

# 2024 INTEGRATED ANNUAL REPORT



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# at a glance

SUMMARY PRESENTATION  
OF THE APAVE GROUP

*Discover in this booklet the concise presentation of the Apave Group.*

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## 2024: a year of transformation

**RÉMI SOHIER:** 2024 once again confirms the Group's ability to transform and adapt to technological developments and the new expectations of its customers. In line with its history spanning over 150 years, Apave has used this year to further internationalise and digitise. Its primary objective remains to make the extensive expertise of its personnel even more efficient and readily available to ensure risk management across an ever-wider spectrum of human activities. The Board of Directors guarantees this strong commitment, which logically translates in 2024 into an improvement in almost all of our performance indicators and the Group's results.

« Apave has used this year to further internationalise and digitise. »

**PHILIPPE MAILLARD:** The year 2024 has enabled the Apave Group to continue its transformation with strong organic and external growth dynamics, accelerated by a major acquisition in North America.

There are now 17,500 employees, present in nearly 60 countries, who contribute daily to:

- meeting the needs of Apave's customers worldwide, whether for an occasional or a daily assignment at their sites;
- identifying, preventing and managing risks at all levels: across an entire Supply Chain, in a factory or on simple equipment.

I am proud of the transformation undertaken. Our Group is now stronger, our reputation is growing, our geographical footprint is expanding, our offering is enhanced with innovations, and our teams' commitment is increasing... All these assets reinforce my confidence in the Group's ability to meet the challenges ahead.



**Rémi Sohier**  
Chairman of the Board of Directors



## 2025: a solid trajectory for a safer future

**RÉMI SOHIER:** The Apave Group's roadmap for 2025 is clear, in line with our strategic plan. Despite the uncertain economic and geopolitical situation, Apave plans to continue on its growth and performance trajectories in all its main business activities. We will continue to focus on all levers enabling us to be even faster, more readily available and more efficient, with an unwavering commitment to our ethical and managerial values. We will continue to strengthen Apave's international position as an increasingly recognised third party. With solid results, a united team and an ambitious vision, Apave aims to be an even more reliable and efficient partner alongside all economic stakeholders, wherever they are and whatever their activities.

**PHILIPPE MAILLARD:** 2025 will be, for Apave, a year of continuity with the ongoing implementation of our 2021-2025 strategic plan.

It will also be the year we build our new 2030 ambition. We will develop it with our stakeholders, by consulting

and listening to them. In this period of great geopolitical and macroeconomic uncertainties, our business activities and our expertise are more than ever at the heart of the solutions that our company and our societies need to restore confidence and meet the challenges that lie ahead:

- managing factories, infrastructures or buildings by ensuring safety and seeking to optimise their performance;
- qualifying and certifying equipment, products or skills to move forward in complete safety;
- creating trust among all players in a Supply Chain or production line, who may be located on several continents but who are working towards the same goal;
- acting to build digital trust and pragmatic decarbonisation models.

All these areas of expertise will contribute to building the world of tomorrow as Apave has always done for over 150 years.

« Our business activities and our expertise are more than ever at the heart of the solutions that our company and our societies need »



**Philippe Maillard**  
Group Chief Executive Officer

## AMBITION

# There can be no successful and sustainable **transitions** without **trust** and **safety**

Today's world is going through numerous transitions that we must manage: **ecological transition, energy transition, digital transition.**

All of them call for new ways of producing and consuming.  
All of them call for the implementation of new technologies.  
All of them bring about new professions.

But all have one thing in common: the solutions implemented bring about new risks that must be prevented and controlled...  
Otherwise, there can be no successful, sustainable and safe transitions.

## TRANSITIONS

Since 1867, Apave has always supported transitions: first industrial, then environmental, energy-related and now digital, constantly adapting its risk management expertise and helping its clients to identify and manage their risks.





## TRUST

Apave's original mission is to be a "trusted third party". This mission is carried out thanks to numerous accreditations, the number of which is constantly increasing in a wide range of fields or sectors, to enable our clients to develop their own ecosystems of trust.

## SAFETY

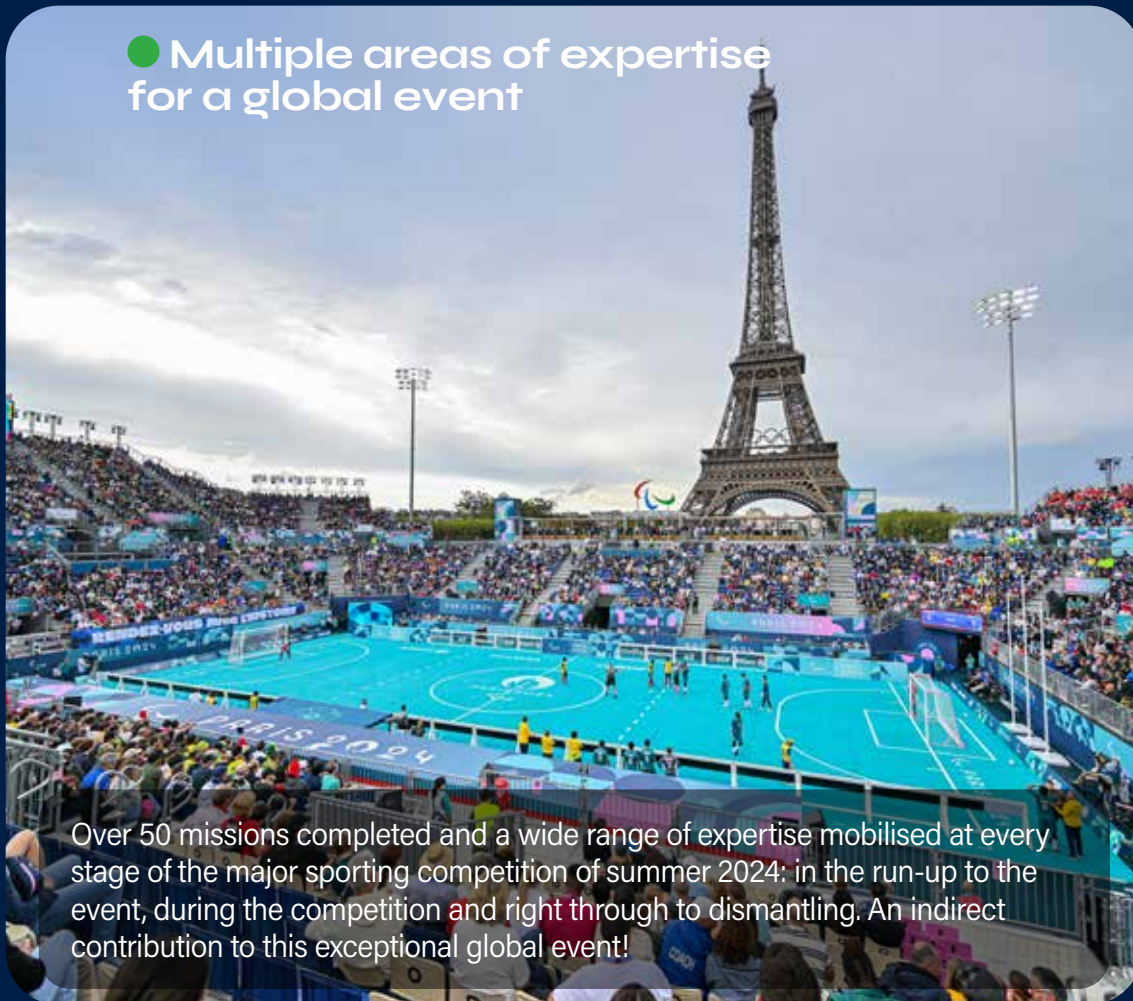
Safety is the foundation of all progress. Preventing, monitoring and managing risks to ensure safe living spaces and secure working environments has been Apave's core purpose since 1867.





# 2024, A YEAR AT THE HEART OF HISTORICAL EVENTS

## ● Multiple areas of expertise for a global event



Over 50 missions completed and a wide range of expertise mobilised at every stage of the major sporting competition of summer 2024: in the run-up to the event, during the competition and right through to dismantling. An indirect contribution to this exceptional global event!



## ● Notre-Dame de Paris : Apave, a key player in its rebirth

After 5 years of work, Notre-Dame de Paris reopened its doors to the public in December 2024. Throughout these 5 years, Apave was present, ensuring that general prevention principles were implemented and respected during all securing and restoration works, so as to welcome the public safely today.

# 2024, A YEAR OF DEVELOPMENT



## ● Apave establishes itself in North America

With the acquisition of IRISNDT at the end of 2024, Apave gained a significant foothold in North America (USA and Canada) and strengthened its presence in Australia and the United Kingdom.

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## ● 25 acquisitions since 2020

In 2024, Apave finalised 7 new acquisitions, bringing the total number of external growth operations carried out under the 2021-2025 strategic plan to 25. This dynamic allows the Group to enrich its expertise, strengthen its geographical presence, particularly internationally, and develop its client portfolio.



# 2024, A YEAR OF MOBILISATION, COMMITMENT...

## ● Safety in the workplace



**4 safety behaviours** for all.  
An ambition: Objective Zero Accidents

## ● Health at work



## ● Apave Climate School, the sustainability school

Nearly **8,000** employees have completed the 2 mandatory modules.



## ... AND AWARDS



### ● WORLD'S BEST COMPANIES 2024

The Apave Group is featured in the 2024 ranking of the 1000 "World's Best Companies" compiled by the prestigious TIME magazine.



### ● EMPLOYEUR 2024 CAPITAL MAGAZINE

The Apave Group holds 5<sup>th</sup> place in this 2024 ranking of the best employers in the business sector: Ingénierie et Contrôle (Engineering and Control).

### ● ECOVADIS GOLD 77/100

(vs 72/100 in 2023)





# 2024, A YEAR OF ACTION AROUND THE WORLD



Tumaini Open School / Tanzania  
Installation of solar panels



Yann Arthus Bertrand / Angoulême / France

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Odyssée Nantes / France  
Together against breast cancer



Run for planet / France

The premises of the branches in Lille (Nord, France), Bordeaux (Gironde, France), Le Mans (Sarthe, France) and Angoulême (Charente, France) were transformed into photo studios under Yann Arthus-Bertrand's lens as part of his project "Les Français et ceux qui vivent en France" (The French and those who live in France). An unprecedented partnership initiated by Apave.

# 2024 KEY FIGURES

## TURNOVER

**€1.4 Bn**

up by nearly 50% since 2019,  
nearly 10% organic growth

**32%**

SHARE OF GROUP  
TURNOVER  
GENERATED  
INTERNATIONALLY

## TURNOVER BREAKDOWN BY BUSINESS ACTIVITY

**63%**  
INSPECTION

**14%**  
TRAINING

**10%**  
TESTS &  
MEASUREMENTS

**7%**  
CONSULTING &  
TECHNICAL SUPPORT

**6%**  
CERTIFICATION &  
LABELLING



**17,500**

EMPLOYEES

including 12,000 engineers  
and technicians

PROPORTION OF WOMEN  
IN OUR TEAMS

**25.2%**

EMPLOYEE TRAINING

**23** HOURS

of training per employee

EMPLOYEE ENGAGEMENT

**57%**

+10 points vs 2020



## EXTERNAL TRAINING

**630,000** CLIENT TRAINEES

were trained at Apave training centres, enabling them to maintain or improve their employability by obtaining qualifications or certifications (i.e. + 12% vs 2023)

## CLIENT SATISFACTION NPS

**+41**

+ 5 points vs 2020

## SPONTANEOUS NOTORIETY

**77 %**

+ 21 points vs 2020

**7**

## acquisitions completed in 2024

bringing new expertises, new clients, and new geographies:

- **APTH BVT** - Transport of dangerous goods (France)
- **ERASM (Certifer)** - Consulting and support for certification (France)
- **PIM** - Asset integrity management solutions (United Kingdom)
- **PPL Training** - Occupational safety professional training (United Kingdom)
- **IRISNDT** - Non-Destructive Testing Inspection (USA, Canada, United Kingdom and Australia)
- **CND Service** - Non-Destructive Testing Inspection (Italy)
- **ISOCERT** - Management systems certification (Poland)

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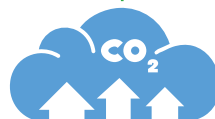
## SAFETY



**3.47** WORKPLACE ACCIDENT FREQUENCY RATE  
vs 5.18 % in 2023

**0.22** WORKPLACE ACCIDENT SEVERITY RATE

## GROUP GREENHOUSE GAS EMISSIONS



**-9%**

between 2022 (79,574 tCO<sub>2</sub>eq)  
and 2024 (76,599 tCO<sub>2</sub>eq)  
at like-for-like





# ORGANISATION AND GOVERNANCE

The governance of the Apave Group is organised around a Board of Directors and an Executive Committee.

**The Board of Directors** determines the direction of the Group's business and oversees its implementation. **37.5% of its members are women.**

It is supported by **4 Committees**:

- Strategic Committee
- Nomination & Remuneration Committee
- Audit & Risks & CSR Committee
- Ethics Committee

**The Executive Committee**, under the responsibility of the Chief Executive Officer, is the Apave Group's management body. It implements the strategic orientations determined by the Board of Directors and ensures the operational management of the Group. It has 10 members including **one-third of women.**

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## THE EXECUTIVE COMMITTEE



**1 FABRICE PENOT**  
General Secretary

**2 ANNE DENUELLE**  
Human Resources Director

**3 PAUL NEEL**  
Finance Director

**4 BRUNO GSTACH**  
Managing Director,  
Apave Infrastructures et Construction  
France and Apave Développement

**5 CHRIS WEYERS**  
Managing Director,  
Apave North America

**6 EMMANUELLE BRUNET**  
Communications and Strategy Director

**7 PHILIPPE MAILLARD**  
Apave Group  
Chief Executive Officer

**8 CATHERINE NOAILLY**  
Managing Director,  
Apave Exploitation France

**9 ÉRIC SIMON**  
Managing Director,  
Apave International

**10 LAURENT KADOUR**  
Sales and Marketing Director

# Apave SA

Rémi SOHIER

**Chairman of the Board**

Philippe MAILLARD

**Chief Executive Officer**

## France Division

### Apave Exploitation France

- Inspection
- Training
- Tests & Measurements
- Consulting & Technical Support

### Apave Infrastructure and Construction France

## Specialised Entities Division

- Digital risks
- Certification
- Industrial Tests
- Transport of dangerous goods
- Non-destructive testing
- Aeronautics
- Rail
- Nuclear

## Apave North America Division

- USA
- Canada
- Australia
- United Kingdom

## Apave International Division

- Europe
- Middle East
- Africa
- Asia
- Iberian Peninsula
- Scandinavia
- Energy

## ORGANISATION

The Apave Group is structured around **4 operating entities** and **9 cross-functional departments**.



## CSR GOVERNANCE

The issues of Corporate Social and Environmental Responsibility (CSR) are addressed at multiple levels within the Group, as illustrated in the adjacent diagram. Each of the bodies met several times during 2024 to monitor the Group's progress and achievements in this area, with a particular focus on defining the new CSR strategy for 2030.

## LINKS WITH STAKEHOLDERS

Dialogue with the employee representative bodies also involved meetings, whether cross-functional or specific by topic (strategic direction, social policy, economic and financial policy, health, safety and working conditions, acquisition, creation, disposal of subsidiaries, relocation and fitting out of premises, etc.). Apave has a European Works Council which meets once a year.



## A COLLECTIVE APPROACH

Because tomorrow's challenges require a collective approach, Apave is a member of several organisations supporting the responsible transformation of businesses, such as:

### PROFESSIONAL FEDERATIONS IN ITS FIELDS OF ACTIVITY AND ASSOCIATED COMMITTEES

- FILIANCE, for France
- TIC Council: international federation of TIC (Testing, Inspection & Certification) Players
- FEDAOC: Federación Española de Asociaciones de Organismos de Control, for Spain

### PROFESSIONAL ORGANISATIONS

#### Companies / Institutions

- MEDEF France
- MEDEF International (Apave notably chairs the France - Poland Works Council)
- AMRAE: Management des Risques et des Assurances de l'Entreprise (Association for corporate risk and insurance management)
- CCIF Pologne
- CCIF: Chambre de Commerce Française pour les Émirats Arabes Unis (French chamber of commerce for the United Arab Emirates)
- Dirigeants commerciaux de France (Commercial leaders of France)
- CIAN: Conseil français des Investisseurs en Afrique (French council of investors in Africa)
- AICPN-France: Association mondiale pour des infrastructures de transport maritimes et fluviales, section française (World association for maritime and inland waterway transport infrastructure, french section)

#### Construction & Infrastructure

- FFB: Fédération Française du Bâtiment (French construction federation)
- FPI: Fédération des Promoteurs Immobiliers (Federation of real estate developers)

- TECNIBERIA : asociación española de empresas de ingeniería (spanish association of engineering companies)

#### Energy

- France Hydrogène
- GIFEN
- AVERE France
- Énergies renouvelables (SER)

#### Aeronautics

- GIFAS
- Avenir-Transport
- FNAM: Fédération Nationale de l'Aviation et de ses Métiers (National federation of aviation and its professions)
- ProAvia: association des acteurs français de l'aéroportuaire (Association of french airport stakeholders)
- UAF: Union des Aéroports Francophones (Union of french-speaking airports)
- ACI Africa: Association Internationale des Aéroports, zone Afrique (International airports association, Africa region)

#### Rail & Mobilities

- CARE Rail
- FIF: Fédération des Industries Ferroviaires (Federation of railway industries)

#### Logistics & Port

#### Telecom

- IUT: Union Internationale des Télécommunications (International telecommunication union)
- EUWENA: association professionnelle pour le déploiement des Réseaux Mobiles Privés en Europe (Professional association for the deployment of private mobile networks in Europe)

- AGURRE: Association des Grands Utilisateurs de Réseaux Radio d'Exploitation (association of major users of operational radio networks)

#### Sustainable transformation

- EpE: Entreprises pour l'Environnement (businesses for environment)

#### Mass Retail

- Enseigne et innovation (Retail brand and innovation)
- Perifem: syndicat de la grande distribution (Mass retail trade association)

#### Tourism

- Club des dirigeants de l'Hôtellerie internationale et de Prestige (Club of international and prestige hospitality leaders)

#### Industry

- France Chimie
- UITs: Union des Industries des Technologies des Surfaces (Union of surface technology industries)
- BEQUINOR: Asociación Nacional de Normalización de Bienes de Equipo y Seguridad Industrial (National association for the standardisation of industrial safety goods and equipment)

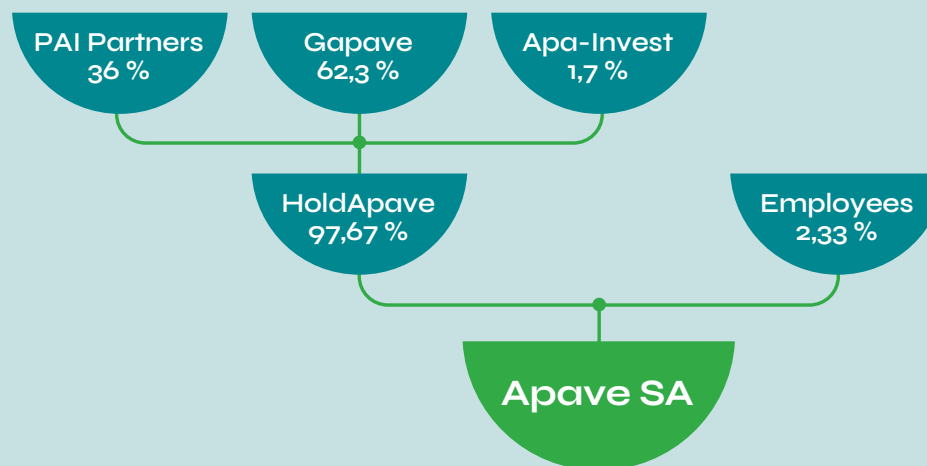
#### Health

- FNADEPA: Fédération Nationale des Associations de Directeurs d'Établissements et Services pour Personnes Âgées (National federation of associations of directors of establishments and services for older people)
- H360: association nationale des cadres et experts techniques hospitaliers (National association of hospital technical executives and experts)
- ACSES: Association des Chargés de Sécurité des Établissements de Soins (Association of safety officers in healthcare establishments)

# A UNIQUE BUSINESS MODEL

Founded in 1867, the Apave Group's business model has evolved over time to remain highly attuned to market realities and client requirements.

Having operated under an association model for nearly 150 years, Apave has been a private company (société anonyme) since 2011, with subsidiaries in France and internationally, enabling it to conduct its business and respond to its clients' needs.



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The shareholding of the Apave Group is currently unique, with 3 shareholders:

- Gapave, the association holding the majority of our capital
- PAI Partners, European investment fund
- Our employees

The alliance of these 3 shareholders enables Apave to combine public interest, employee commitment and financial resources in the service of its development and its business activities, which are essential to the lives of people and society.



## OUR PURPOSE

*Acting as trusted partner to make the world safer, more sustainable and source of shared progress*

# OUR BUSINESS MODEL

A service offering, focused on expertise and based on trust

## OUR MISSION

- **Support our clients** to enable them to conduct their business safely and securely
- **Prevent any risk** whether technical, human, environmental, digital
- **Trusted third party**

## OUR RESOURCES

### OUR EMPLOYEES

- **17 500** employees including **12 000** engineers and technicians
- Unique technical expertise, experience and know-how
- In-depth knowledge of risk management regulations
- Proud sense of belonging

### OUR ACCREDITATIONS AND KNOWLEDGE

- Nearly **500** genuine "licence to operate" approvals and accreditations
- A sustained training policy to maintain a high level of expertise
- A unique "inspector - trainer" model

### OUR ECONOMIC RESOURCES

- A stable shareholder base (Gapave, majority shareholder association)
- A strong financial structure

### OUR TERRITORIAL NETWORK

- A local presence (**130** branches in France)
- A presence in **60** countries, close to our clients

### NATURAL RESOURCES

- Consumption linked to team travel and the production of technical reports

## OUR COMMITMENTS

**1**

**Committed** to the health and safety of our employees

**2**

**Committed** to providing training on sustainable transitions to 100% of our employees and making them active players

**3**

**Committed** to decarbonising our activities

## OUR STAKEHOLDERS

Clients Employees Shareholders Partners Suppliers/Subcontractors  
 Certification/accreditation organisations Schools/Alumni/Recruitment candidates  
 Professional unions Territories/Government/Public authorities  
 Civil society Citizens NGO

## OUR ACTIVITIES

Apave's teams work with our clients through 5 business activities\*

INSPECTION

TRAINING

TESTS & MEASUREMENTS

CONSULTING &  
TECHNICAL SUPPORT

CERTIFICATION & LABELLING

\*Business activities carried out based on regulatory or non-regulatory standards, for all types of clients (private/ public), whatever their sector of activity or size

## VALUE CREATION

### SOCIETAL VALUE

- Ensuring compliance with regulations governing economic activities
- Contributing to building and strengthening trust between stakeholders
- Working in meaningful professions, serving the common interest

### SOCIAL VALUE

- Contributing to safer and more sustainable living and working environments
- Guaranteeing quality of life and working conditions for our employees

- Offering our trainees quality learning conditions and a welcoming environment
- Supporting clients in making their own transitions a success

### ENVIRONMENTAL VALUE

- Proposing solutions to prevent sources of pollution (air, soil, water)
- Proposing solutions to preserve and enhance the environment
- Proposing solutions to mitigate climate change
- Supporting our clients in their voluntary environmental initiatives

### ECONOMIC VALUE

- Accelerating the performance of equipment and organisations
- Sharing the value generated by the Group through employee shareholding
- Contributing to the growth of local job pools, in France and around the world

### A ROLE TO PLAY IN SUSTAINABLE TRANSITIONS

- Environmental transitions
- Energy transitions
- Social transitions
- Digital transitions

4

**Committed** to gender equality and the development of all our employees

5

**Committed** to working alongside our customers to help them make a success of their own sustainable transitions





# A GROUP THAT CONTINUES TO GROW AND TRANSFORM

In 2024, Apave continued the implementation of its 2021-2025 strategic plan. The Group has once again confirmed its ability to meet its objectives and realise its ambition for strong development and transformation towards becoming a leading global player.

# *A profitable and balanced growth*

Apave finished the year 2024 with a **turnover of €1.4 billion**, consequently achieving the target it had set for its 2025 ambition. This is the result of dynamic organic growth (nearly 10% across all regions) and a particularly intense external growth strategy with the completion of **7 acquisitions** during the year, including IRISNDT.

Between 2019 and 2024, Apave recorded an increase in its turnover of nearly 50%, with a notable rise in 2024 (+20% between 2023 and 2024). For the full year, the Apave Group now has a turnover of nearly €1.8 billion. The Group's operating margin continued its trend of steady improvement with a 1-point increase between 2023 and 2024, reaching almost 11%. The strategically targeted acquisitions of 2024 have enabled Apave to integrate new expertise, to expand or strengthen its presence in certain geographical areas, and to enhance its client portfolio.

## ● Apave has established a significant presence in North America

The acquisition of IRISNDT (Apave North America) provides the Group with a solid presence in the USA and Canada, geographies where the TIC market is experiencing significant growth.



● **Apave has strengthened its position in Europe** with the acquisition of:



**PPL Training**, a leading British provider of occupational safety and technical compliance training, enabling Apave to have a strong English-speaking training platform.



**CND Service**, an Italian company specialising in Non-Destructive Testing (NDT) and skills certification. This latest acquisition strengthens Apave's presence in Italy, which began in 1994 (30 years celebrated in 2024) and was consolidated in 2021 with the integration of Tecno Piemonte.



**ISOCERT**, a Polish company specialised and recognised in management systems certification, which strengthens the Group's Certification activity and Apave's presence in that country.



**PIM**, Scottish company; Apave has consolidated its expertise in asset integrity management for the energy and industrial sectors.

● **Apave has gained new expertise and assets in France.**

With the acquisition of **APTH** and **Erasm**, Apave has become a European leader in training for the transport of dangerous goods and has strengthened its consulting activities for players in the rail industry.



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Building on this development, international operations now represent, on a full-year basis, nearly **50% of the Apave Group's operational footprint.**



# *A new geographical...*



**APAVE, A PRESENCE  
ACROSS 5 CONTINENTS**

- **17,500 employees**
- **12,000 engineers and technicians**
- **60 countries**
- **180 training centres worldwide**
- **130 branches in France**
- **18 industrial test centres**

A GROUP THAT CONTINUES TO GROW AND TRANSFORM

**FRANCE**  
**9,400 employees**

**EUROPE**  
**2,900 employees**  
**16 countries**

**AMERICAS**  
**2,100 employees**  
**6 countries**

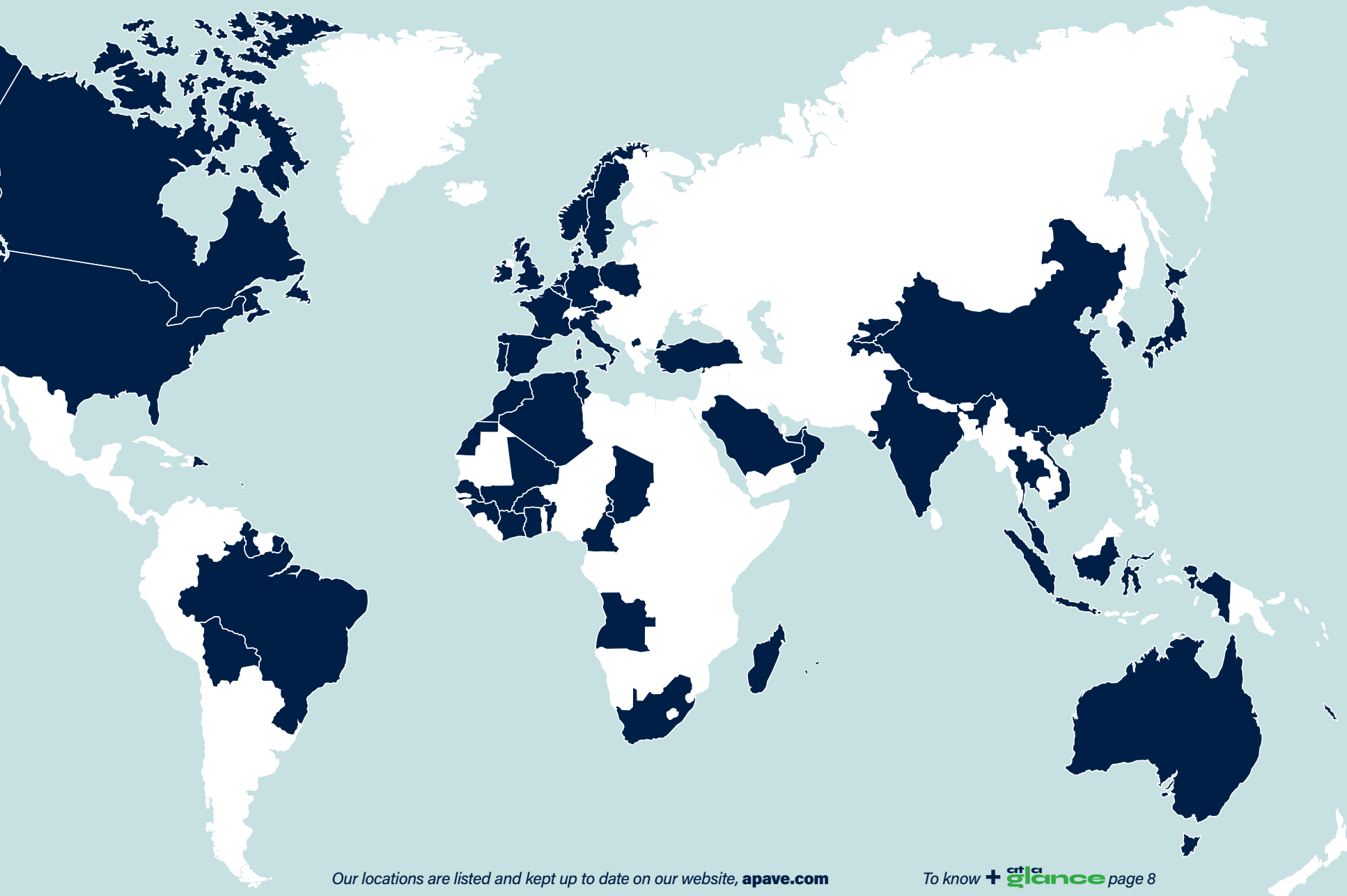
**MIDDLE EAST**  
**1,100 employees**  
**6 countries**

**ASIA**  
**1,050 employees**  
**9 countries**

**AFRICA**  
**800 employees**  
**17 countries**

**AUSTRALIA**  
**150 employees**





*Our locations are listed and kept up to date on our website, **apave.com***

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## ...and operational footprint

Apave's ability to support its clients' needs worldwide expanded considerably in 2024, across a **range of diverse areas of expertise.**

- More than **2,000 technicians** specialised in **NDT** (Non Destructive Testing)
- **200 ASME engineers** (American Society of Mechanical Engineers)
- A strong **Asset Integrity Management** (AIM) service offering
- A fully **European training offering**
- An **international capacity** to certify management systems



The strength of **an international group**, local approaches, and **local-based teams.**



# Listening to employees and clients: an essential lever for progress

Every two years, the Apave Group gives a voice to its employees and clients with the ambition of **"listening to them in order to progress"** through the Speak Up initiative.



The 3<sup>rd</sup> edition of this survey was carried out in June 2024 among all Group employees. Conducted by a specialised external body, it was offered in 9 languages (French, English, Spanish, Italian, Portuguese, Slovenian, Vietnamese, Arabic) to allow everyone to express themselves as easily as possible about their experience and daily life within the company. The 2024 results confirm the continued increase in the engagement rate.

## RESULTS 2024

**57% ENGAGEMENT RATE**  
i.e. +7 points vs 2022 and  
+10 points between 2020 and 2024

**+41 NPS 2024**  
**Net Promoter Score**  
vs 36,5 in 2022  
**Notoriety: +15 points vs 2022**



In line with the principle of symmetry of attention, our approach to listening to our customers and the market was revamped in mid-2024. Once again this year, customer satisfaction and the Apave Group's reputation in the market have improved significantly.

# A dynamic recruitment policy with a structured onboarding process

Since 2021, Apave has recruited nearly **10,000 new talents** to support its development and transformation.



*As soon as I arrived, alongside my training, I attended regulatory inspections in pairs at our clients' premises. I was immersed in the work straight away! I received excellent support. I am proud to be part of a Group with a strong identity and significant added value.*

**Thomas**

Pressure equipment and welding inspector, arrived in June 2024 in Nantes (Loire-Atlantique, France).

## AN AMBITIOUS RECRUITMENT DRIVE

In 2024, nearly 3,000 new employees with diverse profiles joined the Group: young graduates, managers, engineers, technicians, but also work-study students and interns preparing qualifications from bachelors to masters.

To support this ambitious dynamic, Apave teams continued their partnership activities with educational institutions: whether through the Human Resources teams or through Alumni networks. Apave participated in 50 school forums in 2024.



## WORK-STUDY PROGRAMME: TRAINING TO WORK AT APAVE

With nearly 400 work-study students welcomed in 2024 in France, Apave reaffirms its commitment to work-study placements, a powerful lever for recruiting already operational employees and supporting youth integration. **Nearly 40% of them, in 2024, obtained a permanent contract at the end of their work-study placement.**

To promote the integration and retention of work-study students, Apave launched the "Altern'day" initiative in 2024. This event aims to promote careers in risk management and strengthen the links between work-

A work-study programme combining:  
**5% of time** at a training centre  
**75% of time** at an Apave branch  
 in France

study students and the company. Building on its expertise in training instructional design and its network of expert trainers, Apave opened its ATC (Apprenticeship Training Centre) in 2024 with two classes, in Lyon (Rhône, France) and Taverny (Val-d'Oise, France), for the Electrical Inspection Technician course. At the end of these 12-month training programmes, which include real-world practical experience with clients, learners of different levels and those undergoing retraining will be offered a permanent contract within the Group.

### RECRUITING IS GOOD. INTEGRATING IS BETTER!

To provide a good welcome, effectively integrate by activating a dual approach of know-how and interpersonal skills, and to enable the creation of a positive and exciting perception – such is the objective of the onboarding process put in place by the Group.



Work-study programmes are a **win-win formula** for future talent and the company, offering apprentices a permanent contract and practical skills.



# *Evolving business activities and new areas of expertise*

## Climate and sustainability: complementary expertises for a comprehensive approach



In response to the acceleration of ecological, energy, climate, and digital transitions, and the new risks they generate, Apave is developing its range of Green&Social service offerings and the activities of its Climate and Sustainability Department. The objective: to identify, prevent and control these new risks and support clients in their sustainability challenges.

**50 CONSULTANTS**  
with a high level of expertise  
on themes related to sustainability  
challenges (carbon, environment, risk  
analysis, biodiversity, etc.)

### **CLIMATE AND SUSTAINABILITY: specific and "on-the-ground" complementary expertises**

To meet its clients' challenges in terms of energy, environmental, societal and climate transitions, the Apave Group has put together a team of consultants with specific expertise within the Climate and Sustainability Department to carry out assignments such as carbon footprint assessments, decarbonisation, biodiversity, climate plans, risk analysis, etc. With their high level of expertise, these consultants support the Group's customers in developing their sustainability strategy and associated action plans, drawing on Apave's long-standing expertise in France.



## RSE FRANCE, an independent subsidiary expert in sustainability auditing

In 2024, RSE France, an independent subsidiary of the Apave Group specialising in CSR auditing and assessment, will be one of the first Independent Third-Party Bodies (OTI) authorised by the Haute Autorité de l'Audit (H2A) to certify sustainability

information and reports. RSE France has also been accredited for more than 10 years by Cofrac for auditing (Extra-Financial Performance Statements) and, since 2023, for verifying "Mission-Driven Companies" (PACTE law in France).



### Client insight



*We chose Apave to assist us in updating and bringing our materiality matrices, produced in 2023, into compliance with the new CSRD (Corporate Sustainability Reporting Directive) guidelines, and to analyse any discrepancies with a view to producing a compliant non-financial report. This is a voluntary initiative on our part, and we appreciated Apave's experience and understanding of our expectations.*

**Pascale ROUSSAY**  
Head of Management System  
and Lean Department at  
**ANTARGAZ**

## Training: an enriched service offering, focused on practical application, to boost employability and skills maintenance in all territories

Professional training, a driver of regional economic development, is at the heart of Apave's work. As a leader in Risk Management and Occupational Safety training leading to qualifications, Apave actively contributes to this challenge thanks to its quality technical training offering, recognised by local, national, and international stakeholders.

Since the end of 2020, in line with its strategic plan, Apave has been expanding its training offering with new, more innovative and learner-centred teaching methods and international coverage. It trains more than **630,000 trainees** worldwide in its **180 centres** in France and abroad, using real-life scenarios. Apave also has mobile platforms that enable trainees to be trained directly in their working environment.



### KEY FIGURES

**+600 TRAINING PROGRAMMES**

« Green & Social »

Health / Safety  
Training programmes  
leading to qualifications

**630,000 TRAINEES**

have been trained in Apave training centres around the world, enabling them to maintain or develop their employability by obtaining qualifications or certificates.



### MOROCCO: new training centre in Casablanca

In 2024, the Apave Group reached a major milestone in its development with the opening of its first training centre in Morocco, in Casablanca.

**Covering more than 1,000 m<sup>2</sup>**, this modern centre offers over **100 training modules** in a variety of fields, such as electrical certification, lifting equipment operation, safety and renewable energy. Dedicated to workplace safety, the centre aims to train professionals from all sectors in risk management, accident prevention and the creation of safer working environments for all. It is equipped with teaching platforms for practical simulations, including machine operation, working at height and scaffolding.





### PPL TRAINING: a complementary English-speaking training platform

With the acquisition of **PPL Training**, a leader in electrical, mechanical, technical, legionella and occupational health and safety training in the United Kingdom and internationally, Apave is expanding its training offering in the UK market. It is also creating a training platform for English-speaking countries.

Recognised as a leader in its market, PPL Training is located in three cities in the United Kingdom and organises training sessions at its three campuses, in York, Slough, and Livingston.

Boasting **4,600 m<sup>2</sup>** and **30 rooms**, they welcome over **11,000 trainees** each year.

### TRANSPORT OF DANGEROUS GOODS: a unique centre in Europe

With the acquisition of **APTH**, an entity specialising in regulatory training for the transport of dangerous goods, Apave is now the only training organisation in Europe to have a training centre with a driving track. Covering **20 hectares** and **4 km of tracks**, this driving track allows trainees to practise driving in difficult conditions: braking on slippery surfaces, or vehicle control on an 11% gradient with severely degraded grip conditions, etc.



### ELECTRI CITY: training in electrical risks in a 3D universe

Discover and experience electrical safety with **Electri City**, an interactive 3D world developed by Trainor, Apave's subsidiary specialising in digital training. This fun and interactive immersion revolutionises the learning of electrical safety. With nearly **140,000 trainees** trained each year, Trainor's offering also extends to in-person training and consulting, establishing the Nordic expert in safety in the domains of ATEX regulatory training, hot works, digital security, first aid, etc.



### ➔ **APAVE ATC: training leading to employment**

Apave has enriched its offering by providing training under apprenticeship contracts to allow young people aged 16 to 29 to access quality technical programmes, preparing them for the jobs of today and tomorrow and promoting rapid integration into the job market, such as: industrial maintenance technician, automated line operator, industrial welder, airport security agent, etc.

### **VOCATIONAL TRAINING: helping our clients address recruitment challenges in high-demand professions**

Faced with a shortage of candidates in industrial sector, with **60,000 positions** to fill in high-demand professions, Apave offers a practical solution: vocational training for the jobs of tomorrow.

Operators of automated installations or machines, industrial maintenance technicians, air conditioning, ventilation and heating maintenance technicians, industrial welders and assemblers, or cyber security operators, Apave's training programmes prepare future professionals for the realities of the workplace with more than **32 courses** delivered in real-life conditions on educational models and supervised by expert trainers.



### **NUCLEAR PASSPORT: discover and better understand careers in the nuclear industry**

In partnership with the Université des Métiers du Nucléaire (University of Nuclear Professions), Apave has developed an educational platform for students from CAP (vocational training certificate) to Master's level. The aim is to discover and better understand careers in the nuclear industry, how a power plant works, and to learn about safety and radiation protection.

Nearly **9,000 pupils and students**, from **112 schools** have taken part in this programme. It aims to prepare future technicians and engineers in all specialities to meet the high demand for specific skills generated by the revival of the French nuclear industry.



**9,000** STUDENTS  
in **112** SCHOOLS

NEAR THE GOLFECH NUCLEAR POWER PLANT (Tarn-et-Garonne, France), Apave has an approved "partner" training centre, where 10 trainees prepared for the professional qualification of industrial insulation fitter. This is a nine-month technical work-study programme allowing them, subsequently, to secure a permanent contract. The programme set up by Apave & Manpower for the Altrad company precisely meets the needs of this high-demand sector.

To learn more, watch the video



## NUCLEAR: TAILORED TRAINING PATHWAYS.

Client insight



### DEVELOPING SKILLS

Today, it is impossible to find skilled industrial insulation fitters who can be hired directly on a temporary basis to cover these peaks in workload. That is why we want to train these people so that they can develop their skills and meet the various needs of our customers.

**Quentin PROUVEUR**  
Site Manager at the Golfech nuclear power plant

Apave expertise



### AT THE HEART OF THE REGIONS

At Apave, we offer tailored-made training courses, at the heart of the regions, which prepare participants for all the professions exercised in a CNPE (Nuclear Power Production Centre): electricians, welders, pipe fitters, industrial insulation fitters, etc.

**Cécile**  
Head of Vocational Training

Partner insight



### A WORK-STUDY PROGRAMME WITH COMPANY TUTORS

10 trainees have joined the professional qualification programme for "Industrial Insulation Fitter". They are trained in the premises of the Apave Group's "partner" training centre, located near the Golfech Power Plant.

**Marie-Agnès QUIEVY**  
Manpower Branch Manager



## Electrical machinery and installations: Apave's expert support to guarantee safety and performance



Safety, performance, compliance: manufacturers and operators of production machinery and electrical equipment face a multitude of challenges. To help them meet these challenges, Apave offers tailored technical support and access to the right experts.

### KEY FIGURES

**600** MACHINE EXPERTS  
**230** ELECTRICITY EXPERTS  
**8,000** TECHNICAL SUPPORT  
ASSIGNMENTS completed in  
Technical Support

### **MACHINERY: cutting-edge technical expertise, from manufacturing to operation**

In an ever-changing industrial landscape, machinery manufacturers and operators face major challenges: ensuring the safety, performance and compliance of their equipment, while adapting to new regulations and technological advances.

**Apave is positioned as a key partner to support companies throughout the entire machine lifecycle.**

Challenges relating to machinery are generally global in nature: equipment is manufactured in a factory abroad and installed on the client's production line. Thanks to its presence on five continents, Apave offers its clients a comprehensive service: inspection at the manufacturing site and in the production factory. This service attracted many industrial companies in 2024.

## A COMPREHENSIVE MACHINERY OFFERING SERVING OUR CLIENTS.

Providing effective support to our clients means taking into account every stage of their machine fleet: pre-design, design, manufacturing, integration, operation and recycling. It also means being able to do so in different geographical areas with the same rigour. Specifications must be respected at every stage. We make sure we work on the risks of operational loss to limit repair and compliance costs. We are able to check the machine at the manufacturer's premises and those of its subcontractors to ensure that it complies with the specifications

and, upon delivery to the customer, that it is implemented correctly. With tailored solutions, committed experts and a proven leadership position in this field, our comprehensive Machinery offering is truly at the service of our clients.



**Frédéric**  
Industry and Manufacturing  
Market Manager - **APAVE**

TESTIMONIAL



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## ELECTRICAL TECHNICAL SUPPORT: anticipating and preventing operational losses

A recognised expert in electrical verification, Apave offers complementary expertise to its clients with electrical technical support at different stages:

- at the equipment design stage to analyse its conformity upstream;
- during operation to identify if the equipment should benefit from preventive maintenance or to confirm that the risk is controlled if the installation is not compliant;
- in case of a breakdown, to identify the cause of the problem and the solutions to implement.

In 2024, Apave worked on **high-voltage installations** of an energy supplier to check its condition using state-of-the-art ultrasound equipment. The digitised data can be compared over several years and used to monitor changes in the installation. These assignments help to avoid production stoppages and implement preventive maintenance. For offshore wind farm installations, Apave worked upstream of the construction sites to support the client from the design phase onwards, ensuring that the electrical installation complies with French regulations.

### TESTIMONIAL

## NO PRODUCTION IS CONCEIVABLE WITHOUT ELECTRICITY.

France today has demanding regulations regarding electricity that serve as an example for many countries. This contributes to the reliability of our network and the development of all technologies now based on this energy: solar panels, electric charging points, etc. Electricity is essential; it is a given for each of us, but its omnipresence makes us particularly vulnerable. Indeed, no activity is possible, no

production is conceivable without electricity. This vulnerability calls for anticipation and preventive actions on our part. For Apave, electrical technical support is a level of expertise that guarantees its clients the necessary quality and excellence to preserve this precious asset. It also allows for anticipating considerable financial costs in case of an incident and guaranteeing the continuous operation of a production tool, strategic

sites for our businesses, our public equipment – such as hospitals – or even our daily infrastructures.



**Olivier**  
Electricity Domain  
Manager- **APAVE**



## | Infrastructure: expertise for securing engineering structures



The observation is fairly widespread: the state of infrastructure is causing growing concern, particularly due to ageing assets, more frequent and severe weather events and recent disasters. Faced with the challenges of ensuring the long-term viability of structures and user safety, Apave has developed cutting-edge expertise and supports numerous infrastructure managers in France and abroad.

### KEY FIGURES

**70** INFRASTRUCTURE TECHNICIANS,  
ENGINEERS, AND EXPERTS

**1,000** ASSIGNMENTS

carried out in 2024 on structures such as retaining walls, hydraulic structures, reservoirs and water towers, bridges, motorway viaducts, etc.

### INFRASTRUCTURE: unique expertise that can be applied worldwide

To help identify and prevent infrastructure risks, Apave deploys cutting-edge expertise backed by specific resources (rope access technicians, negative walkways, drones, etc.) and incorporating the use of new technologies (360° video, Lidar surveying, 3D modelling, AI analysis). Apave is able to deploy its expertise on all types of structures and in any geographical area.

This offer is structured around:

- detailed inspection;
- structural diagnosis using a range of expertise: NDT, calculations, resistance, materials chemistry, etc.
- structural instrumentation and monitoring.



➡ **AP'Structure : a real-time monitoring and asset management solution for infrastructure**

The AP'Structure solution deployed by Apave is an innovative real-time monitoring solution for structures (bridges, buildings, tunnels, etc.) based on operational modal analysis. It allows for high-efficiency instrumentation without operational interruption. The main advantages of this solution are:

- a precise and detailed understanding of the structure's real behaviour;
- the definition of a structural signature to measure long-term behavioural changes;
- preventing mishaps.



Apave was a laureate of the  
« **Ponts Connectés\*** » call for projects

**4 ENGINEERING STRUCTURES**  
instrumented for 3 years

**600 MEASUREMENT POINTS**  
under ambient vibration

**20 ENGINEERS and TECHNICIANS** mobilised

**30 SENSORS** used

\*Connected bridges

**STRUCTURAL INTEGRITY:  
a recognised expertise in Italy**

**Tecno Piemonte**, a subsidiary of Apave, is a recognised player in the construction industry and provides support for infrastructure projects in Italy as part of the government's recovery plan. With its testing and analysis laboratory for construction materials, Tecno Piemonte carries out tests for product certification, including concrete and bricks. In addition to testing, Tecno Piemonte also carries out inspections and training for its clients.





## **INSPECTION ASSIGNMENT ON ENGINEERING STRUCTURES**

### **innovation and safety above all on the Veurdre bridge in the Allier department (France)**

The Veurdre bridge, a reinforced concrete cantilever-span bridge located in the Allier, was inspected by Apave teams. To ensure optimal evaluation while limiting human risks and the impact on road traffic, our teams used cutting-edge technologies. An inspection of the bridge was carried out, both externally by drone and aerial work platform, and internally where the use of the drone allowed access to difficult areas, particularly in the bridge's box girders where networks and pipelines complicate access and make it dangerous. The use of the drone proved to be the most effective way to minimise risks, reduce intervention time, and avoid disruptions to road traffic flow. This technological choice also allows us to preserve team safety while optimising the costs and duration of the inspection.



**Expertise deployable  
worldwide**

## A COMPLEX INTERNATIONAL NEED? The answer: Apave International Projects

### WHAT IS APAVE INTERNATIONAL PROJECTS?

Apave International Projects, a production unit of Apave created in 2021, works on projects around the world in all of Apave's areas of expertise.

It operates in countries where Apave does not have an office or subsidiary, drawing on its international teams. It also coordinates complex, multi-country projects.

Apave International Projects is made up of a multi-disciplinary team of around ten people based in France and abroad.

### WHAT ARE ITS ASSIGNMENTS? ANY EXAMPLES?

We operate across Apave's five core business activities. For example, we carried out a SIL (Safety Integrity Level) evaluation assignment for the commissioning of an industrial waste incinerator in the Middle East. This assignment required expertise that local teams did not possess. To successfully complete this assignment, we formed a pair consisting of an electrical expert from France and an electrician from Apave International Projects based in Abu Dhabi. We carry out multiple assignments for ports in Africa because we have a comprehensive port solution that includes: periodic verification of port

lifting equipment and structural evaluation of this equipment following incidents (vessel impacts), training of port personnel, and electrical technical support. Our assignment: deploying Apave's full expertise across the world!



**Christine**  
Apave International Projects

# WANT TO ENSURE THE STRENGTH AND LONGEVITY OF YOUR EQUIPMENT?

## The answer: our Structural Calculations and Resistance engineers.

### TELL US ABOUT APAVE'S STRUCTURAL CALCULATIONS AND RESISTANCE BRANCH?

Apave has a team of around 40 calculation experts working in the Structural Calculations and Resistance branch. They check the integrity of metal structures and new or existing equipment in a variety of sectors, including nuclear, food industry and petrochemicals, both in France and internationally. Our services cover the entire life cycle of metal, wood and concrete equipment and structures, from design to ageing management for pressure equipment (conventional or nuclear), port cranes, overhead travelling cranes, etc. This expertise meets our clients' needs to avoid unexpected downtime, extend the service life of equipment and anticipate repairs.

### WHAT ARE THE ASSIGNMENTS OF THE BRANCH?

It is important to note that each piece of equipment has a calculation note that contains all of its characteristics. This note guarantees its long-term reliability. We are involved at several stages:

- during the design phase to produce equipment calculation notes;
- during commissioning, to check the calculation notes and ensure that the equipment complies with regulations;
- during operation, "Fitness for Service" assignments are carried out to assess the impact of deterioration and optimise the service life of the installations.

Our expertise complements the Group's know-how in non-destructive testing (NDT) and regulatory verification in particular.

### COULD YOU GIVE US SOME EXAMPLES?

In the nuclear sector, we check the calculation notes for primary equipment produced by manufacturers for French power plants to verify the mechanical integrity of nuclear boilers in accordance with regulatory requirements.

In a completely different sector, we checked the calculation notes for stage structures at an amusement park.

We also have expertise in wooden structures, which has led us to verify structural calculations in Corsica, where there is a high risk of termite infestation.

Recently, we carried out a mission to extend the life of airport walkways by assessing their long-term capacity based on passenger traffic and the inspection plan.

With more than 1,500 assignments per year, Apave's

**40** CALCULATION EXPERTS  
in France  
**+1,500** ASSIGNMENTS  
per year

Structural Calculations and Resistance branch proves its essential role in risk management and ensuring the longevity of equipment across a wide range of industries.



**Jean-Pascal**  
Branch Manager, Structural  
Analysis and Strength  
**APAVE**

TESTIMONIAL







A photograph of three people, two men and one woman, standing in front of a red brick building. They are all wearing white hard hats with a green logo and orange high-visibility safety vests over dark jackets. The man on the left is also wearing safety glasses. They are all smiling at the camera. The background is a red brick wall with a dark door or window frame visible.

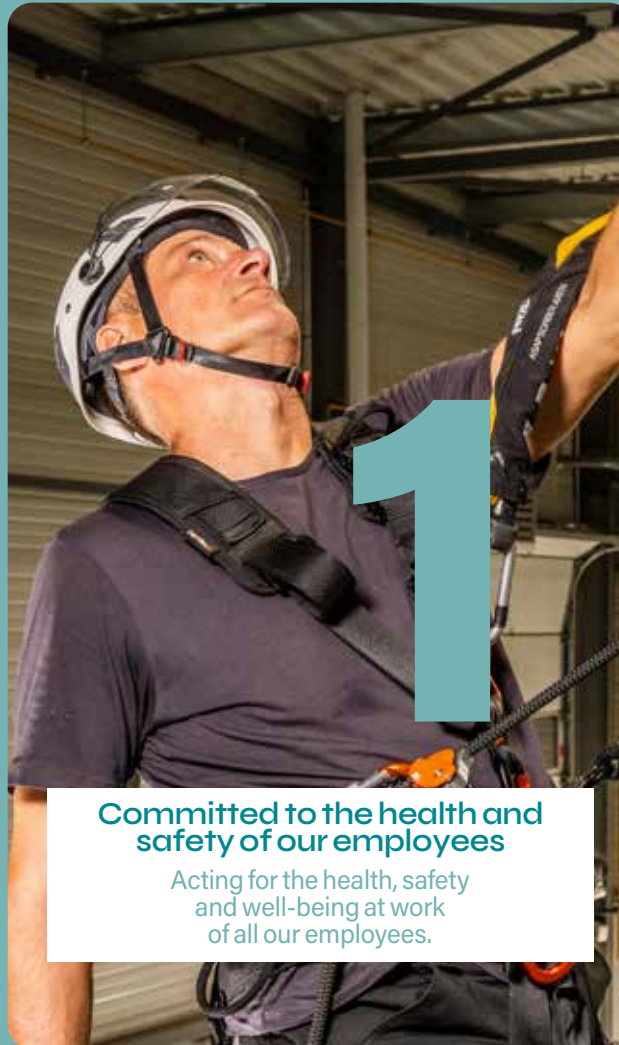
# A GROUP PURSUING ITS CSR TRAJECTORY

A journey linked to **specific indicators with a 2025 horizon**, and a **desire to accelerate by 2030**, once the conditions for success are in place.



There can be no successful and sustainable

## THE 5 PILLARS OF THE STRATEGY



**Committed to the health and safety of our employees**

Acting for the health, safety and well-being at work of all our employees.



**Committed to providing training on sustainable transitions to 100% of our employees and making them active players**












Ensuring the development of knowledge and skills of all our employees regarding the challenges of sustainable transitions, so that they contribute to them on a daily basis.

# sustainable transitions without trust and safety





PILLARS	PRIORITIES	ACTUAL 2022 (REFERENCE YEAR)
<b>#1</b> Committed to the health and safety of our employees	<ul style="list-style-type: none"> <li>● Accident frequency rate</li> </ul>	<b>5.12</b>
	<ul style="list-style-type: none"> <li>● Accident severity rate</li> </ul>	<b>0.18</b>
	<ul style="list-style-type: none"> <li>● Rolling out the Quality of Life and Working Conditions (QWLC) agreement in France (UES) and rolling out initiatives throughout the Group</li> </ul>	<b>UES France agreement signed in 2022</b>
<b>#2</b> Committed to providing training on sustainable transitions to 100% of our employees and making them active players	<ul style="list-style-type: none"> <li>● Deliver two mandatory Apave Climate School modules for 100% of employees by 2025: 'The Great Climate System' and 'The Low-Carbon Transition'</li> </ul>	<b>Q4 2023 launch</b>
	<ul style="list-style-type: none"> <li>● CSR Strategy training module taken by 100% of employees</li> </ul>	<b>Construction</b>
<b>#3</b> Committed to decarbonising our activities	<ul style="list-style-type: none"> <li>● Reduction in GHG emissions (Scopes 1, 2 and 3) in absolute terms</li> </ul>	<b>106,397 tCO<sub>2</sub>eq</b>
	<ul style="list-style-type: none"> <li>● Reduction (%) in electricity consumption in kWh/k€ turnover in absolute terms</li> </ul>	<b>20 kWh/k€ turnover</b>
<b>#4</b> Committed to gender equality and the development of all our employees	<ul style="list-style-type: none"> <li>● % of women in management positions</li> </ul>	<b>23.4%</b>
	<ul style="list-style-type: none"> <li>● Hours of training per employee</li> </ul>	<b>27.47 h/c</b>
	<ul style="list-style-type: none"> <li>● % deployment of 'Ethics and anti-corruption' training (subsidiaries)</li> </ul>	<b>77%</b>
	<ul style="list-style-type: none"> <li>● % deployment of 'Ethics and anti-corruption' training (employees)</li> </ul>	<b>88%</b>
<b>#5</b> Committed to working alongside our customers to help them make a success of their own sustainable transitions	<ul style="list-style-type: none"> <li>● Organic annual growth in Apave's "Green&amp;Social" turnover</li> </ul>	<b>228 €M</b>

ACTUAL 2022 CORRECTED (c)	2025 OBJECTIVES	ACTUAL 2023	ACTUAL 2024 2023 like-for-like	ACTUAL 2024 2024 perimeter	2024 VS 2022	SDG
	< 3	5.18	3.92	3.47		 
	< 0.10	0.25	0.25	0.22		
	Deployment	Deployment initiated				
	100%	13%		51.66%		  
	100%	Under construction				
83,979 tCO <sub>2</sub> eq	-5% vs 2022 (c) (-10% scope 1 et 2 -3.5% scope 3)	79,574 tCO <sub>2</sub> eq	76,599 tCO <sub>2</sub> eq (2023 like-for-like)	90,721 tCO <sub>2</sub> eq (2024 perimeter)	+8% (2024 perimeter) -9% (2023 like-for-like)	 
	-5% vs 2022 (c)	14.8 kWh/k€ turnover	12.3 kWh/k€ turnover	11.9 kWh/k€ turnover	-41% (2024 perimeter) -39% (2023 like-for-like)	
	27%	24.6%	25.4%	25.2%		  
	> 20 h/c	26.79 h/c	22 h/c	23 h/c		
	100%	80%	86.1%	89.7%		
	90%	91%	93.3%	89.5%		
	Equal to or higher than the Group's organic growth	303 €M	361 €M	434 €M		

## Committed to the health and safety of our employees

Safety at Apave is a priority... Whether it's on the road, at clients' premises or within the company's own facilities, the **17,500 employees** apply the safety principles and reflexes defined by the Group, which establish a strong safety culture within the company, in line with our core business: « risk management ».

The 4 safety reflexes are applied in the **60 countries** in which the teams operate to carry out their activities safely, and to ensure optimal working conditions for all their stakeholders, both internal and external.





# SAFETY, A MAJOR AND COLLECTIVE OBJECTIVE

## ENCOURAGING EMPOWERMENT



At Apave, safety isn't just a priority; it's a core value that guides our daily activities. This culture has notably received

considerable praise from OPAL (Oman Society for Petroleum Services) and the Ministry of Labour for our commitment to excellence in HSE.

The Zero Accident campaign led by the Group and the 4 new safety behaviours fit perfectly with our approach, which consists of encouraging empowerment, vigilance and proactive risk management. We have ensured that safety is not only a guideline but also a daily practice, reinforced by management commitment; structured training and a safety culture for all teams.

**Goran**  
Business Development Director,  
Energy Sector - **APAVE**

## PROMOTING BEST PRACTICES



Safety is a top priority at our site. We are actively committed to maintaining a safe working

environment. The 4 safety behaviours are well-structured and effectively reinforce a strong safety culture. I appreciate the proactive approach to promoting awareness and encouraging best practices. These initiatives have a positive impact. To ensure my safety and that of others, I consistently adhere to protocols, promptly report hazards and support my colleagues in following safe working practices.

**Muzammil**  
Senior ASME Inspector  
in the United Arab Emirates - **APAVE**

## MANAGERS MUST LEAD BY EXAMPLE



Safety is at the heart of our priorities, thanks to the involvement of everyone and our rigorous practices. Safety is part of our daily routine. As I often

say, managers must lead by example and pay attention to their teams, by going out on site and sharing good safety practices daily. Wearing the correct PPE is essential.

**Jean-François**  
Branch Manager,  
Arras and Valenciennes (France)- **APAVE**

## WE HAVE A DUTY TO BE UNCOMPROMISING



For 25 years, safety in my activities has been my priority, whether in inspection or training. We must set an example for our clients and we have a duty to be uncompromising.

**Philippe**  
Inspector,  
Perpignan (France)- **APAVE**

## ● OZA, Objective Zero Accidents Our shared Health and Safety foundation

Safety: every day, everywhere, for everyone!

In addition to the safety behaviours implemented for all Group employees, Apave has established routines (toolbox talks, management site visits) and rolls-out a "Safety Month" every year.

This is an essential event to promote the importance of preventing work-related accidents and illnesses in France and internationally. To mark this event, employees are invited to take part in various actions:

- raising awareness on safety principles, with a theme generally chosen in relation to the company's major risks;

“

At Apave, every year, our teams (from the Executive Committee to employees in the field) get involved during the month of April around Occupational Safety. It's an opportunity to reiterate the importance for the Apave Group: Safety, it's everywhere and every day!

- a "safety day" webinar on the World Day for Safety and Health at Work, chaired by the Group's CEO, hosted by members of the Executive Committee and offered in French and English. Over a thousand employees take part each year;
- "risk hunts" are organised at each site to identify potential risks and report them *via* the « **ALERT Sécurité** » app.



### **ALERT Sécurité, a key tool to prevent a dangerous situation from turning into an accident!**

ALERT Sécurité allows employees to easily report hazards (cluttered areas, slippery floors, etc.). After being deployed in France, the tool has been extended to Spain and other countries in 2024. With ALERT Sécurité, Apave is enabling its employees to play an active role in safety.

**More than 5,200 situations were reported in 2024.**

**DID YOU KNOW?** ALERT Sécurité is also marketed by Apave to its customers, to enable them to develop a culture of awareness, prevent risks and help reduce accidents.



## ● Occupational health An essential condition for risk prevention

Because a working environment that promotes well-being and peace of mind is the foundation of a strong safety culture, Apave organised 2 weeks dedicated to occupational health in June and September 2024. Objective: to raise awareness among all Group employees about practical tools for greater fulfilment in their daily working lives.



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**2** WEEKS OF WEBINARS  
**8** TOPICS  
**4 800** PARTICIPANTS







## ***Committed to providing training on sustainable transitions to 100% of our employees and making them active players***

***Understanding to take action***, an essential principle that Apave wanted to implement with all 17,500 employees so that they can become aware of the challenges of sustainable transitions and the levers to activate to achieve them.

- ***Understanding:*** Apave has deployed two tools: Apave Climate School, the school of sustainability, and a digital teaching tool to help employees understand the Group's CSR strategy.
- ***Taking action:*** Apave is deploying an action framework to implement local projects and initiatives to support solidarity and environmental actions.

At APAVE, combining actions structured by the Group with actions stemming from local initiative is essential. In 2024, the teams once again demonstrated motivation and enthusiasm, as illustrated below.



## AN ECO-CITIZEN ACTION IN FAVOUR OF THE ENVIRONMENT



With the roll-out of the Group's CSR strategy in 2023, we and the branch's management team immediately embraced the idea of setting up a significant action locally. We called on the NGO "Project Rescue Ocean" to run a fun workshop on the waste fresco. Then, in partnership with WeClean, we launched an application that tracks the civic actions of each employee. With this application, our teams can report litter, take part in collections and actively contribute to protecting the environment. The data collected, such as the number of cubic metres of water saved, can be used to enhance our commitment through certifications and a commitment score. The branch's teams immediately embraced the project and rallied round to take part in actions in the field to protect the environment.

**David**  
Infrastructure and Construction Branch  
Manager, Languedoc Roussillon (France)  
**APAVE**



When my branch manager launched the WeClean project, I immediately got involved. Modernising and boosting civic involvement is essential if we are to make a significant impact between now and 2030, and protect the environment for future generations. The application is fun to use, which has motivated a large part of the team. I'm really proud to have contributed with my colleagues to preserving almost 405 m<sup>3</sup> of water and to have been awarded the Bronze level eco-citizen commitment certification. This trophy, a symbol of our environmental commitment, reflects the concrete actions taken by our teams over the year:

- 38 collections organised,
- 57 fly-tipped waste reports made
- 81 kg of waste collected.

Our objective for 2025 is to earn the silver level trophy!

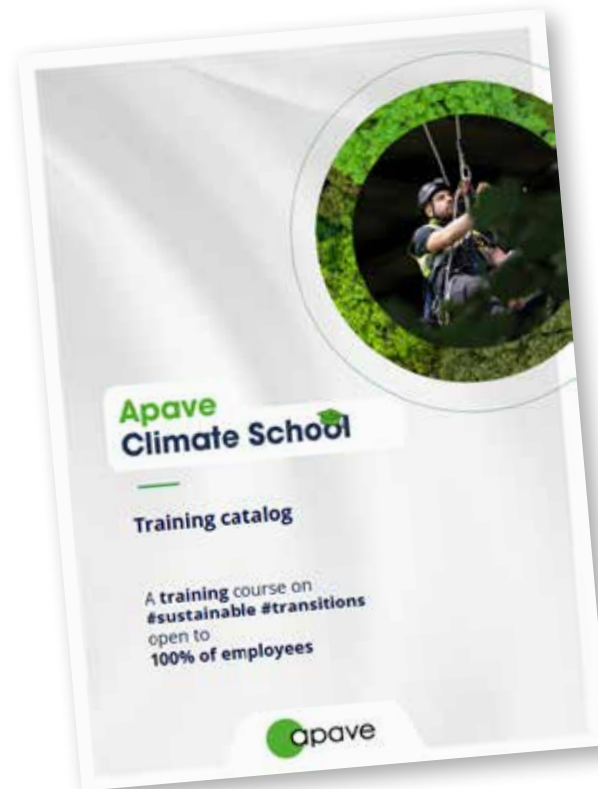
**Anne-Cécile**  
Unit Manager - **APAVE**

## ● **Apave Climate School** **Training on sustainable transitions**

With **Apave Climate School**, Apave's school of sustainability, open to 100% of employees, the Group provides training programmes in sustainable transitions in the form of generic learning modules on climate change and its consequences, as well as specific modules enabling everyone to take action in their job (finance, HR, marketing, etc.).

Two modules have been made mandatory in order to define a common body of knowledge:

- **The Great Climate System**, to give a better understanding of the various scientific phenomena that govern the Earth's climate;
- **Low-Carbon Transition**, to discover how and why the low-carbon transition is the key to limiting climate change.



**Apave Climate School**

**+30 MODULES**  
available in 8 languages

Nearly **8 000 EMPLOYEES**  
have completed the 2 mandatory modules

**An initiative that continues in 2025**

“ I followed the courses on the Low-Carbon Transition and the Great Climate System, which proved to be particularly informative. Visualising the challenges through videos and the input from experts, factual data, and concrete solutions, made it possible to gauge the imperative for rapid action.

**Apave Climate School** made me realise that every action, even a small one, counts for the planet. It truly is at all levels that it makes a difference.

**Florian**  
Electrical Inspection Technician - **APAVE**



“ For me, it was the shock of the figures, a real wake-up call. We should have reacted 20 years ago. Our individual actions and the actions of companies are all worth taking. We aren't aware of all the actions currently underway and what companies need to do in the face of the climate emergency; there's a real stake in this training.

**Pascale**  
Business Manager  
**APAVE**





## ● CSR strategy

### Understanding the ambition in order to take effective action

During 2024, Apave rolled out a digital module in the form of a Snakes and Ladders game to enable employees to understand the Group's commitments and encourage action. This digital module is available in 8 languages for 100% of employees.



**4 000** EMPLOYEES

have already taken part

**An initiative that continues in 2025**



## ● Solidarity initiatives Taking collective action, acting locally

In 2024, Apave teams once again mobilised across the world to support solidarity actions, whether initiated by the Group or locally.

### ● Pink October, a Group-wide mobilisation

More than 600 employees showed their commitment to Pink October by taking part in an individual or team run. To support this campaign, Apave pledged to donate €5 per participating employee to La ligue contre le cancer (the league against cancer).



### ● Remarkable international activities

– In Africa, **Apave Tunisia** is committed to making equal opportunities a reality through an annual donation it grants to the Therapeutic Day Farm « Gaïa » whose mission is the socio-professional integration of People with Disabilities (PWD).

– **Apave Sahel** (Senegal) renewed its annual financial contribution to the Ligue Sénégalaise contre le Cancer LISCA (Senegalese league against cancer). This association raises local awareness about cancer screening, prevention and treatments. It provides financial support for patients and promotes research in this field.

– Following the passage of typhoon Yagi through Vietnam in 2024, **Apave Asia Pacific** (Vietnam) organised



charitable support for certain households that suffered heavy damage. Apave teams in Vietnam were able to go on site to provide food and financial donations to families. – **Trainor**, which specialises in digital training, sponsored a project by the NGO Engineers Without Borders to purchase and install photovoltaic systems in Tumaini Open School, a school for young women in Tabora, Tanzania.



## ● Associations

### Teams mobilised in France

In France, several sporting and community events for the benefit of associations were organised. In Grenoble, for example, the branch took part in the cross-country race for sick children organised by the city's university hospital. Profits from the Cross supported projects to refurbish hospital rooms.





## Committed to decarbonising our activities

*Measuring, managing and taking action to reduce the carbon footprint of the Group's activities: Apave is actively committed to reducing its carbon footprint by pursuing its decarbonisation roadmap.*

**Four action levers** are the subject of specific roadmaps (mobility, real estate, purchasing and energy) and are translated into concrete actions.

*Here's a look back at actions carried out during 2024 through a few testimonials.*



As a service company, Apave has identified

# 4 MAIN AREAS FOR DECARBONISATION

1

## Mobilities

- **Vehicles:** gradual greening of the Group's vehicle fleet as it is renewed.
- **Training:** a programme focusing on responsible driving, safety, eco-driving and the geographical optimisation of operations.
- **Electric charging stations:** installation of charging stations for electric vehicles on sites or at employees' homes.
- **Soft mobility:** a multi-year plan to install bicycle shelters.

2

## Real estate

- **Continued implementation of the Real Estate Master Plan (SDI),** initiated in 2019 and updated in 2023 to extend it to 2028. In this context, a number of objectives are being targeted:
  - reducing energy consumption,
  - optimising the use of floor space in buildings, while improving working conditions for employees (flex environment, etc.)
- **In general, the renovation work** undertaken is aimed at obtaining environmental labels/recognitions such as BREEAM, HQE, etc.

3

## Purchasing

- **"Responsible purchasing" policy** to reduce the carbon footprint of our purchases.
- **Extending the lifespan** of our electrical and electronic equipment and reduction of our waste.
- **Consideration of decarbonisation** and safety approaches in supplier bids.

4

## Energy

- **Energy audits** of buildings with the aim of complying with the tertiary sector decree. To date, all the audits have been completed, enabling us to draw up a multi-year action plan and associated works.
- **Strategy** to reduce electricity consumption, with ISO 50001 certification. A 10% reduction in consumption has already been achieved between 2021 and 2022. In 2024, combined efforts enabled a continued reduction in electricity consumption.
- **Green electricity:** in the future, development of the installation of solar panels and the purchase of green electricity.

## Calculating potential avoided emissions

Certain assignments carried out by Apave directly contribute to reducing the GHG emissions of the clients for whom the assignment is performed. With the aim of quantifying these, the Group initiated an estimation of these avoided emissions in 2024, with the support and verification/validation of an independent third-party expert.

**Aim of this approach :** to estimate the positive impacts of assignments carried out by Apave, comparing the existing situation (baseline scenario) and the new situation (after implementation of the action).

### The results

The avoided emissions correspond to assignments carried out by employees within the scope of inspection and technical support activities resulting in recommendations.

The chosen scope is that of France and more specifically the Apave Exploitation France entity:

**for every 70 tonnes of CO<sub>2</sub>eq emitted by Apave as part of its assignments, the services would contribute to avoiding over 174,000 tonnes of CO<sub>2</sub>eq per year for our clients.**



### ● Decarbonisation

## Apave 2024 GHG ASSESSMENT: scope 1, 2 and 3

As part of continuous improvement and a drive to decarbonise its activities, the Group comprehensively assesses its carbon footprint each year. The calculations are based on the GHG Protocol methodology (same bases, amended in 2023). This year, the assessment was reviewed by a third-party organisation that validated the relevance and methodology for accounting for Scope 1, 2, and 3. This was amended in the case of GHG

emissions from home-to-workplace commuting through the implementation of a mobility survey within Apave in 2024.

The Group's Carbon Footprint analysis is carried out at 2 scales:

- on a like-for-like basis (2022 perimeter), which allows for the measurement of efforts made;
- new perimeter integrating the acquisitions made.



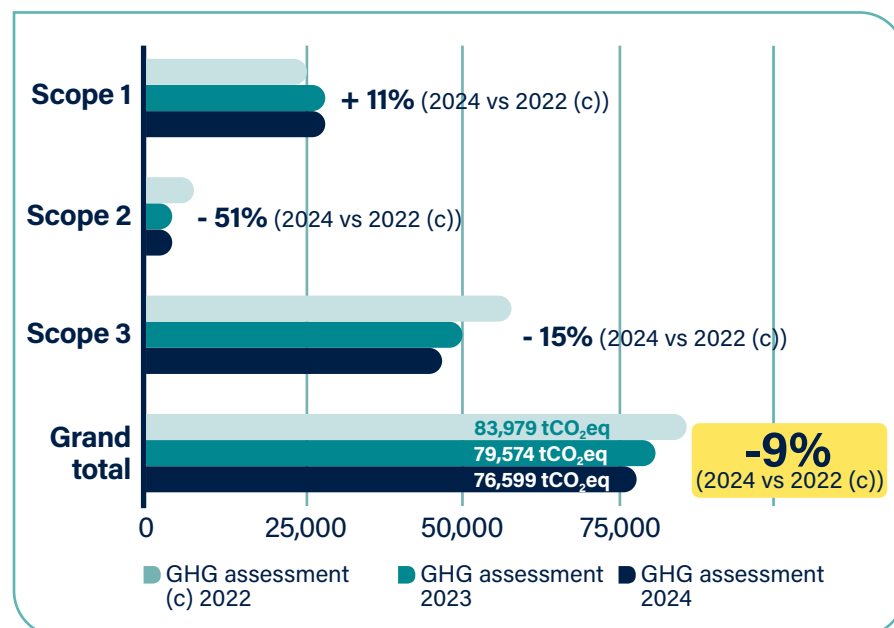
## 2022 (c), 2023 AND 2024 GHG ASSESSMENTS

	Corrected 2022 assessment (c) tCO <sub>2</sub> eq	Corrected 2023 assessment tCO <sub>2</sub> eq	2024 assessment tCO <sub>2</sub> eq (like-for-like 2023)	2024 assessment tCO <sub>2</sub> eq (2024 perimeter)
Scope 1	25,169	27,912	27,956	30,930
Scope 2	3,167	1,662	1,552	2,227
Scope 3	55,643	50,000	47,091	57,564
Total	83,979	79,574	76,599	90,721

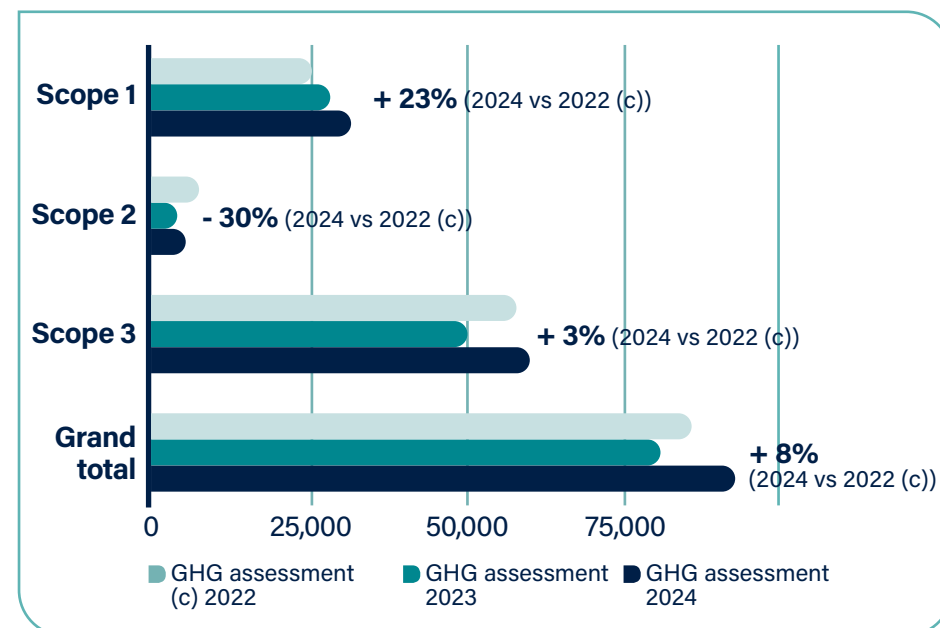
Greenhouse gas emissions  
**-9% in 2024** (vs 2022)

More details in the text NFPS: Greenhouse gas emissions (GHG) p. 100

## EVOLUTION ON A LIKE-FOR-LIKE BASIS BETWEEN 2022 AND 2024



## EVOLUTION IN ABSOLUTE VALUE INTEGRATING THE GROUP'S EXTERNAL GROWTH



## Mobilities

Apave is actively committed **to decarbonising its travel with a 4-pronged approach**: the electrification of its fleet, responsible driving, active travel (soft mobilities), and carpooling.



### ● Electrification of the fleet Greener vehicles

Apave decided to accelerate the electrification of its fleet in France from mid-2023, with an objective of reaching **6% electric vehicles by the end of 2025**. To achieve this, the "vehicle" catalogue is regularly updated. In 2024, the diesel range was removed in favour of a wider range of long-range electric vehicles. In order to support the adoption of these greener vehicles, the challenges of charging infrastructure are significant. Apave is continuing its installation programme: 17 charging points installed by the end of 2024 and a multi-year plan targeting 120 additional charging points by 2028. In parallel with equipping its sites, Apave covers the installation costs of home charging points for employees.

**120** ADDITIONAL CHARGING POINTS by 2028  
**50.7 %** OF ELECTRIC OR HYBRID VEHICLES  
ordered in 2024

“ Thanks to the Apave Group's new vehicle policy, which includes the installation of a home charging point, I was able to "take the plunge" and switch to a 100% electric vehicle: a few new habits to pick up, quickly adopted! Beyond the very much appreciated driving comfort, it's a real satisfaction to no longer emit CO<sub>2</sub> during my journeys. After 10,000 km of use, 100% electric is 100% approved!

**Philippe**  
CAG consultant Occitanie  
**APAVE**





## ● Carpooling A collaborative solution

Apave has a partnership with the company KAROS to implement carpooling initiatives at 2 pilot sites (Lyon and Marseille). Parking spaces are reserved.

In 2024, 1,021 journeys were made by carpooling. These helped to avoid:

- **855 solo car journeys**, i.e. 15,904 km.
- **1,983 kg of CO<sub>2</sub> emissions** equivalent to 676,792 km by high-speed train (TGV) or 6,183 L of bottled water.

This initiative is being offered to other volunteer sites.

## ● Soft mobilities A complementary lever to reduce carbon impact

Soft mobilities represent a lever for reducing our carbon footprint. To encourage cycling, Apave is installing bike shelters as part of the deployment of its real estate master plan.

In 2024, the branches in Amiens, Bordeaux, Cholet, Dunkerque, Marseille, Mont de Marsan, Orléans, Evreux and Reims in France were equipped.

**Objective: to install 190 spaces across 30 branches between 2023 and 2026.**



## ● Responsible driving Training to reduce impact

Apave has been investing for several years in training its teams in **responsible driving**, an approach that has a dual benefit: reducing the carbon footprint and improving safety. Nearly **1,000 employees were trained in 2024**, representing an increase of 32% (since 2019). Fuel consumption has been reduced by approximately 12%.



## Real estate

### MODERN AND ENVIRONMENTALLY RESPONSIBLE APAVE BRANCHES



TESTIMONIAL

#### WHAT IS THE OBJECTIVE OF THE GROUP'S REAL ESTATE MASTER PLAN?

Since 2020, Apave has implemented a very ambitious real estate master plan. It concerns the modernisation of 55 branches in France, which is more than a third of the real estate portfolio. Over 60% of employees in France have already or will very soon benefit from it (for projects currently under construction). To reduce our carbon impact, we have also implemented a deployment plan for electric vehicle charging points and

bike shelters, and we also conduct energy performance studies on our most important sites. In France, over 15% of branches are equipped with bike shelters.

#### WHAT ACTIONS HAVE ALREADY BEEN CARRIED OUT?

Since the launch of the master plan, more than 40 sites in France and internationally have been renovated or constructed. In 2024, 5 new, more modern and responsible sites in France were inaugurated: Limonest, Saint-Priest, Bordeaux, Quimper and Perpignan. We were also able to modernise the branches in Oman, Casablanca (Morocco), Ho Chi Minh City (Vietnam) and Brescia (Italy).

#### WHAT ARE THE INITIAL RESULTS?

We are seeing a reduction in our energy consumption of between 30 and 60% at these new sites. This is primarily due to better insulated branches, improved consumption management, and less energy-intensive equipment. By rethinking our workspaces, we are creating modern, sustainable environments tailored to the needs of our teams. The improvement in the quality of working life is a positive impact of these actions. This comprehensive approach reflects our vision of a responsible, high-performing and future-oriented company.

**Frédéric**  
**APAVE Group**  
**Real Estate Director**

A GROUP PURSUING ITS CSR TRAJECTORY



● **Bordeaux**

### An environmental approach that stands out

In June 2024, Apave's Bordeaux regional branch in France was recognised by the Odéys cluster for its environmental approach carried out throughout the rehabilitation work on its buildings. It is the first tertiary building renovation in Nouvelle Aquitaine region to have achieved silver level – end of construction phase – within the BDNA (Bâtiment Durable Nouvelle Aquitaine / Sustainable Building Nouvelle Aquitaine) initiative. A remarkable distinction for **a unique model of environmental commitment:**

- having our energy consumption through increased surface area and very well-insulated new buildings;
- use of 30% bio-sourced and recycled materials in the construction of the new building.

A result achieved thanks to the mobilisation of our teams and their expertise in labelling, PEMD diagnostics (Produits, Équipements, Matériaux, Déchets / Products, Equipment, Materials, Waste diagnostics), biodiversity, etc.



## LOCAL ACTION, LOCAL IMPACT: THE ENVIRONMENTALLY RESPONSIBLE INITIATIVES OF THE FRENCH PERPIGNAN BRANCH



### WHAT ACTIONS HAVE YOU IMPLEMENTED TO REDUCE YOUR SITE'S CARBON FOOTPRINT?

Within our branch, we have undertaken a complete eco-friendly transformation. We have optimised lighting by switching entirely to LED and installing encouraging signage. Plastic cups have been replaced by washable ecocups offered to training clients. We raise awareness among teams about water consumption and waste sorting, in addition to the facilities put in place (toilets

equipped with integrated washbasins, and electronic waste recycling). Regarding supplies, we use erasable pencils, reusable name badges, and we encourage the reduction of paper usage. Consumption monitoring (electricity, paper) allows us to measure the results obtained.

### HOW ARE THESE INITIATIVES PERCEIVED BY THE TEAMS?

Commitment is strong thanks to educational and transparent communication. Employee ideas are valued and implemented. We regularly organise events (breakfasts, presentations, exchanges) to raise

awareness and involve everyone. Projects such as cigarette butt recycling are under consideration.

### WHAT IS THE IMPACT ON CLIENTS AND PARTNERS?

Our trainers are our ambassadors. They share our initiatives (name badges, ecocups, etc.) with our clients, who perceive them very positively. Our CSR approaches are valued in tenders, where technical specifications are evolving towards environmental specifications.

**Stéphane**  
Branch Manager,  
Perpignan (France)  
**APAVE**



## Purchasing

**Our purchasing policy was identified as a priority lever.**

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## DECARBONISATION IS ACCELERATING.

### WHAT IMPACT DOES PURCHASING HAVE ON THE GROUP'S DECARBONISATION STRATEGY?

On this subject, we first wanted to know which sectors would enable us to have a significant impact in terms of decarbonisation, given our activities as a services company.

Our purchasing policy was identified as a priority lever in which we identified specific areas of work: mobility, the choice of committed suppliers and the purchase of products with a low carbon footprint.

### HOW DO YOU INTEGRATE DECARBONISATION INTO YOUR PURCHASING POLICY?

We have introduced a "supplier relations charter" aimed at reducing the carbon footprint of our purchases. This charter formalises the commitments between Apave, its suppliers and subcontractors, and aims

to establish a responsible, sustainable and balanced relationship. We have also initiated a process with our Top 10 suppliers, who now account for 13% of Scope 3 of our carbon footprint. This will enable us to assess more precisely the volume of carbon emissions from their activities and products purchased.

### WHAT CRITERIA DO YOU USE TO SELECT SUPPLIERS?

In our consultations, we give priority to choosing suppliers who have already put in place a decarbonisation plan and can accurately communicate the carbon footprint of their products or services.

For example: for parcel shipping, we have asked our carriers to provide us with carbon footprints for our shipments every year. We also favour the purchase or hire of reconditioned products for our technical equipment and for the furniture in our branches, which enables us to reduce our carbon footprint by a factor of 3.

### ANY SIGNIFICANT ACTIONS IN 2024?

First of all, we want to accelerate the greening of Apave's vehicle fleet in France. To do this, we have enriched our catalogue with new electric vehicle models offering greater range. In 2024, out of 1,800 renewals, 6% switched to electric. To encourage this approach, Apave covers the costs related to the installation of charging points at the employee's home and those related to vehicle charging. As part of annual contract negotiations, we prioritise second-hand equipment and long-term rentals to reduce our carbon footprint.

**Delphine**  
Purchasing Director  
of the **APAVE** Group



## Energy



### Solar panels

The installation of solar panels on sites significantly reduces greenhouse gas emissions. The **sites of PARC**, Apave's UK subsidiary, **and Rennes (France)** are equipped with solar panels, and their annual consumption in 2024 was 133,412 kWh and 79,610 kWh respectively (representing **an avoidance of around 30 tonnes of CO<sub>2</sub>eq** in 2024).



### Green electricity contracts

In 2024, Apave signed green electricity contracts for the Group's headquarters in Courbevoie (France) and for Eurocontrol, its Spanish subsidiary. These actions generated around 365,805 kWh of green electricity (i.e. **avoiding around 67 tonnes of CO<sub>2</sub>eq**).

Two other Group subsidiaries use green electricity: Trainor in Norway and Apave Bénin. They consume electricity generated from **hydropower (over 500,000 kWh)**.



A woman and a man wearing white hard hats and high-visibility orange jackets with the Apave logo are looking at a clipboard on a construction site. A large white number '4' and a hashtag '#' are overlaid on the image.

## Committed to gender equality and the development of all our employees

To build a sustainable future, Apave relies on **teams whose expertise and diversity are its greatest assets.**

*In 2024, Apave continued its efforts to increase the number of women in its professions, develop the skills of its employees, combat discrimination and improve access for people with disabilities.*



## Careers that suit women too



“ I joined the Apave Group in 2019, within its Sopemea subsidiary in Toulouse (France), as an Electromagnetic Compatibility (EMC) study engineer. Sopemea is renowned for its expertise in testing and engineering in the fields of EMC and Lightning. These are constantly evolving areas, with new standards and technologies, which makes the work very stimulating!

**Aude** - EMC Engineer - **Sopemea**



“ In our business, there's never a dull moment, and every day is different. The diversity, complexity, and scope of the projects and clients we support are fascinating! It's very rewarding to lead by example and demonstrate integrity by setting the bar high in terms of quality, safety, and excellence in our field.

**Katherine** - Engineer - Operations Director - **USA**



“ What I appreciate most about my job is that every day is different! One morning, I can be on an inspection in an industrial site and in the afternoon, in commercial premises or offices; then the next day, I deliver a training programme. No two days are ever alike. I enjoy being able to interact with different people daily; it's enriching both personally and professionally.

**Sarah** - Inspector and Electrical Trainer - **Toulouse (France)**



“ It's a very dynamic and stimulating job that often demands determination and maximum attention: I coordinate both office activities, from planning service calls to verifying final reports, and external activities at client sites, personally carrying out the necessary checks to ensure that equipment is considered safe for use.

**Silvia** - Engineer in charge of periodic inspections - **Italy**





## WHAT IS APAVE'S POLICY ON EQUALITY, INCLUSION AND SKILLS DEVELOPMENT?

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### WHAT IS APAVE'S POLICY REGARDING EQUALITY, INCLUSION, AND SKILLS DEVELOPMENT?

Our priority is to create an environment where each of our employees has the same opportunities to flourish and progress, regardless of their background, gender, training, age, country, or situation. Experience has shown me that without concrete and proactive actions, this priority would remain merely an intention. We have committed ourselves to concrete and proactive actions, notably to accelerate the feminisation of management positions, boost apprenticeship pathways, encourage skills development, and pay particular attention to the successful integration of people with disabilities. Finally, because we must all contribute daily to this benevolent professional environment, we raise awareness among our employees and managers through regular

information campaigns and by providing them with tools, handbooks, and training. As is often the case with these subjects, it is essential to make these commitments over the long term to see lasting effects firmly rooted in the Group's culture. We are progressively measuring the results of these actions, step by step.

### WHAT CONCRETE ACTIONS ARE BEING TAKEN TO INCREASE THE REPRESENTATION OF WOMEN IN MANAGERIAL ROLES?

We are acting on 3 levers: recruitment, career paths, and the work environment. We are working on the attractiveness of our professions to women, for example, during school forums with female students. We regularly train our recruiters to promote a diverse pool of candidates. We are also attentive to this during promotions, and we identify female talents to encourage and

guide them towards management positions. All these actions are supported by all members of the Executive Committee, which is an indispensable prerequisite for the success of our diversity policy. Finally, by launching a campaign against sexism at work in 2022, our objective was to offer our female employees a benevolent environment, a necessary foundation for professional fulfilment.

### HOW DOES APAVE SUPPORT ITS EMPLOYEES IN DEVELOPING THEIR SKILLS?

At Apave, skills development is at the heart of our HR policy, which is not surprising for a group that has training as one of its activities, and more generally where the transmission of know-how is part of our DNA. We rely on a 360-degree approach: learning on the job, feedback and coaching, and access to a wide range of training programmes, a significant proportion of which are

delivered by our own trainers. Our aim is to enable every employee who so wishes to build a rich and progressive career path by developing and enriching their skills.

In 2024, we also launched our own Apave work-study training programme. Two classes of electrical inspection technicians have already started their training at our centres and have completed their work-study placement at an Apave branch. At the end of the course, they will be eligible for a permanent contract. This training is open to all types of profiles. There are no technical prerequisites. All you need is curiosity about our business and a desire to learn!

### HOW DO THESE INITIATIVES CONTRIBUTE TO OVERALL PERFORMANCE?

For Apave, the equation is simple: equality, inclusion and skills development are the drivers of our sustainable performance. By capitalising on the richness

## ON, AND

of our profiles and investing in the fulfilment and development of each individual, we create an environment conducive to innovation and the quality of our services, which enable us to remain attractive and to serve our customers ever better. It's a virtuous circle, where individual success feeds collective success.

**Anne**  
Director of Human Resources  
**APAVE**



75

To offer our female employees a benevolent environment, a necessary foundation for professional fulfilment.

## COMBATING SEXISM: THE IMPACT OF THE CAMPAIGN AT EUROCONTROL

### HOW DID YOU PERCEIVE APAVE'S CAMPAIGN AGAINST SEXISM AT WORK?

I found Apave's campaign against sexism at work, recently rolled out at Eurocontrol, particularly impactful thanks to its very realistic scenarios. It effectively reminds managers of their key role in combating sexism, both through adherence to rules and by their own behaviour, as they must lead by example. This embodiment of principles is fundamental to advancing the fight against sexism.

### WHAT, IN YOUR OPINION, IS THE IMPACT OF THIS CAMPAIGN ON THE TEAMS?

This campaign has had a significant effect by making us realise

that, at times, we adopt questionable behaviours towards our colleagues. For the impact of these campaigns to increase and become embedded in the company's culture, it is fundamental that they are regularly updated, adapting to new contexts and needs.

### WHAT ARE THE CONCRETE RESULTS OF THE ACTIONS ALREADY IMPLEMENTED TO COMBAT SEXISM?

I believe that violent sexism is clearly identified in professional environments, which allows for the earliest possible activation of protocols that protect the assaulted person. However, based on my experience and my interactions with colleagues, I think that today, the focus must be placed more on ordinary

and discriminatory sexism: those behaviours and comments that are often minimised. It's not enough just to identify and manage these situations; it's also about promoting empathetic, human, and appropriate behaviour in the professional environment. This is an important approach in order to create a culture of respect and equality in continuity with the awareness campaign already deployed.

**Mónica**  
Finance Department  
Eurocontrol



### ● Campaign "Together, let's say NO to sexism"

Launched in 2022, 'Together, let's say NO to sexism' is an internal awareness-raising campaign based on an educational approach designed to sensitise all teams to the manifestations and impact of sexism in the workplace. Rolled out in France, then in Spain in 2024, the campaign will continue in 2025 with the publication of a booklet explaining the different forms of sexism, how it manifests itself and how to report it.





I like fieldwork, external assignments, because it's less routine. Each day brings new things; it's more active and we're constantly learning.

**Sheila - Topographer Eurocontrol-Spain**



## SUCCEEDING IN THE CONSTRUCTION INDUSTRY: THE CAREER OF A PASSIONATE WOMAN

### WHAT HAS BEEN YOUR CAREER PATH?

After working in a number of different fields, I had the opportunity to be hired on an industrial building extension site and to take charge of coordination, first as a subcontractor, then at Apave as a Health and Safety Coordinator. This experience enabled me to seize a new opportunity in Sicily. It was a real challenge, as I didn't speak any Italian and I had to join a team of mostly men with a lot more experience than me. Thanks to the training I received at Apave, the managers who helped me a lot and my ability to bounce back, I learnt Italian quickly and was soon up and running.

### WHAT ARE YOUR ASSIGNMENTS IN SICILY?

Today, I manage 10 employees and together, on one of Europe's largest construction sites, we manage the co-activity of 1,200 people across all trades, as well as individual safety. For me, it's a chance to be part of a group like Apave, which allows women to develop in their roles, both managerially and geographically.

### DO YOU THINK THAT WOMEN HAVE A DIFFERENT APPROACH TO TECHNICAL JOBS THAN MEN?

In Italy, there's a great deal of respect for hierarchy, so being the only female manager in a team of men was quite easy. The real difficulty lies in communicating with the teams

on a day-to-day basis. That's where my experience as a school teacher really helped me. It's not all that different: looking after people's safety, preventing rather than curing, repeating a lot, being didactic.

### WHAT WOULD YOU TELL A WOMAN IF SHE HAD TO GO INTO A TECHNICAL PROFESSION?

With energy, curiosity, logic and, above all, good human values, most jobs are accessible! When I arrived at this job, I listened a lot at first to get to grips with the processes, the way people react and the codes. It's an incredible playground!

**Mélanie**  
Health and Safety Coordinator  
**APAVE**

# ***Committed to working alongside our customers to help them make a success of their own sustainable transitions***



Today's challenges are accelerating: the ecological, climatic, energy and digital transitions we are undergoing are generating new risks that need to be identified, prevented and managed. That's what **our Green&Social range of services** is all about. More than ever, Apave has reinforced and strengthened its expertise and know-how in specific areas such as the environment, safety at work, climate and decarbonisation, as well as in specific areas of expertise such as sustainability/CSRD reporting

#



## SUSTAINABILITY AND CSR: PRACTICAL AND PERSONALISED SUPPORT

### WHAT ARE THE ASSIGNMENTS CARRIED OUT BY THE CLIMATE AND SUSTAINABILITY DEPARTMENT?

In terms of CSR, we support our clients at every phase: training, maturity diagnosis, roadmap definition, and deployment assistance. Depending on customer needs, this can take the form of end-to-end support or occasional assistance. In particular, we have a service offering dedicated to assisting with CSRD compliance, which is a regulation on the obligation to publish a sustainability report for large companies exceeding a certain employee/turnover threshold. More broadly, within the Climate and Sustainability Department, we also carry out assignments on the theme of climate (carbon footprint, decarbonisation, and adaptation to climate change) as well as on the theme of biodiversity

(ecological impact assessment and study, biodiversity footprint).

### WHAT IS THE SCOPE OF YOUR ROLE?

I am a CSR/CSRD consultant. I lead training for CSR/HSE managers to give them the keys to a CSR approach, or to raise their awareness of CSR axes, based on the ISO 26000 standard. I also intervene on consulting assignments, to carry out maturity diagnostics, through documentary analyses and interviews, or to perform double materiality analyses, a fundamental starting point for the sustainability report that allows companies to understand their impacts and dependencies towards the environment and social aspects, and to link relevant policies and actions to them.

### HOW DOES THE SUPPORT WORK?

All support begins with a framing meeting to verify objectives, determine governance, present the methodologies used, and validate the stages and planning. We always advise including training in this start-up phase. We then produce our analyses autonomously; the project is paced by interactions via co-construction workshops or validation meetings at each stage of the project. The final deliverables are subject to a presentation, ideally to the company's Executive Committee (Comex). The closing meeting allows for the final assessment and the identification of future support needs.

**Morgane**  
CSR Consultant  
Climate and Sustainability  
Department - **APAVE**

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**We have a service  
offering dedicated to  
assisting with CSRD  
compliance.**



IN ORDER TO ACHIEVE carbon neutrality, the development of electric mobility and the widespread deployment of charging points appear as an essential solution. France's Mobility Orientation Law (LOM) of 2019 strengthens the obligations of businesses. Apave is a key player in this change and supports its clients in the development of electric mobility.

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## SUPPORTING THE TRANSITION TOWARDS ELECTRIC MOBILITY

Apave expertise



Apave offers various services for EVSE (Electric Vehicle Supply Equipment) to support its clients in complying with different regulations,

such as conformity control, with a comprehensive offering that includes technical support assignments, inspection, and training. We support companies upstream, from the feasibility of installations to the verification of installed charging points and their energisation.

The training service offering, which is very popular, comprises three types of courses with EVSE certification, adapted to different qualification levels. This legal obligation prompts installers and maintainers to train in EVSE technology and operation.

**Nicolas**  
Head of Industrial Operations Unit  
**APAPE**

Client insight



It was important for us that all our users could charge their vehicles safely. Apave supported us in controlling the conformity of our EVSE charging point

installation in accordance with current legislation. This allowed us to obtain a comprehensive inspection report for all our equipment subject to regulation. Thanks to the expert advice and professional assessment from Apave's specialists, we have the assurance that the charging points function correctly from both a safety and technical perspective: no electrical risk during their use, equipment compliant with current standards, no signs of deterioration or premature wear.

**Ingrid VINCART**  
Head of Maintenance, Infrastructure and Strategic Project Management  
**DEFINOX**





## CSR, A STRATEGIC LEVER FOR RTP FRANCE

Client insight



### WHAT ARE RTP FRANCE'S CSR OBJECTIVES AND HOW ARE THEY CONCRETELY PUT INTO PRACTICE?

At RTP France, Corporate Social Responsibility (CSR) is a strategic lever for the company, enabling us to meet our clients' expectations, regulatory requirements, and improve our environmental and societal impact.

Our priority issues are:

- the reduction of our carbon footprint;
- the circular economy;
- the well-being of our employees;
- and, of course, showcasing our commitment to our partners.

### HOW HAS APAVE'S SUPPORT BEEN DECISIVE FOR YOUR CSR APPROACH?

In 2024, Apave trained our teams in CSR and supported us in developing our company's CSR positioning. The approach is pragmatic and personalised, which allowed for a smooth integration of CSR issues into our business activities. Next year, we will continue this collaboration with an in-depth diagnosis of our CSR maturity.

### WHAT CONCRETE BENEFITS HAVE YOU GAINED FROM THIS COLLABORATION?

The assignment carried out in 2024 precisely met our expectations. We particularly appreciated the quality of Apave's speakers, and all training participants were satisfied. Apave is a trusted partner that helps us fulfill our CSR commitments.

**Stéphanie MAURER**  
Environmental and regulatory affairs manager at **RTP France**

TESTIMONIAL



## ● Toulouse Metro A technical and environmental challenge

The construction of Toulouse Metro Line C, launched at the end of 2022, is transforming the pink city. Beyond the technical challenges, this major project places paramount importance on environmental protection. Tisséo, the project owner, has assigned Apave for soil sampling and analysis of excavated earth. As an independent control body, Apave brings its expertise to ensure compliance with environmental standards and environmental protection:

controls of decontamination works on sites, controls on storm water discharges, and controls of the potential impact of the construction sites on their immediate environment (groundwater and surface water). Apave's role is essential to ensure rigorous control and constant monitoring, thereby guaranteeing that this major project contributes to a more sustainable future for the pink city.



“ The Line C project was certified as sustainable infrastructure in accordance with HQE standards in October 2023. Tisséo Ingénierie is committed to implementing the project's environmental obligations and to meeting the challenges related to the value-added utilisation of excavated materials by relying on reliable construction and control partners.

**Gilles HABASQUE**  
Director of Environment/Innovation  
**TISSÉO INGÉNIERIE**





### ● «Territoires de demain» (Territories of tomorrow)

## A framework contract to support local authorities and accelerate their transformation

In 2024, Apave, along with its partners SUEZ, SCC, Capgemini, and Cerema, won the "Territoires de demain" framework contract from UGAP. The consortium's assignment is to support public actors, particularly local authorities, with their challenges regarding sustainable mobility, energy efficiency, risk prevention, and environmental transition. Lasting four years, this new comprehensive service offering provides all local authorities with access to cutting-edge solutions from leading French and European companies and institutions in their respective business activities.





## SAFETY EXPERTISE SUPPORTING ENERGY RECOVERY

### WHAT IS UNIQUE ABOUT YOUR PROJECT?

For Piveteau Bois, a specialist in the manufacture of wood solutions, the project to build a cogeneration boiler is exceptional, as it is only the second installation of its kind in France. What makes it unique is that the boiler is fuelled by Solid Recovered Fuel (SRF) from bulky waste collected at waste disposal sites and household waste that has been pre-treated in a mechanical-biological sorting plant. Safety is a very important issue for us. This is a major project for Piveteau Bois that will impact our production processes, which is why we asked Apave to support us. The Apave teams have expertise in every field and a good understanding of our

processes, which enables us to comply with regulations while taking into account the specific features of the installation and how it will be used by employees in their day-to-day work.

### WHAT ARE THE ASSIGNMENTS ENTRUSTED TO APAVE?

Apave has been supporting us since the start of the project to help us meet our safety challenges. Apave has been involved in various areas: checking machine compliance, checking pressure equipment, checking lightning and electrical installations related to the process, but also analysing emissions (atmospheric and water) and managing Atex risk (zoning and suitability of equipment in

explosion risk areas). The solutions provided are tailored to our issues and sector-specific challenges. Apave provides us with expertise and knowledge of the regulatory and standards framework for the safe use of our facilities by our employees. We work with key contacts who listen to us and have supported us over the years in our efforts to develop a safety culture within the company. A cooperative and collaborative partnership that makes all the difference.

**Fabrice LEFLOT**  
Risk Management Engineer  
at **PIVETEAU BOIS**  
&  
**Adrien MICHON**  
New Works Project Manager  
at **PIVETEAU BOIS**



To learn more,  
watch the  
video



## THE SAFETY OF HYDROGEN REFUELLING STATIONS, A MAJOR CHALLENGE FOR ATAWAY

Client insight



### WHAT NEEDS LED YOU TO CALL ON APAVE?

Ataway is a company specialising in the design, installation, and operation of hydrogen refuelling stations. In our field, safety is a key issue. To guarantee an optimal level of safety for all stakeholders, we entrusted the Apave teams with carrying out Preliminary Risk Analyses (PRA). This allowed us to cover risks beyond just our "H2 station" product, by taking the global environment into account. This voluntary approach reflects our commitment to offering enhanced safety to our clients and their users, by integrating risk control from the pre-design phase of our stations.

### HOW DID APAVE SUPPORT YOU?

This collaboration has been a real catalyst for questioning and enriching our approach. It has enabled us to adopt a more comprehensive view of risk management, taking into account the entire environment and context in which our products are used. We have been able to consider harmonising designs and safety approaches, with an upstream process that anticipates all eventualities. This collaborative work has enabled us to strengthen our practices and guarantee a high level of safety across all our projects while optimising our costs.

**Baptiste VERDIN**  
Compact and Mobile Product Manager at **ATAWEY**

Apave expertise



Apave International supplemented the various services carried out in France to support Ataway in exporting their equipment. This primarily involved identifying the applicable regulatory specifications in various European Union countries that could impact the design, installation, and operation of hydrogen production and distribution equipment for vehicles. The project was carried out in Italy and Belgium, with potential extensions to Spain, the Netherlands, Germany, and the United Kingdom.

**Christine**  
**APAVE INTERNATIONAL PROJECTS**

TESTIMONIALS

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To learn more, watch the video







## ● Madarail Restructuring the HSE management system

Apave supported MADARAIL, a railway company in Madagascar, in restructuring its HSE (Health, Safety, Environment) management system. MADARAIL, wishing to gain performance and better manage health, safety, and environmental risks, relied on the Group's expertise for 2 years.

Apave's support unfolded in several phases, starting with an initial assessment, then establishing a roadmap, implementing awareness and training actions, as well as providing HSE supervision for the various teams.



The implementation of a management review and the conducting of an internal audit allowed for the relaunch of the continuous improvement cycle.

Apave's experts adopted a strategic, business and operational approach so that all teams could take ownership of the HSE system and develop it.



“EDF Production Électrique Insulaire is a high-performing and responsible electricity producer, committed to the energy transition and the economic and societal development of island territories. The preservation of these territories is an ecological priority, with the verification of CO<sub>2</sub> emissions from thermal power plants that supply energy to the islands of Réunion, Corsica, Guadeloupe, and Martinique. We entrusted Apave to verify the greenhouse gas emission declarations from our 4 thermal power plants, thanks to their environmental expertise, knowledge of current regulations, and their presence across all territories.

Clémentine VERSCHAVE  
QSE Project Manager

EDF



### ● City of Auray

## An energy efficiency approach with Apave Performance Immo's expertise

The town of Auray (Morbihan, France) has taken a significant step in its energy transition by launching an in-depth multi-issue analysis of the conservation status of its real estate properties, associated with the energy performance of its public buildings. This initiative, aiming to reduce the municipality's environmental footprint and energy costs, relies on the recognised expertise of Apave Performance Immo, a subsidiary of the Group. The in-depth analysis allowed the city of Auray to have a work plan and prioritise the actions to be taken. Optimising its investments in energy renovation is fundamental for sustaining and improving the management of its real estate portfolio. An assignment that demonstrates Apave's ability to support territories in their transitions.





## ● GVM Denmark

### Baltic Control® Certification issues the first ISCC certificate for renewable fuels of non-biological origin

Baltic Control® Certification, a subsidiary of Apave, has reached a milestone in the renewable energy sector by issuing the first ever ISCC certificate for renewable fuels of non-biological origin (RFNBO). The certificate was awarded to Grøn Brint A/S in Denmark for its electrolyser, marking an important step towards

sustainable hydrogen production. The client GVM, a partial shareholder of Grøn Brint A/S, is a pioneer and industry leader excelling in the development, ownership and operation of businesses covering the fields of Power-to-X, biogas plants, solar and wind energy, all at the forefront of the green transition.



At Grøn Brint A/S, we experienced a positive and collaborative relationship with Baltic Control® Certification throughout the process. This cooperation included a pilot/test audit in June, followed by the actual audit after preliminary ISCC system approval by the Danish Energy Agency. Close collaboration and process alignment were essential for successful certification.

**Rasmus HEDEGAARD BANG**  
Chief Executive  
Officer of **GVM**





SOCAMEL GROUP IS THE WORLD LEADER in meal distribution solutions. Socamel has been working with Apave for 30 years to ensure the compliance and sustainability of its electrical products through its subsidiaries Sopemea and Apave Certification.

To learn more, watch the video



## FROM CONFORMITY TO SUSTAINABILITY, APAVE SUPPORTS SOCAMEL

Client insight



We distribute our products in around fifty countries. Constantly innovating, our latest trolleys even

incorporate artificial intelligence. The importance of "time to market" means that certification must be obtained quickly. Our exchanges with Apave are more direct, more frequent and characterised by trust, which significantly reduces the time spent and effort required on our side. And therefore, it improves visibility on the Time to Market. Working with Apave saves us valuable time. And having a local partner like Sopemea when we want to qualify products in the United States is a huge advantage.

**Laurent COURNEIL**  
Chief Executive Officer of **SOCAMEL**

Apave expertise



Sopemea manages the entire technical part, and once the file is finalised by Sopemea, it is

submitted to Apave Certification, which will conduct a complete review and issue an internationally recognised CB certificate. Apave Certification also proposed the Longtime labelling for Socamel products. This label aims to combat the premature obsolescence of products and promotes the development of the circular economy. It is an indicator that allows the end consumer to choose a robust and repairable product. This label is aimed at all manufacturers and distributors who wish to promote the lifespan of their products and whose objective is to offer consumers, if needed, the possibility of easily

having their products repaired at controlled costs. Socamel secured this valuable accreditation, which recognises the durability and reparability of its trolleys.

**Xavier**  
Electrical Product Certification Manager - **APAVE**

Apave expertise



Having a single point of contact on our site makes the client's life easier:

Sopemea is capable of supporting the client in terms of testing. At the Genas (Rhône, France) site, there are vibration tests, climatic tests, electromagnetic compatibility tests, IP/IK tests (water and dust protection), and the electrical safety laboratory.

**Franck**  
Deputy Test Director of **SOPEMEA**



## ● Panzani Enhanced safety of production lines in France

PANZANI has chosen Apave to carry out a comprehensive safety initiative for the production lines at its six French factories, starting with a successful pilot project in Marseille.

**Apave's service offering combines** technical expertise and an organisational approach to ensure regulatory compliance of machinery and the safety of operating and maintenance tasks. This collaborative initiative, involving all levels of PANZANI, aims to optimise the integration of regulatory requirements, taking into account the specific characteristics of



each machine and industrial constraints. **Apave's approach includes** defining requirements, verifying compliance, providing support for securing operations (through risk analysis), drafting operating procedures, and transferring skills through the training of PANZANI staff.





## ● Les Mousquetaires (ITM LAI)

### Apave's expertise supporting regulatory compliance and sustainability

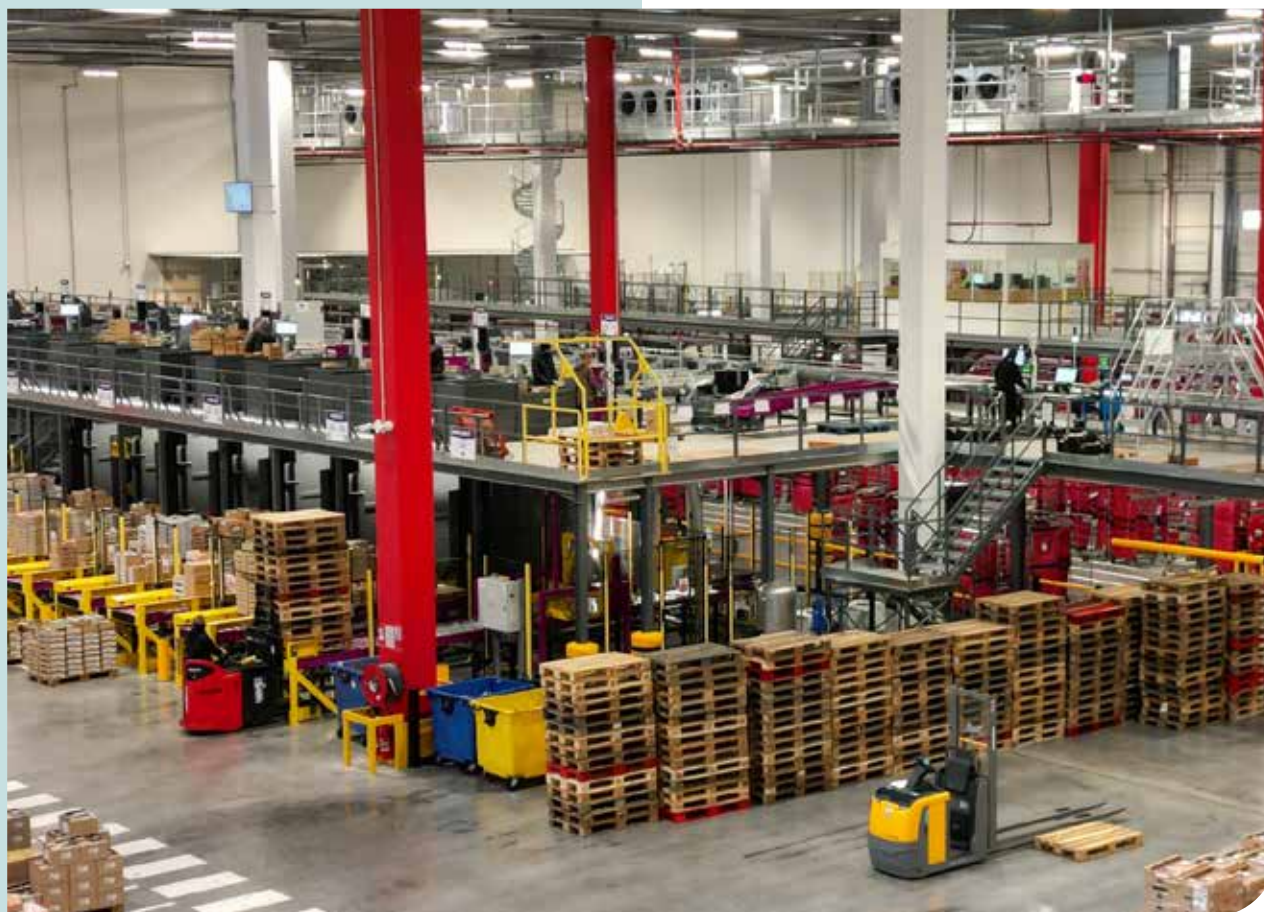
“Two assignments were carried out at our sites, Les Mousquetaires Logistique Alimentaire Internationale (Les Mousquetaires International Food Logistics). The first concerned noise measurements for our employees, and the second, Post-Lubrizol sampling. We are satisfied with these two services. The operational execution of the assignments was clear from the outset. Having experts on hand throughout the project made all the difference, especially when it came to new regulatory issues.

**Nathalie VENTALON**

QHSE Coordinator

**LES MOUSQUETAIRES**

International Food Logistics







# NFPS NON-FINANCIAL PERFORMANCE STATEMENT

## OUR KEY INDICATORS 2024

### FOREWORD

The Apave Group is publishing its Non-Financial Performance Statement (NFPS) for the 2024 financial year, in accordance with European and French regulations. This chapter details the Group's ESG policies (Environmental, Social and Governance), risks and indicators, verified by an independent third party, and its extra-financial performance through key indicator results, CSR progress and CSR risk analysis.

#### A continuous improvement dynamic

In 2024, the Apave Group enhanced its non-financial report by including the Group's CSR risk analysis, while continuing to roll out its 2023-2025 CSR strategy and optimising the monitoring of its key performance indicators (KPIs) on a quarterly basis.

#### An adapted CSR governance

The Apave Group has set up an organisation through which the various functional and operational departments contribute to the implementation of the CSR strategy. The reporting of these actions is monitored by the Group's Executive Committee:

#### Steering:

- A CSR Steering Committee, composed of the various contributing departments, guides and supervises actions and updates the CSR risk analysis.
- Working groups for each pillar of the CSR strategy ensure the proper implementation of action plans and the monitoring of indicators.

#### Direction:

- General Management validates key non-financial risks and indicators, based on the recommendation of the CSR Steering Committee.
- The Non-Financial Performance Statement (NFPS) is approved by the Board of Directors and integrated into the Integrated Report, published on the **apave.com** website.





## Sustainability risk management

Apave assesses and manages its sustainability risks by involving various departments and covering a wide range of topics through the following system:

- **identification of stakeholders** and their specific expectations;
- **determination of material sustainability issues** for Apave and its stakeholders: Health and Safety, Climate, Compliance, Gender Equality, Training and Skills Development, Contribution to the sustainable transitions of our society;
- **assessment of risks and opportunities** The Criticality of sustainability risks and opportunities is assessed in terms of their Severity and frequency for Apave and its stakeholders;
- **determination of policies and actions:** the Group deploys policies, actions and resources to control the risks and develop the opportunities thus identified;
- **monitoring of key indicators**, such as the frequency and severity of workplace accidents; assessment of GHG (Greenhouse Gas) emissions and electricity consumption; gender equality; skills development;

ethics and anti-corruption training rates within the Group;

- **coordinated contribution from numerous cross-functional departments** such as the DQSSE, HR, the Real Estate, Purchasing, General Secretariat and CSR departments, which collaborate on the roll-out of action plans aimed at achieving the CSR objectives set for the Group.

## Regarding the themes referred to in article L225-102-1

- **Climate change:** key performance indicator related to Greenhouse Gas emissions; energy sobriety.
- **Collective agreements concluded within the company** and impacts on the company's economic performance as well as on employees' working conditions (cf. table page 113).
- **Fight against food waste:** theme excluded from reporting given the practically systematic outsourcing of collective catering.
- **Diversity and fight against discrimination:** key performance indicator related to Gender Equality.
- **Disability:** 3.02% of disabled workers (cf. page 112). In March 2023, Apave

signed an agreement with social partners regarding its "Disability Policy" at the level of the French Economic and Social Unit (UES). An agreement that translates into the implementation of concrete actions aimed at promoting the inclusion of people with disabilities.

- **Food insecurity, animal welfare, and responsible food:** non-material issue and presenting non-significant risks for the Group, even if local initiatives are carried out by the teams, as part of their territorial anchoring.
- **Promotion of physical and sports activities:** initiatives are taken regarding workstation ergonomics (warm-ups...), cycling (Apave headquarters, for example), or managerial mobilisation of teams to participate in solidarity sports events (Pink October...).
- **Promotion of the link between the nation and the army and support for enlistment in the reserves:** Apave recognises the importance of the Nation-army link and examines requests for engagement of some of its employees in operational reserves on a case-by-case basis, with the aim of responding as favourably as possible.



CSR CHALLENGES	POTENTIAL RISKS TO BE MITIGATED	INDICATOR AND UNIT	SDG
<b>Employee Health and Safety</b>	<ul style="list-style-type: none"> <li>• Increase in accidents and absenteeism</li> <li>• Risks of physical harm to employees due to the lack of preventive measures</li> </ul>	Frequency and severity of workplace accidents	SDG 3 SDG 8
<b>Fight against climate change</b>	<ul style="list-style-type: none"> <li>• No contribution to collective decarbonisation efforts for Apave and its clients</li> </ul>	Tonnes CO <sub>2</sub> equivalent/employee (ratio based on total absolute emissions from scopes 1, 2 and 3)	SDG 7 SDG 13
<b>Energy Conservation</b>	<ul style="list-style-type: none"> <li>• No contribution to collective decarbonisation efforts</li> <li>• Increased energy consumption expenditure, contributing to climate change and its consequences</li> </ul>	Electricity consumption in kWh/€K of turnover	SDG 7 SDG 13
<b>Our employees' skills</b>	<ul style="list-style-type: none"> <li>• Loss of expertise necessary for the performance of our activities</li> <li>• Loss of competitiveness due to insufficient consideration or lack of awareness of new expectations: sustainability, interpersonal skills, etc.</li> </ul>	% completion rate of the 2 mandatory "Apave Climate School" modules	SDG 4 SDG 8 SDG 13
		Number of training hours per employee	SDG 4 SDG 8
<b>Diversity, inclusion and equality - Fight against discrimination</b>	<ul style="list-style-type: none"> <li>• Discrimination in recruitment, pay, promotion and career development between men and women</li> </ul>	% of female managers	SDG 5
<b>Ethical governance- Fight against corruption</b>	<ul style="list-style-type: none"> <li>• Fraud, corruption, non-compliance with French regulations (Sapin II) and local regulations</li> <li>• Deterioration of client and supplier relationships</li> </ul>	% Roll-out of "Ethics and Anti-corruption" training (companies and employees)	SDG 16

THEME	CSR CHALLENGES	DEFINITION	2023 REMINDER	2024 RESULTS (2023 LIKE-FOR-LIKE)
SAFETY	Employee Health and Safety	Ethical governance- Fight against corruption	5.18	3.92
		Work-related accident severity rate	0.25	0.25
GREENHOUSE GAS EMISSIONS	Fight against climate change	CO <sub>2</sub> eq emission/employee (Scope 1, 2, 3)	6.2 tonnes/employee	5.8 tonnes/employee
		CO <sub>2</sub> eq emission in absolute value	79,574 tonnes CO <sub>2</sub> eq	76,599 tonnes CO <sub>2</sub> eq
		CO <sub>2</sub> eq emission breakdown by scope (tonnes CO <sub>2</sub> eq/employee)	Scope 1: 2.17 Scope 2: 0.13 (location based) Scope 3: 3.88	Scope 1: 2.11 Scope 2: 0.12 (location based) Scope 3: 3.55
				<i>*Scope 3 integrating 6 GHG emission items: S3-1, S3-2, 3-3, 3-5, 3-6, 3-7</i>
CONSUMPTION OF ELECTRICITY	Energy Conservation	Electricity consumption in kWh/€K of turnover	14.8 kWh/k€	12.3 kWh/k€

2024 RESULTS (2024 PERIMETER)	2025 OBJECTIVES	2025 ACTION PLANS
3.47	<3	<ul style="list-style-type: none"> <li>Continuation of the "OBJECTIVE ZERO ACCIDENTS" OZA dynamic: safety talks, managerial safety visits, communication on the 4 safety behaviours applicable to all.</li> <li>Training for all new managers and all employees (tests, new hire training, global safety training system "Safety 360")</li> <li>Deployment of the Alert Sécurité application for the reporting of dangerous situations across the entire Group</li> <li>Implementation of an integrated QHSE management system, in France and in key countries</li> </ul>
0.22	<0.10	
6.0 tonnes/employee	-5% in line with efforts initiated compared to 2022 (c)	<ul style="list-style-type: none"> <li>Continuation of the decarbonisation strategy on the 4 levers identified in 2022               <ul style="list-style-type: none"> <li>Mobilities</li> <li>Purchasing</li> <li>Real estate</li> <li>Energy</li> </ul> </li> <li>Tightening of the key indicator monitoring system (travel, tCO<sub>2</sub>eq, etc.)</li> </ul>
90,721 tonnes CO <sub>2</sub> eq		
Scope 1: 2.06 Scope 2: 0.15 (location based) Scope 3: 3.83		
<i>*Scope 3 integrating 6 GHG emission items: S3-1, S3-2, 3-3, 3-5, 3-6, 3-7</i>		
11.9 kWh/k€	-5% in line with efforts initiated compared to 2022 (c)	Generalisation of electricity consumption monitoring methods across the entire group; "greening" of electricity: <ul style="list-style-type: none"> <li>Installation of solar panels on sites</li> <li>Securing green electricity contracts internationally</li> <li>Integration of energy efficiency criteria into the real estate master plan</li> <li>Eco-friendly habits</li> </ul>



THEME	CSR CHALLENGES	DEFINITION	2023 REMINDER	2024 RESULTS (2023 LIKE-FOR-LIKE)
TRAINING	Our employees' skills	% completion rate of the 2 mandatory modules: "The great climate system" and «The low-carbon transition»	13%	
		Average number of training hours per employee	26.8 h	22 h
GENDER EQUALITY	Diversity, inclusion and equality - Fight against discrimination	% of female managers	24.6%	25.4%
ETHICS AND THE FIGHT AGAINST CORRUPTION	Ethical governance- Fight against corruption	% subsidiaries that have deployed the "Ethics and anti-corruption" training	80%	86.1%
		% of compliant employees	91%	93.3%



2024 RESULTS (2024 PERIMETER)	2025 OBJECTIVES	2025 ACTION PLANS
51.66%	Completion of the 2 mandatory modules by 100% of employees	<ul style="list-style-type: none"> <li>Monthly monitoring of participation rates</li> <li>Internal communication plan aimed at promoting module validation</li> <li>Recognition of employees who have already completed the training</li> </ul>
23 h	>20 training hours per employee	Development of a common skills base (internal training) aimed at: <ul style="list-style-type: none"> <li>Increasing training hours (average number of training hours per person)</li> <li>Maintaining skills development through non-mandatory training</li> <li>Enabling everyone to improve in foreign languages</li> <li>Enabling everyone to develop their "soft" skills and their interpersonal skills</li> </ul>
25.2%	27%	<ul style="list-style-type: none"> <li>Raise awareness among recruitment stakeholders (recruiters and managers) about the importance of diversity</li> <li>Ensure that diversity is properly represented in our communication materials (internal and external)</li> <li>Ensure that each promotion or recruitment process includes a diverse shortlist</li> </ul>
89.7%	100%	<ul style="list-style-type: none"> <li>Training on corruption risks made available to all group subsidiaries in several languages</li> <li>Strengthening the integration process for companies acquired through external growth (recruitment of a Director in charge of integration); ensuring compliance with mandatory training</li> <li>Deployment of an "Ethics and anti-corruption" quiz for all employees</li> </ul>
89.5%	90%	





## GREENHOUSE GAS (GHG) EMISSIONS

The 2024 GHG assessment is steadily improving, while taking into account the Group's transformation:

- **The GHG assessment has been carried out in conformity with the GHG Protocol since 2022;** including the measurement of Scopes 1, 2, and 3 through the following emission categories:
  - 1-1: Direct emissions from stationary combustion sources
  - 1-2: Direct emissions from mobile combustion sources
  - 1-4: Direct fugitive emissions
  - 2-1: Indirect emissions from electricity consumption - Location Based
  - 2-1: Indirect emissions from electricity consumption - Market Based
  - 2-2: Indirect emissions linked to the consumption of steam, heat or refrigeration
  - 3-1: Products and services purchased
  - 3-2: Fixed assets
  - 3-3: Fuel and energy-related emissions
  - 3-5: Waste generated
  - 3-6: Business travel
  - 3-7: Commuting to and from work



According to the Climate and Resilience Act, it is an obligation, effective from 1<sup>st</sup> July 2022, to mention in the NFPS the GHG emissions directly or indirectly related to upstream and downstream transport of products, along with a plan for reducing these emissions. Given the Group's activities (service activities), Apave is not subject to this obligation.

- **Calculation improvement:** since 2022, the Group has had its assessment validated by an external third-party body with a desire for reliability, transparency, and continuous improvement. Furthermore, with a constant methodology, efforts are made to collect more and more real data instead of estimations, or by working on the finest possible estimations. The calculation of emissions related to "home-to-work commutes (and teleworking)" is based on the "mobility" survey conducted in France at the end of 2024.
- **The coordinated data collection** procedure relies on clear and shared data governance across the Group,

with the implementation of a 6-step procedure: identification of "data owners", awareness-raising, collection, review, consolidation and feedback.

- **Scope extension:** The scope of the 2024 NFPS has evolved with the integration of **8 leading companies**, representing nearly 30 legal entities, resulting from external growth.

The 2024 GHG assessment is presented with an analysis on the 2024 reference perimeter (2023 like-for-like), and another on the 2024 NFPS perimeter including the new entities.

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## EVOLUTION 2022 (c) 2023-2024 by scope

	Corrected 2022 GHG report (c) tCO <sub>2</sub> eq	2023 report tCO <sub>2</sub> eq	2024 report tCO <sub>2</sub> eq (like-for-like 2023)	2024 report tCO <sub>2</sub> eq (2024 perimeter)
<b>Scope 1</b>	25,169	27,912	27,956 (0% vs 2023)	30,930 (+11% vs 2023)
<b>Scope 2</b>	3,167	1,662	1,552 (-7% vs 2023)	2,227 (+34% vs 2023)
<b>Scope 3</b>	55,643	50,000	47,091 (-6% vs 2023)	57,564 (+15% vs 2023)
<b>Total</b>	<b>83,979</b>	<b>79,574</b>	<b>76,599</b> (-4% vs 2023)	<b>90,721</b> (+14% vs 2023)

# EVOLUTION 2022 (c), 2023 and 2024 by scope

SCOPE   GHG PROTOCOL EMISSIONS ITEMS		2022 REPORT(c) tCO <sub>2</sub> eq	2022 REPORT(c) %	2023 REPORT(c) tCO <sub>2</sub> eq	2024 REPORT(c) tCO <sub>2</sub> eq
S1	1-1 Direct emissions from stationary combustion sources	1,175	1%	1,136	1,136
	1-2 Direct emissions from mobile combustion sources	22,672	27%	23,405	23,405
	1-4 Direct fugitive emissions	1,321	2%	3,371	3,371
	2-1 Indirect emissions from electricity consumption (location-based)	3,148	4%	1,640	1,640
S2	2-1 Indirect emissions from electricity consumption (market-based)	3,111		1,602	1,602
	2-2 Indirect emissions linked to the consumption of steam, heat or refrigeration	19	0%	22	22
	3-1 Products and services purchased	26,301	31%	26,404	26,404
S3	3-2 Fixed assets	4,337	5%	1,034	1,034
	3-3 Fuel and energy-related emissions (location-based)	6,438	8%	6,445	6,445
	3-5 Waste generated	429	1%	195	195
	3-6 Business travel	13,331	16%	10,338	10,338
	3-7 Commuting to and from work	4,807	6%	5,748	5,748
TOTALS		ANNUAL TOTAL (S2-1 Location based)	83,979		79,738
		Annual Total (S2-1 Market based)	83,942		79,700
		TOTAL SCOPE 1	25,169	30%	27,912
		TOTAL SCOPE 2 (Location Based)	3,167	4%	1,662
		Total Scope 2 (Market Based)	3,130		1,624
		TOTAL SCOPE 3	55,643	66%	50,164

2023 REPORT(c) %		GAP 2022 (c) VS 2023		2024 REPORT(c) tCO <sub>2</sub> eq (like-for-like 2023)	2024 REPORT(c) % (like-for-like 2023)	GAP 2022 (c) VS 2024 (like-for-like 2023)	2024 REPORT(c) tCO <sub>2</sub> eq (2024 perimeter)	2024 REPORT(c) % (2024 perimeter)	GAP 2022 (c) VS 2024 (2024 perimeter)
1%		-3%		1,169	2%	0%	1,223	1%	4%
29%		3%		24,232	32%	7%	26,601	29%	17%
4%		155%		2,555	3%	93%	3,106	3%	135%
2%		-48%		1,549	2%	-51%	2,207	2%	-30%
				1,444			2,094		
0%		16%		3	0 %	-84%	19	0 %	1%
33%		0%		27,841	36%	6%	32,678	36%	24%
1%		-76%		294	0%	-93%	421	0%	-90%
8%		0%		6,507	8%	1%	7,165	8%	11%
0%		-55%		1,020	1%	138%	1,058	1%	146%
13%		-22%		6,768	9%	-49%	11,153	12%	-16%
7%		20%		4,661	6%	-3%	5,090	6%	6%
		-5%		76,599		-9%	90,721		8%
		-5%		76,493		-9%	90,608		8%
35%		11%		27,956	36,5%	11%	30,930	34,1%	23%
2%		-48%		1,552	2%	-51%	2,227	2,5%	-30%
				1,447			2,113		
63%		-10%		47,091	61,5%	-15%	57,564	63,5%	2%

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## GHG: analysis of 2024 results, like-for-like 2023

**Emissions decreased by 9% between 2022 (c) and 2024 (like-for-like 2023).** This decrease in GHG emissions is explained by three main factors:

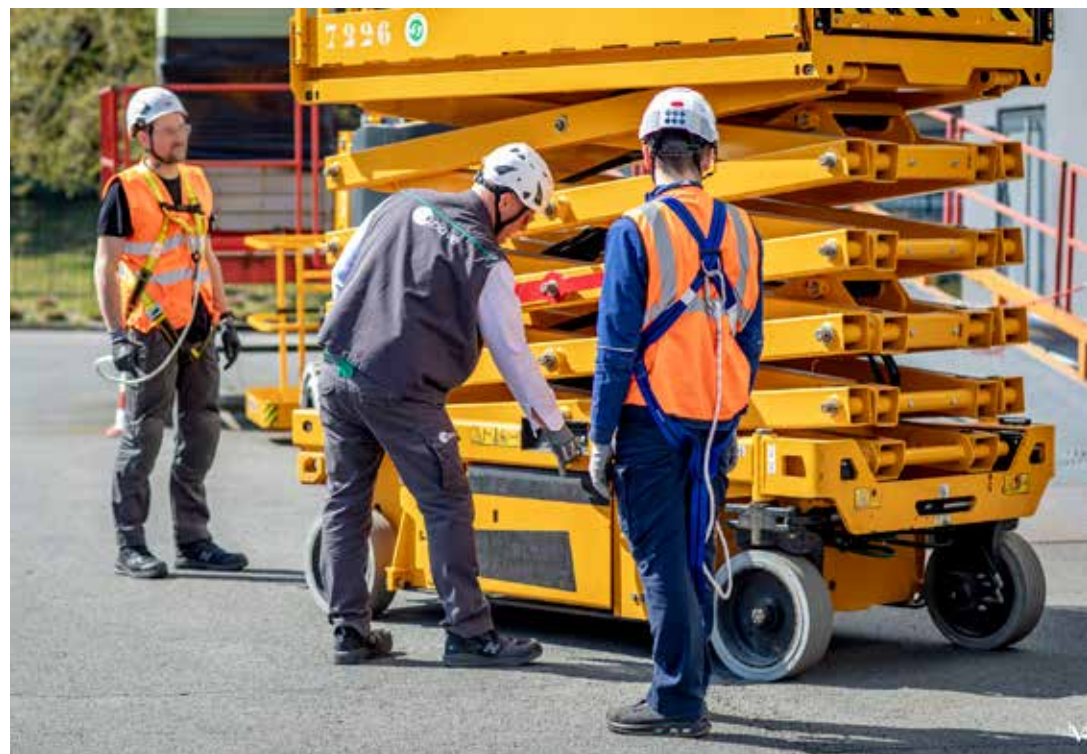
- **The decrease in GHG emissions related to electricity consumption.** Indeed, over the period from 2022 (c) to 2024, electricity consumption decreased following the reduction of building areas and the commissioning of new, more virtuous buildings, notably under BEFA agreements (Lease in future state of completion), within the framework of the real estate master plan. Other local initiatives and eco-friendly habits within the entities contributed to this reduction in electricity consumption.
- **The decrease in GHG emissions related to obtaining real physical data for business travel,** instead of estimated input data from previous years.
- **The decrease in GHG emissions related to the decrease in fixed assets (purchases of buildings, vehicles, IT, etc.).**

Nevertheless, GHG emissions increased for the following categories between 2022 (c) and 2024:

- Increase in the **Group's fuel consumption (category 1-2)** for Apave vehicles (+7%). However, the carbon intensity kgCO<sub>2</sub>eq/k€ turnover for category 1-2 shows a slight decrease over the period 2022 (c) to 2024 (like-for-like 2023).
- Increase in the use of **refrigerants** in the context of the group's training programmes.

This increase is mainly due to the fact that reporting on gas use is improving every year.

- Increase in the **purchase of products and services**, directly linked to the strong organic growth achieved by the group in 2024. The tCO<sub>2</sub>eq/employee remains constant between 2022 (c) and 2024, while the tCO<sub>2</sub>eq/turnover indicator falls from 26.0 in 2022 (c) to 24.1 in 2024.
- Increase in the quantity of waste, due in particular to the fact that reporting on waste generated at sites is becoming increasingly detailed.



## INTENSITY tCO<sub>2</sub>eq/employee of the different emission categories between 2022 (c) and 2024 (like-for-like 2023)

GHG PROTOCOL EMISSIONS ITEMS	tCO <sub>2</sub> eq/employee 2022 (c)	tCO <sub>2</sub> eq/employee 2023	tCO <sub>2</sub> eq/employee 2024	Evolution 2022(c) vs 2024 (2023)
1-1 Direct emissions from stationary combustion sources	0.1	0.1	0.1	=
1-2 Direct emissions from mobile combustion sources	1.8	1.8	1.8	=
1-4 Direct fugitive emissions	0.1	0.3	0.2	↑
2-1 Indirect emissions from electricity consumption	0.2	0.1	0.1	↓
2-2 Indirect emissions linked to the consumption of steam, heat or refrigeration	0.0	0.0	0.0	=
3-1 Products and services purchased	2.1	2.0	2.1	=
3-2 Fixed assets	0.3	0.1	0.0	↓
3-3 Fuel and energy-related emissions (location-based)	0.5	0.5	0.5	=
3-5 Waste generated	0.0	0.0	0.1	↑
3-6 Business travel	1.1	0.8	0.5	↓
3-7 Commuting to and from work	0.4	0.4	0.4	=

# **INTENSITY kgCO<sub>2</sub>eq/k€ turnover of the different emission categories between 2022 (c) and 2024 (like-for-like 2023)**

GHG PROTOCOL EMISSIONS ITEMS	kgCO <sub>2</sub> eq/k€ turnover 2022 (c)	kgCO <sub>2</sub> eq/k€ turnover 2023	kgCO <sub>2</sub> eq/k€ turnover 2024	Evolution 2022(c) vs 2024 (like-for-like 2023)
1-1 Direct emissions from stationary combustion sources	1.2	1.0	1.0	↓
1-2 Direct emissions from mobile combustion sources	22.4	21.4	21.0	↓
1-4 Direct fugitive emissions	1.3	3.1	2.2	↑
2-1 Indirect emissions from electricity consumption	3.1	1.5	1.3	↓
2-2 Indirect emissions linked to the consumption of steam, heat or refrigeration	0.0	0.0	0.0	=
3-1 Products and services purchased	26.0	24.0	24.1	↓
3-2 Fixed assets	4.3	0.9	0.3	↓
3-3 Fuel and energy-related emissions (location-based)	6.4	5.9	5.6	↓
3-5 Waste generated	0.4	0.2	0.9	↑
3-6 Business travel	13.2	9.4	5.9	↓
3-7 Commuting to and from work	4.8	5.4	4.0	↓







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## GHG: analysis of 2024 results

Regarding the 2024 scope, given the entry of over 30 entities into the NFPS consolidation scope, the Group's GHG emissions increased by 8% between 2022 (c) and 2024.

### NFPS: KEY NON-FINANCIAL INDICATORS 2024

	2022 report (c) tCO <sub>2</sub> eq	2023 report tCO <sub>2</sub> eq	2024 report tCO <sub>2</sub> eq (like-for-like 2023)	2024 report tCO <sub>2</sub> eq (2024 perimeter)	2022 (c) - 2024 (2023 perimeter)
Intensity tCO <sub>2</sub> eq/employee	6.6	6.2	5.8	6.0	
Intensity kgCO <sub>2</sub> eq/k€ turnover	83.0	72.6	66.4	67.2	

## ENERGY CONSUMPTION

Since 2022, the Group has been tracking electricity consumption through the kWh/k€ turnover indicator.

This indicator allows for monitoring the effectiveness of actions carried out within the Group (solar panel installation on site, reduction of building areas, eco-friendly habits, etc.).

	2022 (c)	2023	2024 (like-for-like 2023)	2024 (2024 perimeter)
Electricity consumption in kWh/k€ turnover	20	14.8	12.3	11.9

### Electricity: analysis of 2024 results pro-forma 2023

The decrease of 2.5 kWh/k€ of turnover between 2023 and 2024 results from the various actions implemented by the Group:

- Presence of solar panels on certain Apave sites (PARC - United Kingdom, Rennes (Ille-et-Vilaine, France), Saint-Étienne (Loire, France), Le Havre (Seine-Maritime, France), Cholet (Maine-et-Loire, France), Tunisia, etc.),
- Reduction of building areas as part of the real estate master plan,
- Eco-friendly habits implemented at local level.

### Electricity: analysis of 2024 results

The decrease of 2.9 kWh/k€ of turnover observed between 2023 and 2024 results on the one hand from the various actions implemented by the Group, and on the other from the more electricity-efficient entities integrated in 2024.

—● **For more details** on our commitments, see p.50-51

## OCCUPATIONAL HEALTH AND SAFETY

Thanks to the OZA – Objective Zero Accident – initiative and the mobilisation of managers and their teams, the accident frequency rate significantly decreased in 2024 compared to 2023 (3.92 in 2024, like-for-like 2023 vs 5.18 in 2023). This mobilisation resulted in the deployment of safety talks, managerial safety visits on site, and the reporting of numerous dangerous situations via Apave's Alert Sécurité application. The severity rate, however, is not at target, notably due to the strong inertia of the number of days off work caused by accidents that occurred in 2023.

—● **For more details** on our commitments, see p.50-51

## SKILLS DEVELOPMENT

Apave invests in the skills development of its employees to maintain expertise and support careers. Campus, the internal training body, thus offers technical and generalist training (management, CSR, ethics). A large part of the training provided concerns technical and safety issues, ensuring the maintenance of a high level of expertise for technical and operational teams.

Beyond this, targeted training pathways are offered, complemented by on-the-job learning, mobility, and feedback.

Apave also conducted training on more transversal issues. For example, the momentum of Apave's sustainability school (Apave Climate School) was continued in 2024, with over 50% of the Group's employees having completed the 2 mandatory modules, carried out during working hours.

—● **For more details** on our commitments, see p.50-51

## DIVERSITY AND INCLUSION

Apave considers diversity to be an asset. Specifically, gender diversity is a priority; an indicator on the representation of women in management positions is monitored closely.

Apave has implemented an action plan to promote gender diversity at management level, including, for example, an agreement on professional equality, the implementation of campaigns to combat discrimination, particularly sexism in the workplace, and voluntary measures to appoint women to management positions. The priority areas are therefore recruitment, promotion, training, remuneration and the prevention of discrimination.

Actions to support this policy were carried out in 2024, including:

- continuing the campaign to combat sexism in the workplace in France and extending it to new geographical areas,
- signing the #StOpE (Stop Ordinary Sexism in the Workplace) initiative charter,

- promoting women in management and operational roles.

The proportion of female managers increased in 2024 to 25.4%. In addition, Apave scored 93/100 in the 2024 Equality Index (UES - France), with improved results on pay gaps as follows:

- Pay gap: 38/40 (37/40 in 2023)
- Individual raise gap: 20/20
- Promotion gap: 15/15
- Percentage of employees receiving a raise after returning from maternity leave: 15/15
- Number of employees of the under-represented gender in the 10 highest paid: 5/10

—● **For more details** on our commitments, see p.50-51

## BUSINESS ETHICS AND FIGHT AGAINST CORRUPTION

The Apave Group has been actively and preventively fighting corruption for many years and across the entire Group. Its compliance programme is based on a written framework deployed to all third parties *via* the Group's website. It comprises:

- a code of ethics;
- an anti-corruption code;
- and a reporting procedure.

This programme complies with the obligations of French law no. 2016-1691 of 9 December 2016 relating to transparency, the fight against corruption,



and the modernisation of economic life (Sapin II). All Apave Group subsidiaries are subject to this obligation due to its extraterritorial scope.

This programme is audited annually by an independent third-party body.

In 2024, the Group's Audit and Compliance Committee conducted 8 subsidiary audits and led 18 investigations.

In terms of training, the "Ethics & Anti-corruption" module was deployed in 89.7% of subsidiaries, covering 89.45% of employees. For more details concerning the Group's commitments in the fight against corruption, please refer to the "Vigilance Plan" section.

—● **For more details** on our commitments, see p.50-51



## COMPLEMENTARY SOCIAL AND ENVIRONMENTAL INDICATORS

INDICATORS	SCOPES	2024 VALUES (like-for-like 2023)	2024 VALUES (2024 perimeter)
<b>1. Clients and end users</b>			
Growth in Green&Social turnover	Group	13.4%	30%
<b>2. Climate &amp; Environment</b>			
Total GHG emissions tCO <sub>2</sub> eq	Group	76,599	90,721
Total GHG emissions scope 1 tCO <sub>2</sub> eq	Group	27,956	30,930
Total GHG emissions scope 2 tCO <sub>2</sub> eq	Group	1,552	2,227
Total GHG emissions scope 3 tCO <sub>2</sub> eq	Group	47,091	57,564
Carbon Intensity kgCO <sub>2</sub> eq/k€ turnover	Group	66.4	67.2
Carbon Intensity scopes 1&2 kgCO <sub>2</sub> eq/k€ turnover	Group	25.6	24.6
Carbon Intensity scope 3 kgCO <sub>2</sub> eq/k€ turnover	Group	40.8	42.6
Carbon Intensity scopes 1,2,3 tCO <sub>2</sub> eq/employee	Group	5.8	6.0
GAS Consumption/turnover (kWh/k€)	Group	4.9	4.4
Fuel Consumption/turnover (l/k€)	Group	9.09	8.38
Low-emission vehicles (Crit'Air 0 or 1 stickers)	France	45%	45%
<b>3. Training &amp; Skills Development</b>			
Training Group Turnover (k euros)	Group	175,512	196,312
Number of interns trained	Group	468,762	603,135
Number of students trained <i>via</i> Apave ATC (CFA) (Camas)	Group	2,223	2,223
Number of employees trained in fraud risk (since 2021)	France	5,722	5,722
Eco-driving training (number of people trained in 2024)	France	1,019	1,019
% of employees who received at least one training session in the year	UES	71%	71%
% of workforce in training	France	1.54%	1.53%
Hours of safety training/employee	Group	5.69	5.66
<b>4. Certification &amp; Quality</b>			
Number of ISO45001-certified sites	Group	126	144
ECOVADIS supplier rating (gold or platinum in Top 100)	France	50%	50%
Number of new labels marketed	France	4	4
Number of Organisations with Group labels	Group	3,400	3,400

INDICATORS	SCOPES	2024 VALUES (like-for-like 2023)	2024 VALUES (2024 perimeter)
<b>5. Governance &amp; Gender Equality</b>			
Index Man: Woman	UES	93	93
Proportion of female members of the Executive Committee	Group	30%	30%
Proportion of female members of the Group Board of Directors	Group	37.50%	37.50%
<b>6. Workforce Distribution</b>			
Breakdown of workforce by gender (% female)	Group	27.41%	26.14%
Breakdown by seniority (% under 6 years)	Group	53.99%	54.53%
Breakdown by seniority (% 6-15 years)	Group	22.17%	23.22%
Breakdown by seniority (% 15+ years)	Group	23.84%	22.25%
Breakdown by age (% under 35 years old)	Group	29.55%	34.08%
Breakdown by age (% 35-55 years old)	Group	54.68%	50.74%
Breakdown by age (% 55+ years old)	Group	15.76%	15.18%
<b>7. Human Resources &amp; Working Conditions</b>			
Number of work-study students for the year	France	550	566
Average gross annual salary	France	42,041	41,260
% of disabled employees	Europe	3.17%	3.02%
Average unadjusted gender pay gap	Europe	10.82%	7.81%
SpeakUp engagement rate	Group	57%	57%
Permanent contract rate	Group	89.4%	89.1%
Absenteeism rate	Group	1.2%	1.2%
Turnover	Group	14.92%	14.92%
Number of meetings with CHSWC*	France	13	13
Number of meetings with staff representative bodies	France	208	208
*CHSWC: Committees for Health, Safety and Working Conditions			



INDICATORS	SCOPES	2024 VALUES (like-for-like 2023)	2024 VALUES (2024 perimeter)
<b>Collective agreements signed in 2024 :</b>	UES	8	8
<ul style="list-style-type: none"> <li>• Agreement on the introduction of continuous or discontinuous shift work within the Apave UES</li> <li>• Agreement on offshore work within the Apave UES</li> <li>• Agreement on freedom of speech within the Apave UES</li> <li>• Agreement on the donation of days within the Apave UES</li> <li>• Agreement on the economic, social and environmental database within the Apave UES</li> <li>• Agreement on the establishment of the European Committee within the Apave Group</li> <li>• Amendment No. 1 to the agreement on the Social and Economic Committees and the Central Social and Economic Committee and the establishment of local representatives within the Apave UES</li> <li>• Amendment No. 2 to the agreement on the Social and Economic Committees and the Central Social and Economic Committee and the appointment of local representatives within the Apave UES</li> </ul>			







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# Appendix #1

## NFPS METHODOLOGY NOTE

The Apave Group's Non-Financial Performance Statement (NFPS) presents data for the 2024 calendar year.

The scope of the key performance indicators (KPIs) is aligned with that of the Apave Group's financial consolidation, with the exception of acquisitions made during the 2024 financial year, disposals and Sociétés Civiles Immobilières (non-trading property companies). The scope of consolidation of additional social and environmental indicators is also specified on a case-by-case basis.

Data collection for the NFPS relies on several sources including integrated information systems as well as monitoring statements and consolidated reports. Data collection was complete for 99% of the entities concerned, representing 98% of the workforce<sup>1</sup>.

The data consolidated in the NFPS are subject to an internal control process in addition to external verification by an Independent Third-Party Body. This process includes:

- the definition of calculation methods for each indicator;
- the identification of data sources;
- data governance based on 'data owners' and clearly established data collection and consolidation processes;

- consistency checks on the data collected and, where applicable, between the various indicators;
- verification of documentary evidence (contracts, audits, certifications, financial reports).

CSR risk analysis, calculation methods, scope determination and information collection processes are specified in the S.DQSSE.36 methodology document, available on request from the Group's DQHSE.

The functional departments involved in the NFPS are as follows:

- Strategy - CSR Department
- Human Resources Department
- QHSE Department
- Compliance Department
- Purchasing Department
- Real Estate Department
- General Secretariat
- Technical Department
- Finance Department
- Legal Department
- Communications Department

<sup>1</sup> The information was partially available for Certifer SA and BVT.

## Appendix #2

# EUROPEAN GREEN TAXONOMY

### Background

Regulation (EU) 2020/852 and its delegated acts require listed companies exceeding a threshold of 40 million euros turnover, 20 million euros total balance sheet, or 500 employees to publish information on the sustainability of their economic activities.

The Taxonomy Regulation establishes a harmonised classification framework at the European Union level, aiming to identify economic activities qualified as sustainable. This classification is based on six environmental objectives defined in Article 9 of the text, namely:

- Mitigation of climate change
- Adaptation to climate change
- Sustainable use and protection of water and marine resources
- Transition to a circular economy
- Pollution prevention and control
- Protection and restoration of biodiversity and ecosystems

Article 8 of the regulation stipulates the obligation to include this information in the management report, specifying the proportion of turnover, capital expenditure (CapEx), and operational expenditure (OpEx) associated with eligible and aligned activities.

The Group publishes a Green Taxonomy report voluntarily. The evaluation of eligible activities relies on the analysis of the appendices of the delegated acts to the regulation, as well as on the recommendations of the TIC Council, the professional association for TIC (Testing Inspection Control).





## Reporting scope

The Apave Taxonomy reporting coverage rate includes the Group's three main French entities (Apave SA, AEF, and AICF) and Certifer, representing 65% of the turnover within the consolidated NFPS scope of 2024.

## Activity eligibility

According to the TIC Council guide, the international professional federation of TIC players, services are classified into four levels of eligibility for the Taxonomy:

- » Level L1: TIC services eligible for Taxonomy
- » Level L2: TIC services associated with contributory activities, ineligible because not explicitly mentioned in the Commission's note, ref. 2022/C 385/01, dated 6 October 2022
- » Level L3: TIC services not eligible for Taxonomy, despite their contribution to climate change mitigation
- » Level L4: services not contributing to EU environmental objectives

Only L1 level activity categories, material for Apave and mentioned in the delegated acts, are taken into account:

- Infrastructure for rail transport (Appendix I - 6.14)
- Professional services related to the energy performance of buildings (Appendix I - 9.3)
- Installation, maintenance, and repair of energy efficiency equipment (Appendix I - 7.3)
- Installation, maintenance, and repair of EVSE charging points in buildings (and parking spaces adjacent to buildings) (ref. 7.4)
- Installation, maintenance, and repair of renewable energy technologies (Annex I - 7.6)



Although certain activities of third-party control bodies support environmental objectives, they are considered non-eligible for 2024 reporting, according to the current European Taxonomy Regulation.

## Alignment of activities

Article 3 of the aforementioned regulation stipulates cumulative criteria for determining the alignment of an activity with EU objectives. To be qualified as sustainable, an activity must:

- Substantially contribute to one or more of the environmental objectives set out in Article 9, in accordance with Articles 10 to 16;
- not cause significant harm to any of the environmental objectives set out in Article 9, in accordance with Article 17;
- Be carried out in compliance with the minimum safeguards provided for in Article 18; and
- Comply with the technical screening criteria established by the European Commission.

The evaluation of the alignment of Apave Group's activities is based on the analysis of **Substantial Contribution (SC)** criteria, the **DNSH** principle, and minimum safeguards:

- The Substantial Contribution criteria applied to the activities targeted by TIC services also apply to the latter.
- The DNSH principle stipulates that an aligned activity must not cause significant harm to any of the six EU environmental objectives.
- TIC companies, like Apave, must also comply with minimum safeguards by following OECD

(Organisation for Economic Co-operation and Development) and UN Principles on Business and Human Rights. This implies commitments on human rights, anti-corruption, fair competition, and tax transparency (business ethics and anti-corruption section).

Given the ongoing normative evolution, detailed analyses, aimed at determining whether eligible turnover categories are aligned, are postponed.

## Reporting methodology

Taxonomy reporting is managed by a transversal committee bringing together the CSR, Finance, Technical, and Real Estate departments. This committee is responsible for updating methodologies, mapping and data collection procedures, as well as expanding the reporting scope.

For financial indicators, the proportion of eligible activities is consolidated in the numerator of eligibility ratios. The denominator comprises the total share of the Group's turnover (CA), CAPEX, and OPEX, across the divisions of the Taxonomy scope (ASA, AEF, AICF). This data comes from financial tools (France scope), where the Technical Department identifies eligible products.

## 2024 results

Regulation (EU) 2020/852 requires companies eligible for the Taxonomy to publish three key indicators: the proportion of their turnover, their capital expenditure (CapEx), and their operational expenditure (OpEx) associated with economic activities aligned with the environmental objectives of the European Union.

### TURNOVER

ALIGNMENT OF ELIGIBLE ACTIVITIES								
Economic activity	Absolute turnover (M€)	Proportion turnover (%)	Mitigation of climate change (%)	Adaptation to climate change (%)	Water and marine resources (%)	Circular economy (%)	Pollution (%)	Biodiversity & ecosystems (%)
Turnover (taxonomy scope)	891 €M	100%	N/D	N/D	N/A	N/A	N/A	N/A
Rail transport infrastructure (I - 6.14)	55 €M	6.18%	N/D	N/D	N/A	N/A	N/A	N/A
Professional services related to the energy performance of buildings (I - 9.3)	13,9 €M	1.56%	N/D	N/D	N/A	N/A	N/A	N/A
Installation, maintenance, and repair of energy efficiency equipment (I - 7.3)	3.8 €M	0.43%	N/D	N/D	N/A	N/A	N/A	N/A
Installation, maintenance, and repair of EVSE charging points in buildings (and parking spaces adjacent to buildings) (ref. 7.4)	1.7 €M	0.19%	N/D	N/D	N/A	N/A	N/A	N/A
Installation, maintenance, and repair of renewable energy technologies (I - 7.6)	0.53 €M	0.06%	N/D	N/D	N/A	N/A	N/A	N/A
<b>Activities eligible for the taxonomy</b>	<b>74.93 €M</b>	<b>8.41%</b>	<b>N/D</b>	<b>N/D</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

Investments made to comply with the Tertiary Decree are classified as capital expenditure (CAPEX) and are eligible for the green taxonomy, without distinction.

### CAPEX

SUBSTANTIAL CONTRIBUTION CRITERIA								
Economic activity	Absolute turnover (M€)	Proportion turnover (%)	Mitigation of climate change (%)	Adaptation to climate change (%)	Water and marine resources (%)	Circular economy (%)	Pollution (%)	Biodiversity & ecosystems (%)
CAPEX (Acquisition of tangible fixed assets for the period)	133 €M	100%	N/D	N/D	N/A	N/A	N/A	N/A
Investments related to the tertiary decree	1.1 €M	0.86%	N/D	N/D	N/A	N/A	N/A	N/A

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The Group publishes its 2024 operating expenses (OPEX) related to sustainable activities, without distinction. In accordance with French GAAP, vehicle fleet leases, as well as agency and training centre leases, are classified as OPEX.

As the identification of eligible office and laboratory leases is ongoing, they are excluded from this year's disclosure.

### OPEX

SUBSTANTIAL CONTRIBUTION CRITERIA								
Economic activity	Absolute turnover (M€)	Proportion turnover (%)	Mitigation of climate change (%)	Adaptation to climate change (%)	Water and marine resources (%)	Circular economy (%)	Pollution (%)	Biodiversity & ecosystems (%)
OPEX	779 €M	100%	N/D	N/D	N/A	N/A	N/A	N/A
Green vehicle contracts	0,6 €M	0.078%	N/D	N/D	N/A	N/A	N/A	N/A



## Appendix #3

# VIGILANCE PLAN

**This chapter of the report aims to meet the requirements of French law no. 2017-399 of 27 March 2017 on the duty of care of parent companies and ordering companies, in terms of identifying risks and preventing serious violations of human rights and fundamental freedoms, the health and safety of people, and the environment, resulting from their activities, those of their subsidiaries and those of subcontractors or suppliers with whom they have an established business relationship.**

### 1 Group Vigilance Committee

A Vigilance Committee was established for the Group in January 2020.

It is composed of the General Secretary, members of the Group's Audit and Compliance Committee, the Internal Control Director, the CSR Director, and the QHSSE Director.

The assignments of this committee were defined by the Group's General Management after consultation with the Board of Directors. Namely:

- Establish the Apave Group vigilance plan;
- Disseminate the vigilance plan to Apave Group stakeholders;
- Monitor the implementation of risk prevention and mitigation measures;
- Adapt the vigilance plan to new risks that Group entities might face. Through its members, ensure

permanent monitoring and appropriate action in case of a particular risk situation.

This committee reports to the Group's CEO. It reports annually on its activity to the Board of Directors.

### 2 Group Vigilance Plan

The Apave Group's vigilance plan is based on its commitments relating to the protection of individuals (health and safety) and human rights, and to the preservation of the environment.

These commitments have been deployed to all employees but also to third parties who interact with the Group's entities through:

- This integrated report
- The Group Health, Safety and Environment policy and HSE manual
- The code of ethics
- The anti-corruption code

- The safety management manual
- The personal data protection policy
- The reporting procedure
- The sustainable purchasing charte
- The CSR strategy

The scope of this vigilance plan is the same as that of the NFPS.

The vigilance plan comprises the following five measures:

1. **Risk mapping** to identify, analyse and prioritise risks;
2. **Procedures for the regular assessment of the situation of subsidiaries, subcontractors and suppliers** with whom we have an established business relationship, with regard to risk mapping;
3. **Appropriate actions to mitigate risks or prevent serious harm;**
4. **A mechanism for alerting and collecting reports** on the existence or occurrence of risks;
5. **A system for monitoring the measures implemented and evaluating their effectiveness.**

## 2.1 Risk mapping

Mapping of the risks covered by the duty of care is based on:

- Ethics and anti-corruption risk mappings
- Apave's major risk mapping
- CSR risk mapping
- Personal data protection mapping

- Mapping of countries at risk with regard to safety
- Internal audits (Health, safety, process, ethics, security, GDPR, Quality, etc.)
- Reporting
- Feedback from several years' deployment of the Group's various policies, codes and manuals
- External evaluations

Risks have been identified through an approach comprising 3 themes:

### ► **Impacts due to Apave's activities on the environment;** for the group, this concerns:

- Greenhouse Gas (GHG) emissions: see NFPS.
- Energy consumption: see NFPS.
- Specific pollutions: the possession of radioactive sources generates a risk of accidental pollution in case of loss, misuse, or theft; the collection and treatment of hazardous waste; this also concerns risks related to soil analysis activities.

### ► **Human health and safety**

- Safety: see NFPS.
- Health: ergonomics...
- Accommodation and working conditions: these are localised risks where Apave employees are temporarily accommodated, or where working conditions are difficult.



### ► Human rights

- Personal data protection: information systems are sometimes fragile in certain countries; vocational training is a business that involves handling personal data.
- Safety: Apave sites are sometimes located in high-risk areas.
- Discrimination, violation of dignity: in some areas, discrimination can take the form of sexism, homophobia, racism, etc.; this also covers issues of harassment.
- Freedom of association and expression: some regimes severely restrict freedom of association or expression for employees.
- Freedom of movement: in certain areas, some people are restricted in their movements.
- Use of suppliers and subcontractors to carry out our activities.

They are assessed according to their frequency, severity and level of control, which has enabled them to be classified into 4 levels:

- » Green: minor
- » Yellow: moderately critical or under control
- » Orange: very critical
- » Red: major (risk requiring an action plan)

The results of this analysis are summarised in the table opposite:



## APAVE GROUP<sup>1</sup>

THEME	RISK	North Africa	Sub-saharan Africa	Asia	India	Middle East	Europe (excl. France)	Americas	Oceania	France	Suppliers & Subcontractors
Environment	GHG										
	Energy										
	Specific Pollution		(sources, soil)		(risk sources)	(sources in Oman)	sources NDT				soil sampling
Protection of people	Security		(except Oil & Gaz: low)			(Oil&gas level)					
	Occupational health				sources and IR*	sources and IR*	sources and IR*	sources and IR*	sources and IR*	sources, chemical risk	soil sampling
	Housing and working conditions										
Human Rights	Data Protection							2	2		
	Safety										
	Discrimination										
	Freedom of association and expression										
	Freedom of movement										

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\* RI : Ionising Radiation (exposition)

(1) North Africa: Algeria, Morocco, Tunisia

Sub-Saharan Africa: Angola, Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Guinea (Conakry), Equatorial Guinea, Madagascar, Mali, Mauritius, Senegal, Chad

Asia: South Korea, China, India, Indonesia, Japan, Malaysia, Singapore, Thailand, Vietnam

Middle East: Oman, United Arab Emirates, Qatar, Kuwait, Saudi Arabia

Americas: Canada, United States, British Guiana, French Guiana

Europe (excluding France): Germany, Austria, Belgium, Croatia, Denmark, Spain, Greece, Ireland, Italy, Macedonia, Norway, Netherlands, Poland, Portugal, United Kingdom, Slovenia, Sweden, Switzerland, Turkey

Oceania: Australia

NB: Latin American subsidiaries are not evaluated (very few people)

(2) Risk mapping is currently being carried out for new acquisitions.

4 risk levels

Minor

Moderately critical

Very critical

Major

## 2.2 Action plan

### Review of Vigilance Plan Actions 2024 Edition

#### For "very critical" risks

- GHG and energy: implementation of a Group CSR strategy, including a component on greenhouse gases and energy: completed.
- Security: Security audits, local protection plan with deployment of the ISOS resilience programme (employee safety in Africa completed): Cameroon, Senegal, and Niger.
- Security audits, local protection plan: Poland, Slovenia, Denmark, Norway, Singapore, New Caledonia with emergency plan following riots. USA (Houston), and Guyana with emergency plan.

#### 2025 Action Plan for very critical risks:

- GHG and energy: Continuation of the deployment of the Group CSR strategy, including:
  - A greenhouse gas assessment developed across all 3 scopes under the control of a trusted third party and the audit of an Independent Third-Party Body.
  - A decarbonisation action plan.
- Personal data protection, outside Europe: consolidation of the action and control plan for all Group entities, deployed according to country risks and regulations.
- Security North and Sub-Saharan Africa: local security audits and plans for Angola, Equatorial Guinea, and Guinea (Conakry).

- Discrimination in the Middle East and Sub-Saharan Africa; freedom of association and expression:
  - Continuation of ethical audits
  - Poster campaigns for ethical codes
  - Refresher campaign for ethics training (e-learning)
- Freedom of association and expression (Asia Zone): overhaul of the ethical audit programme for the Asia zone taking into account the Group's developments in this zone.

## 2.3 Subsidiary Evaluation

### Internal audits:

The Group's subsidiaries are regularly audited through four bodies:

- The QHSSE function which carries out audits integrating, among other things, points on professional conduct, fraud, relations with subcontractors, environmental protection, and the safety and health of personnel;
- The Audit and Compliance Committee which ensures the proper deployment and compliance with ethical and anti-corruption procedures;
- The Safety Department which carries out audits on the Group's entities to ensure the implementation of protections against physical, climatic, and logistical threats;
- The Internal Control and Audit Department which ensures compliance with all of the Group's instructions.



These bodies conduct audits directly but also rely on networks of managers and correspondents (HSE, Compliance, Security, and Internal Control) who carry out first-level controls and/or audits within their entities.

Depending on the scope of each of these bodies, wherever possible, the action plan linked to the vigilance plan will be integrated into their audit grids.

#### **External audits:**

The Group's ethical compliance system is audited annually by an independent third-party body.

The Group's subsidiaries are very regularly audited by independent third-party bodies in order to maintain or obtain the certifications and accreditations necessary for their activities.

All new acquisitions are audited beforehand on financial, legal, and ethical aspects.

#### **2.4 Supplier and Subcontractor Evaluation**

Depending on the assignments and risks, questionnaires and audits are carried out with our suppliers and subcontractors.



**Actions undertaken and monitored:**

- via its "Responsible Purchasing Charter", Apave defines the social and environmental criteria taken into account in the selection of its suppliers. This system has been strengthened, with the implementation of an "Apave Supplier Relationship Charter", signed between Apave and its main suppliers and subcontractors (turnover >€50k) and which formalises their mutual commitments taking into account environmental and societal criteria;
- since 2019, Apave has engaged with the independent service provider ECOVADIS in an evaluation of the top 500 suppliers regarding sustainability and corporate social responsibility;
- regarding expenses incurred in France, 45% of expenses are made with suppliers holding the Ecovadis label;
- of the 125 suppliers with the Ecovadis label, 50% are at Bronze and Silver level (34% of expenses) and 50% of suppliers are at Gold and Platinum level (representing 66% of expenses);
- Apave has entered into a contract with the service provider Provigis, in order to collect a set of "regulatory" documents from its suppliers and to have those considered critical sign an ethical questionnaire complying with the Sapin II law;
- of the 1,789 suppliers >€5k, 79% are up to date with regulatory documents, 78% have provided the Public Liability insurance certificate (document added in

2022), 41% of the service providers concerned have completed the Sapin II law ethical questionnaire and 35% of the service providers concerned have signed the Apave Supplier Relationship Charter;

- with regard to safety, Apave ensures that subcontractors comply with the health and safety rules defined by the Group, while subcontractors remain responsible for their own safety. The safety instructions and campaigns that Apave carries out for its employees are communicated to the subcontractors concerned.

**2.5 Alert mechanism and report collection**

As part of the Group's Compliance Programme, Apave has implemented a system for collecting reports of facts, conduct, or situations contrary to the Group's code of ethics and anti-corruption code. This system is operated via a secure platform managed by a trusted third party who is responsible for collecting reports to ensure independent and effective processing of reports. It is systematically extended to all new Group acquisitions.

This system encompasses all subjects covered by the duty of vigilance law.

It is accessible to all employees but also to suppliers and subcontractors. The procedure is online on our website

<https://www.apave.com/fr-FR/Le-Groupe/Nos-valeurs>



### 3 Vigilance plan follow-up

A vigilance committee was established for the Group in January 2020.

The vigilance committee is responsible for ensuring the application of vigilance measures and evaluating their effectiveness.

Once a year, an assessment is carried out beforehand by the vigilance committee to verify the implementation of the action plan linked to the vigilance plan.

Members of the vigilance committee are notified of any new entity acquisition or international establishment, or any other significant event within the Group, to evaluate the impact and risks.

The vigilance plan is updated at least once a year, during the publication of the annual integrated report, taking into account new risks, activities, or establishments.

# Appendix #4

## INDEPENDENT THIRD-PARTY REPORT

### Independent third-party report on the consolidated statement of non-financial performance in the management report.

Fiscal year ending 31 December 2024

#### TO SHAREHOLDERS

As an independent third-party body, also the statutory auditor of the APAVE company, accredited by COFRAC Validation/ Verification under number 3-1901 (accreditation whose list of sites and scope are available on [www.cofrac.fr](http://www.cofrac.fr)), we have carried out work aimed at formulating a reasoned opinion expressing a limited assurance conclusion on the historical information (observed or extrapolated) of the consolidated non-financial performance statement (hereinafter respectively the "Information" and the "Statement"), as well as, at the Company's request and outside the scope of accreditation, a reasonable assurance conclusion on a selection of information, prepared according to the entity's procedures (hereinafter the "Reporting Criteria"), for the financial year ended 31 December 2024, presented in the APAVE management report (hereinafter the "Company" or the "Entity") in application of the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the Commercial Code (in their versions prior to 1 January 2025).

#### Conclusion

Based on the procedures we implemented, as described in the "Nature and scope of work" section, and the elements we collected, we have not identified any significant anomaly

of a nature to call into question the fact that the consolidated non-financial performance statement complies with applicable regulatory provisions and that the Information, taken as a whole, is presented fairly, in accordance with the Reporting Criteria.

#### Reasonable assurance report on selected information

Regarding the information selected by the company<sup>1</sup>, we conducted, at the request of the company on a voluntary basis, work of the same nature as that described in the "Nature and scope of work" paragraph above for the key performance indicators and for the other quantitative results that we considered most important, but in a more in-depth manner, particularly with regard to the number of tests.

The selected sample thus represents 66% of the workforce and 62.5% of the environmental information. We consider that this work allows us to express reasonable assurance on the information selected by the company.

1. Carbon footprint item 1-2: Direct emissions from mobile combustion sources, Carbon footprint item 3-1: Products and services purchased, Carbon footprint item 3-6: Business travel, Electricity consumption in kWh/k€ turnover, Frequency rate and severity rate of workplace accidents, Number of hours of training per employee, Percentage of female managers, Percentage of deployment (companies and employees) of "ethics and corruption" training, Rate of employee training in Climate School modules.



### **Reasonable assurance conclusion**

In our opinion, the information selected by the company has been prepared, in all its significant aspects, in accordance with the Reporting Criteria.

### **Preparation of the non-financial performance statement**

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of the Information means that different, but acceptable, measurement techniques can be used, which may affect comparability between entities and over time.

Consequently, the Information must be read and understood with reference to the Reporting Criteria, the significant elements of which are presented in the Statement or available upon request from the entity's headquarters

### **Inherent limitations to the preparation of the Information**

The Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of external data used.

Certain information is sensitive to methodological choices, assumptions, and/or estimations used for their establishment and presented in the Statement.

### **Company liability**

It is the responsibility of the Board of Directors:

- to select or establish appropriate criteria for the preparation of the Information;
- to establish a Statement compliant with legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial

risks, a presentation of the policies applied regarding these risks, as well as the results of these policies, including key performance indicators;

- as well as to implement the internal control it deems necessary for the preparation of the Information not containing significant anomalies, whether these arise from fraud or errors.

The Statement was prepared by applying the Entity's Reporting Criteria as mentioned above.

### **Liability of the Independent Third Party**

It is our responsibility, based on our work, to formulate a reasoned opinion expressing a limited assurance conclusion on:

- the compliance of the Statement with the provisions of Article R. 225-105 of the Commercial Code (in their versions prior to 1 January 2025);
- the accuracy of the historical information (observed or extrapolated) provided in application of 3° of I and II of Article R. 225-105 of the French Commercial Code (in their versions prior to 1 January 2025), namely the results of policies, including key performance indicators, and actions, relating to the primary risks.

We conducted work aimed at formulating a reasoned opinion expressing a limited assurance conclusion on historical information, observed or extrapolated.

As it is our responsibility to formulate an independent conclusion on the Information as prepared by management, we are not authorised to be involved in the preparation of said Information, as this could compromise our independence.

It is also our responsibility to express, at the entity's request and outside the scope of accreditation, a reasonable assurance

conclusion on the fact that the information selected by the entity<sup>1</sup> has been prepared, in all its significant aspects, in accordance with the Standards.

It is not our responsibility to express an opinion on:

- the Entity's compliance with other applicable legal and regulatory provisions (notably regarding the vigilance plan and the fight against corruption and tax evasion);
- where applicable: the fairness of the information provided for in Article 8 of Regulation (EU) 2020/852 (green taxonomy);
- the conformity of products and services with applicable regulations.

### **Regulatory provisions and applicable professional standards**

Our work described hereinafter was carried out in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code, with the professional doctrine of the French National Company of Statutory Auditors relating to this engagement serving as a verification programme, and with international standard ISAE 3000 (revised).

This report is established in accordance with the verification programme RSE\_SQ\_Programme de vérification\_DPEF.

### **Independence and quality control**

Our independence is defined by the provisions of Article L. 821-28 of the French Commercial Code and the code of ethics for the profession of statutory auditor.

In addition, we have implemented a quality control system that includes documented policies and procedures designed to ensure compliance with applicable laws and regulations, ethical

rules and the professional standards of the French National Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this engagement.

### **Means and resources**

Our work involved the expertise of four people and took place between December 2024 and May 2025, over a total period of three weeks.

We called on our specialists in sustainable development and social responsibility to assist us in carrying out our work. We conducted a dozen interviews with the people responsible for preparing the Statement, representing the General Management, Human Resources, Health, Safety and Environment, and Training departments.

### **Nature and scope of our work**

We planned and performed our work taking into account the risk of material misstatement of the Information.

We believe that the procedures we have performed in exercising our professional judgment enable us to express a moderate assurance conclusion:

- we have obtained an understanding of the activities of all entities included in the scope of consolidation and of the disclosure of the primary risks;
- we assessed the appropriateness of the Standards in

1. Carbon footprint item 1-2: Direct emissions from mobile combustion sources, Carbon footprint item 3-1: Products and services purchased, Carbon footprint item 3-6: Business travel, Electricity consumption in kWh/k€ turnover, Frequency rate and severity rate of workplace accidents, Number of hours of training per employee, Percentage of female managers, Percentage of deployment (companies and employees) of "ethics and corruption" training, Rate of employee training in Climate School modules.

terms of its relevance, completeness, reliability, neutrality and comprehensibility, taking into account, where applicable, industry best practices;

- we verified that the Statement covers each category of information required by Article L. 225-102-1 III (in versions prior to 1<sup>st</sup> January 2025) in relation to social and environmental matters;
- we have verified that the Statement presents the information provided for in II of Article R. 225-105 (in their versions prior to 1<sup>st</sup> January 2025) where relevant to the main risks and includes, where applicable, an explanation of the reasons for the absence of the information required by the second paragraph of Section III of Article L. 225-102-1 (in versions prior to 1<sup>st</sup> January 2025);
- we have verified that the Statement presents the business model and a description of the main risks associated with the activity of all entities included in the scope of consolidation, including, where relevant and proportionate, the risks created by its business relationships, products or services, as well as the policies, actions and results, including key performance indicators relating to the primary risks;
- we consulted documentary sources and conducted interviews to:
  - assess the process for selecting and validating the main risks and the consistency of the results, including the key performance indicators used, with regard to the primary risks and policies presented, and
  - corroborate the qualitative information (actions and results) that we considered the most significant,

presented in Annex 1. For other risks, work was carried out at the level of the consolidating entity and in a selection of entities;

- we verified that the Statement covers the consolidated scope, i.e. all entities included in the scope of consolidation in accordance with Article L. 233-16 with the limitations specified in the Statement;
- we reviewed the internal control and risk management procedures implemented by the entity and assessed the process for collecting aimed at ensuring the completeness and fairness of the Information;
- for the key performance indicators and other quantitative results that we considered most important presented in Annex 1, we implemented:
  - analytical procedures consisting of verifying the correct consolidation of the data collected and the consistency of changes in the data;
  - detailed tests based on sampling or other means of selection, consisting of verifying the correct application of definitions and procedures and reconciling the data with supporting documents. This work was carried out at a selection of contributing entities<sup>1</sup> and covers between 51% and 100% of the consolidated data selected for these tests;
- we assessed the overall consistency of the Statement in relation to our knowledge of all the entities included in the scope of consolidation.

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1. Apave SA, Eurocontrol SA and Eurocontrol Asistencia Técnica, Apave Infrastructures et Construction, Apave Exploitation



The procedures implemented as part of a moderate assurance engagement are less extensive than those required for a reasonable assurance engagement carried out in accordance with the professional standards of the Compagnie nationale des commissaires aux comptes (French national body of statutory auditors); the procedures implemented for reasonable assurance required more extensive verification work.

**The independent third-party Forvis Mazars SAS (Lyon)**

Lyon, 12 June 2025

<b>Paul Maisonneuve</b> Partner	<b>Alexandra Bertucat-Louwagie</b> Partner	<b>Paul-Armel Junne</b> Partner
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**ANNEX 1:**

**INFORMATION CONSIDERED TO BE MOST SIGNIFICANT**  
**Qualitative information (actions and results) on the primary risks**

- ▶ Non-contribution to collective decarbonisation efforts for Apave and for its clients;
- ▶ Non-contribution to collective decarbonisation efforts, and increased energy consumption costs, contributing to climate change and its consequences;
- ▶ Rise in accident rates and absenteeism, and risks of harm to employees' physical integrity due to the absence of preventive measures;
- ▶ Loss of necessary expertise in conducting our activities, and loss of competitiveness due to insufficient consideration or unfamiliarity with new requirements: sustainability, interpersonal skills, etc.;
- ▶ Discrimination in recruitment, pay, or professional advancement and mobility between men and women;
- ▶ Fraud, corruption, non-application of French (Sapin II) and local regulations, and deterioration of client and supplier relations.

**Quantitative indicators including key performance indicators**

- ▶ Tonnes of CO<sub>2</sub> equivalent per employee (Carbon footprint items 1-2 - Direct emissions from mobile combustion sources, 3-1 - Purchased products and services, and 3-6 - Business travel);
- ▶ Electricity consumption in kWh / k€ turnover;
- ▶ Workplace accident frequency and severity rates;
- ▶ Number of training hours per employee;
- ▶ Percentage of female managers;
- ▶ Percentage of deployment (companies and employees) of "ethics and corruption" training;
- ▶ Rate of employee training in Climate School modules.



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