covering the entire decarbonisation value chain, from consulting to drafting a budgeted strategy, through design, implementation, and performance monitoring.

Promoting the circular economy

Whenever possible, our projects include the recycling of materials recovered from deconstruction. We then track the reuse process to ensure that they are used as effectively as possible. Initial projects involving the reuse of plumbing fixtures and fittings have also begun to be implemented.

Limiting negative effects on local biodiversity

To provide clients with the best possible support for their solar energy production projects, Equans developed a guide to the conservation of biodiversity

during the construction and maintenance of solar power plants, with the purpose of protecting and encouraging local flora and fauna.

EQUANS CAN PROVIDE SOLUTIONS IN 5 KEY AREAS

- ➔ **Producing renewable energy through support for clients in the development of energy infrastructure, such as solar farms, photovoltaic systems, microgrids with storage, wind turbines, etc.**
- ➔ **Capturing CO₂ emissions: the technology is available but still in its infancy.**
- ➔ **Consuming less: Equans boasts a comprehensive range of solutions, including some of the most efficient in the world, such as low-, medium-, and high-temperature heat pump systems and interseasonal thermal energy storage systems like ATES (Aquifer Thermal Energy Storage) or BTES (Borehole Thermal Energy Storage).**
- ➔ **Consuming flexibly: Equans can provide BESS energy storage solutions, green hydrogen production, and the Green Heat Module high-temperature thermal storage system.**
- ➔ **Consuming greener: this means electric solutions for transportation, converting gas systems to electrical systems, and using electricity to produce heat.**



Stoos Lodge Hotel: an energy efficient funicular

Stoos Lodge is located in the heart of the Swiss Alps at an altitude of 1,300 metres. Tasked with installing heating and cooling systems and automating the building, Equans developed an innovative solution for heating the building using the energy generated by the brakes on the resort's funicular. The end result: 41,000 litres of oil saved every year.

Equans is upgrading the current fermentation plant in Echten to extract heat energy from the water treatment plant. The project also features a new sustainable gas facility designed to process the biogas and deliver it to the natural gas distribution grid, which will supply 2,000 homes by 2025. Also, 100% of the CO₂ generated during the production of the biogas will be captured and transformed into Bio-CO₂.

Netherlands: the WDOD plant in Echten converts sewage sludge from wastewater treatment into biogas



WE SHARE THE REWARDS OF OUR SUCCESS WITH OUR EMPLOYEES

A COMPANY THAT GIVES WORK MEANING AND NURTURES EMPLOYEES

Equans is privileged to operate in fields that are relevant to the crucial need to reduce the carbon footprint of cities, regions, and industries. This is a major factor in our appeal. Equans nurtures and supports its employees so that they can achieve their full potential. The “Our Teams” HR scheme enables each manager to implement practical solutions designed to encourage employee involvement and satisfaction.

Inspiring people – while tackling global issues

To meet the requirements of its various core activities, Equans has taken an innovative approach to employer branding and recruitment strategy. The company has attractive co-optation programmes, which allow countries like the Netherlands and Canada to fill 20% of their vacancies using this method. Equans also launched an ambassador programme in 2023 that is aimed at promoting employee pride and involvement among over 1,000 employees in 2024. Furthermore, Equans is dedicated to promoting its activities among students through a variety of initiatives and partnerships, such as forums, job fairs, CV workshops, and site visits. Internships and work-study schemes are a great way to recruit. Work-study participants account for 5% of the total workforce worldwide and 8% in France, with a subsequent recruitment rate of over 50%. In France, the United Kingdom, the Netherlands, and Canada, graduate programmes have been set up to provide young graduates with specific guidance combining international mobility and training.

Nurturing

By aiming to establish itself as a *learning company*, Equans believes that training not only represents an investment in the future but also a potent

source of attractiveness and a means of winning the loyalty of its employees. Equans Academies therefore provide a great opportunity to nurture advanced technical skills. Through its “Create Our Technicians” programme, the Equans Academy in Belgium is contributing to the company’s recruitment and repositioning initiatives by taking on candidates who have received no prior training in the skills sought by our various entities. The *Ordre des Compagnons des Energies* in France is another means of passing on knowledge, which will soon be extended to Belgium and Switzerland. It identifies outstanding employees based on their skills, their ability to share their knowledge, and their overall attitude. Equans devotes considerable energy to increasing the number of women employed in its various areas of activity. For instance, in France, for the third year running, the “Electra” vocational retraining programme has been paving the way for women to qualify as building electricians. Equans also actively promotes initiatives aimed at supporting its employees’ development, including job mobility, mentoring, and networking opportunities with experts.

Supporting

The Equans management model is built around a set of core strengths embodied by our managers, one of which is *Servant Leadership*. By fostering community spirit and imbuing



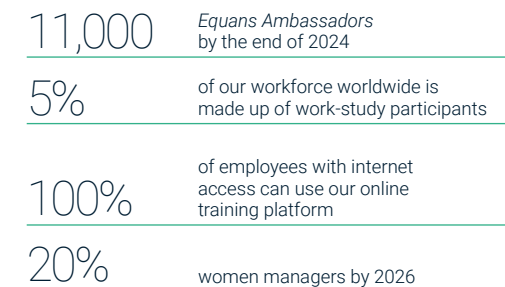
The Equans Foundation

In 2024 Equans creates its own Corporate Foundation to fund a range of employee-led projects. These employees will be able to sponsor social initiatives aimed at tackling energy poverty or helping to provide training in the energy and services sectors for people excluded from the labour market. This Foundation reflects the Group’s commitment to driving forward the transition to a sustainable, low-carbon world.

work with a sense of purpose, *servant leaders* inspire trust and motivate teams to give their very best. Equans creates a caring, inclusive work environment. Diverse backgrounds and experience allow the company to guarantee a wide variety of perspectives, which is essential for driving innovation and bringing the very best solutions to our markets. The company has also made disability a core part of its inclusion policy by ensuring its premises are accessible and by organising awareness-raising initiatives. In keeping with its gender diversity policy, Equans also aims to increase the number of women in its teams and management positions. It has set itself the target of increasing the proportion of female managers to 20% by 2026 and has set up development programmes such as *Women in Leadership* in the UK.

Sharing value

Equans uses a compensation system that allows teams to share created value: collective and individual sharing and, in some countries, Bouygues Group employee stock ownership.





COMBINING DECARBONISATION AND BUSINESS PERFORMANCE LET'S MAKE IT REAL!



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