

# SUSTAINABILITY REPORT

2023

**A28 Rouen - Alençon**

***ALiS***





## AT THE HEART OF OUR COMMITMENT TO NORMANDY

The Executive Management of ALiS, all staff and all shareholders are fully committed to our ambitious Corporate Social Responsibility programme and to more virtuous and decarbonised mobility.

Faced with the climate emergency, ALiS is more than ever conscious of the impact of its activity and its responsibility to adapt it to the major environmental implications by implementing practical projects, lasting commitments and true transparency of the results obtained.

Furthermore, our regional anchoring must continue and take shape through our social and societal commitment, ensuring equal opportunities, workplace wellbeing and professional development of all staff.

The success of our CSR policy depends on the involvement and accountability of each of us whatever the job, role, resources, taking into consideration renewed quality and professionalism. I know that I can count on the commitment of all staff.

This new sustainability report constitutes a first step towards total compliance with CSRD and ESRS standards, mandatory for ALiS for the report which will be published in 2026.

In the case of cross functional information and certain sub-topics, some elements of information are not yet completely compliant to each ESRS topic.

This report is a reflection of our will to anticipate and continuously improve, that which we are implementing through our ESG policies for the years to come. Our ambition is to naturally work towards complete implementation of the new European CSRD regulation.

This report demonstrates our commitment over the last few years. It highlights our achievements, our aims and the practical initiatives we have implemented to create a positive difference. We are aware of the challenges facing us for the future but we are determined to rise to these challenges and continue to innovate and evolve, to together create the transition to decarbonised mobility essential for shaping a sustainable future.



**Antoine TREBOZ**  
Managing Director ALiS

**« This new sustainability report constitutes a first step towards total compliance with CSRD and ESRS standards. »**





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## Our purpose

ALiS is an economic,  
social et societal link  
between the regions at the  
heart of Normandy.



## GENERAL INFORMATION

The Rouen to Alençon motorway is a section of the A28 motorway which was opened to traffic on 27th October 2005. The A28 runs from Abbeville to Tours via Rouen, Alençon and Le Mans. It is an integral part of an essential motorway network, for the west of Europe, designated as E402, called ANSA (Axe North South Atlantic) which crosses the whole of France via the west thus avoiding the often heavily congested Paris Region.

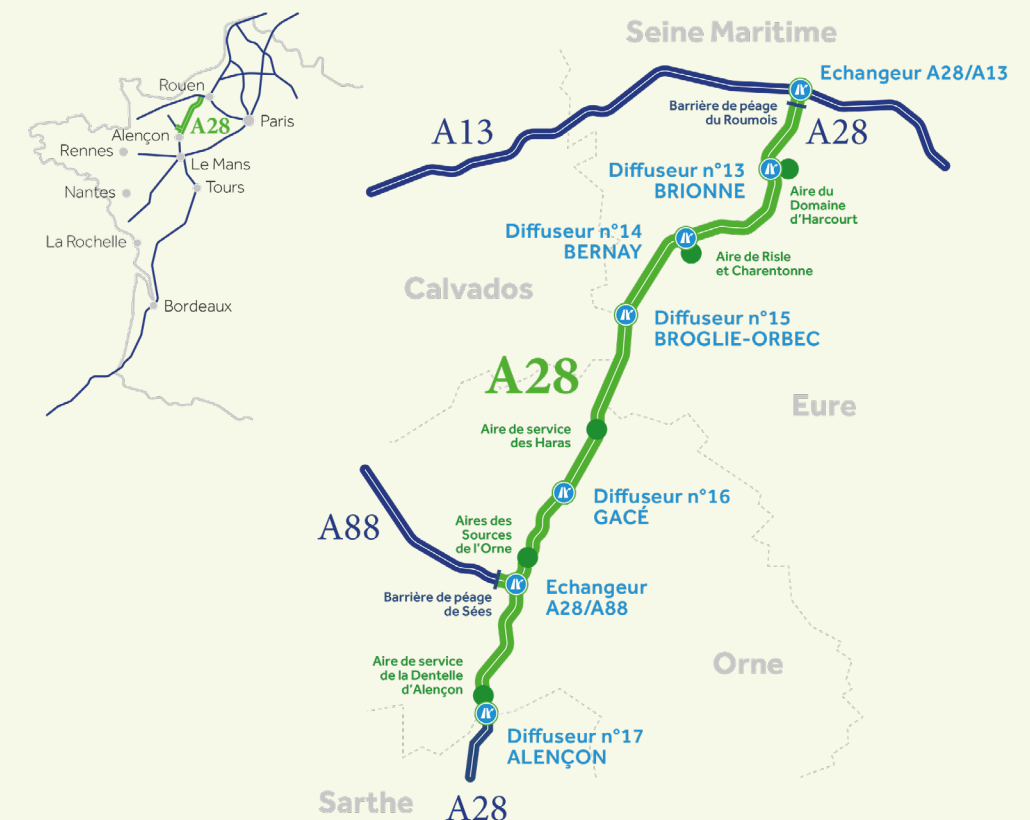
The company Autoroute de Liaison Seine Sarthe S.A.(ALiS) was awarded, in the year 2000 and following a European call for tender, the concession of the A28 motorway Rouen - Alençon for a period of 62 years starting on 27th October 2005, the date on which it opened to traffic.

As a concession company, ALiS was given the responsibility by the State, by means of a concession contract approved by decree dated 29th November 2001, of the financing, design, construction, operation and maintenance of this public infrastructure for a given period of time.

On completion of the contract in 2067, the motorway will be handed over to the State. The advantage of this system, used by many countries, is that it results in rapid development of major public infrastructure whilst avoiding the cost of the infrastructure to be met by only the public finances of the State.

The employees of ALiS are located at the head office in Bosrobert, in the Eure Department, and at the Operations Centre in Chaumont, in the Orne Department.

The operation of the A28 motorway Rouen - Alençon is directly managed by ALiS and has been since 1st May 2021. The ALiS Operations Department teams carry out the essential role of network monitoring, traffic management, winter and summer clearing operations and maintenance, as well as toll collection.







# KEY FIGURES

124,6 km  
2X2 LANES



2  
MOTORWAY  
INTERCHANGES  
1 with A88 et 1 with A13



3  
REST AREAS  
3  
REST & SERVICE  
AREAS



2  
MAJOR  
ENGINEERING  
STRUCTURES  
Bec viaduct  
and La Risle viaduct



3  
DEPARTMENTS  
Eure, Orne et Calvados



5  
JUNCTIONS



103  
STANDARDS  
ENGINEERING  
STRUCTURES



2  
SITES  
1 Head office  
1 maintenance centre





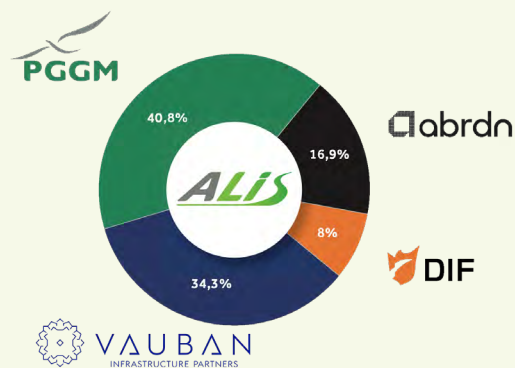
# GOVERNANCE



The information provided below is an extract from our governance charter.

## ■ ALiS Corporate S.A.S. shareholders

ALiS Corporate, the holding company, owns 99.99% of ALiS S.A., the shareholders of which are as follows:



## ■ The Company Board and the strategic committee

In accordance with the articles of association, the company ALiS S.A. is administered by a Board. The board is a collegial body which collectively represents all the shareholders. The primary purpose of the board is to ensure the long term success of the company respecting, on the one hand, the best interest of all essential stakeholders and third parties in achieving the objectives set, namely the shareholders, employees, customers, suppliers and other creditors, and, on the other hand, the public service requirement mandate it fulfils.

The company ALiS Corporate S.A.S. is administered by the Strategic Committee, in accordance with the articles of association. The Strategic Committee is responsible for permanently overseeing the management of the company.

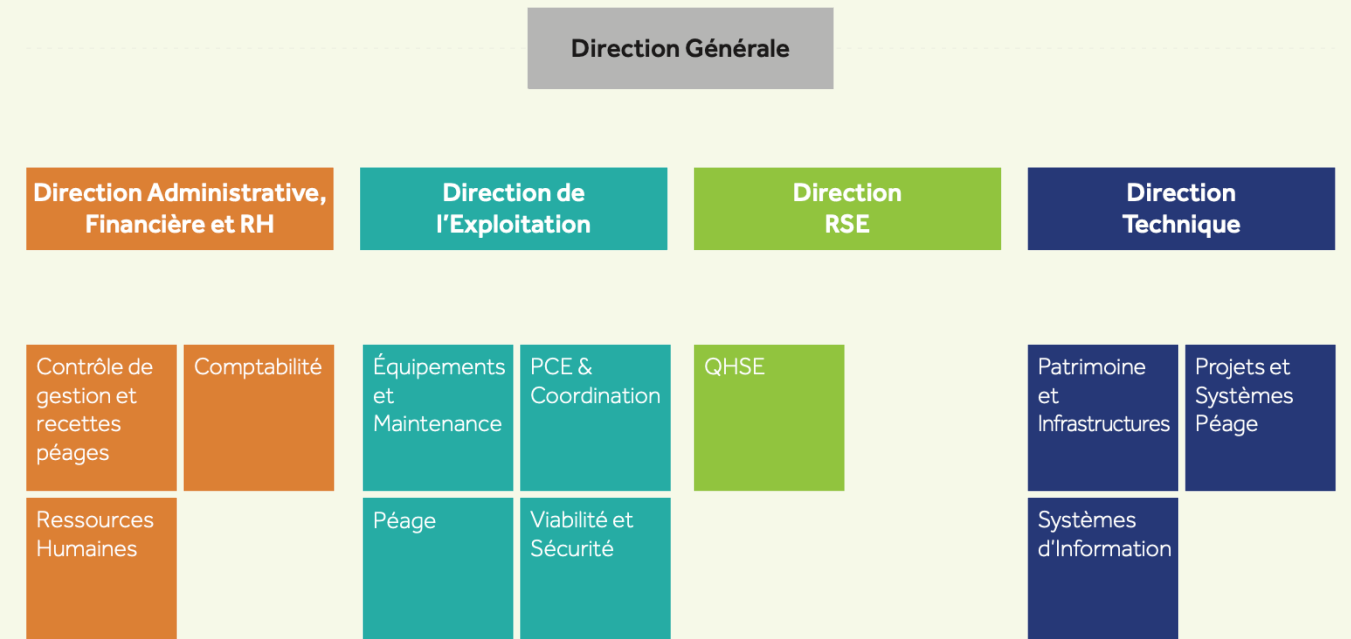
The ALiS company board and the ALiS Corporate Strategic Committee are both made up of the same 10 members.

### » The mandates of the ALiS S.A. Board and the ALiS Corporate S.A.S Strategic Committee.

In accordance with our CSR policy, the board and the strategic committee shall carry out the mandate attributed to it by law and at all times act in the best social and environmental interest of its activities:

- » **Risks and opportunities**  
They regularly examine, in accordance with the strategy that they have defined, opportunities and risks such as financial, legal, operational, social and environmental as well as any resulting measures taken.
- » **Fight against corruption**  
They shall ensure, if need be, the implementation of a system for the prevention and detection of corruption and influence peddling.
- » **Diversity, Equity, inclusion**  
They shall also ensure that the senior executives implement policies of non-discrimination and diversity particularly with regards to a balance representation of women and men within the governance bodies.
- » **Strategic information**  
They shall ensure that the shareholders and investors receive pertinent, balanced and pedagogic information on strategy, the model for development, awareness of significant non financial issues for the group as well as long term perspectives.
- » **Shareholders' rights**  
They must ensure that they pay special attention, in their governance, to a just equilibrium between:
  - An entrepreneurial freedom of action of the senior executives;
  - The protection of minority shareholders;
  - The sustainability of the companies of the group;
  - The accountability vis-à-vis the whole ecosystem, primarily, its employees but equally all other stakeholders.
- » **The meeting of the board and the strategic committee**  
The main subjects covered during the Board and Strategic Committee meetings are:
  - The safety of motorway users and of personnel;
  - Social issues (Human Resources);
  - Commercial strategy;
  - CSR – ESG initiatives;
  - Operations;
  - Works;
  - Traffic and finance.

## ■ Organisation



### » Personnel

As at 31st December 2023, the number of employees of ALiS stood at 81, all of which have open term contracts, including 3 employees on professional training contracts.

### » Gender breakdown per SEC

The personnel per socioeconomic category as at 31st December 2023 comprised of 4 managing executives, 16 flat-rate managers, 29 supervisors and 32 operational staff.

### » ALiS Management Committee

The Management Committee is comprised of 4 members from the: Administrative, Finance and HR Department, Operations Department, CSR Department and, last but not least, Technical Department.

The purpose of the Management Committee is to set out and implement the ALiS company strategy including that for CSR. The Management Committee defines the policies and the aims of the company in accordance with the directives and chosen paths for continuous improvement.

The Management Committee is responsible for the development of the company and for guaranteeing full management of operational activities.

Furthermore, it guarantees the application and compliance to governance criteria as set out in the following documents:

- Ethics Charter (including the fight against corruption, conflicts of interest and protection of whistle-blowers)
- CSR Charter for suppliers, service providers and subcontractors

- IT Charter (including protection of personal data and cyber security).

### » CSR Department

The CSR Department is responsible for the following activities:

- CSR initiatives (partnerships, carbon assessment, initiatives for the benefit of staff, CSR reporting, etc.);
- Quality & Environment initiatives;
- Safety;
- Internal and external communication..

### » The risks committee

The mapping of risks of the ALiS group was carried out in the first half of 2021. This mapping is regularly reviewed and updated as part of the monitoring mechanism administered by the management risks committee and administrator risks committee.

### » ESG monitoring by the Board

During the quarterly Board meetings, a review of all ESG matters is carried out thus monitoring the performance of ALiS in this domain.

Additional sessions of particular issues can be organised in order to deal with matters of strategic importance in this domain, in particular concerning the low-carbon strategy of ALiS and ESG performance.

An ESG committee meeting is organised every year during the month of September in the presence of all Board members. A review of major risks is equally carried out during this committee meeting.



» **Delegating authority**

The decisions taken by the Management Committee and the follow up of their recommendations are delegated to the Member of the Management Committee having responsibility for the activity or function corresponding to the decision or the recommendation, within the scope of the delegating authority signed between the Managing Director and the respective Management Committee members.

» **Social dialogue**

The ALiS SEC was elected for a period of 4 years as of September 2021. It is comprised of 5 elected members (2 elected from management grades and 3 elected from employee grades) and 5 substitutes. 2 union representatives also participate in the CSC.

» **Lobbying activities**

ALiS does not use outside professionals to represent its interests. All initiatives in its domain of activity are managed and financed by the ASFA, the Association of French Concession Motorway Companies, which represents the interests all parties active in the domain, including ALiS, to the public authorities.

■ **Ethics charter**

ALiS has published an ethics and conduct charter.

The success of our CSR initiative also rests on clear and transparent effort and commitment of all our staff by taking into account and strictly following the rules of conduct.

The rules set out in the present ethics charter must in any case encourage the behaviour of everybody with regards to respecting the law and to promote honest and exemplary professional conduct.

Having signed up to the United Nations Global Compact, ALiS reaffirms its commitment to the respect of Human Rights, employment standards, the environment and the fight against corruption.

Our ambition is to operate under the highest standards with regards to sustainable development whilst having irreproachable professional ethics.

■ **Supplier CSR Charter**

ALiS has committed itself to a voluntary programme of profitable growth and sustainable development with regards to its supplies and sub-contractor agreements, which are an essential part of its activities. ALiS wants to enter into relations, with existing or future suppliers, service providers and sub-contractors (hereafter called the “Supplier(s)”), based on mutual trust and respect and share fair and just business practices, whilst maintaining them in a sustainable and balanced manner.

In signing up to the charter, each and every

Supplier undertakes to abide by and implement, in accordance with national regulations and the stipulations of the contract, all the principles set out.

■ **Cybersecurity**

Cybersecurity represents a major concern for ALiS and requires a holistic approach covering the protection of networks, systems, data and raising the awareness of all staff.

Major initiatives have been carried out in order to strengthen the IT security of the company,

The results show a high level of protection of the systems.

In 2023, the IT department teams launched the MISI project (Modernisation of the Information Systems Infrastructure). This project is set out in more detail below.

» **IT charter**

The purpose of the IT charter is to set out and reiterate the basic principles relating to the practical arrangements for the access to, and use of, ALiS resources, the conditions under which the use of these resources are authorised and, more precisely, the ethical, technical security and legal rules which all users must follow according to law.



■ **Sustainability expertise of management structures**

The expertise in terms of sustainability of the management structures, as a whole, possess, originate from the training given on the principles and fundamentals of CSR, CSRD regulation and specific topics (environmental, social and governance) but also through outside experts.

ALiS equally has a CSR department which possesses all the necessary fundamental expertise to ensure the management of impact, risks and opportunities in the domain of ESG and the responsibilities of which are set out above.

ALiS equally and regularly call on outside experts to assist in dealing with specific ESG topics.

■ **ESG information provided to the administrative structures and to the management of the company**

The CSR department is responsible for providing information on the ESG topics, not only to the management of the company but also to the company as a whole.

The CSR department is responsible for the preparation of the ESG information presented to the Board.

■ **Incorporation of sustainability initiatives results into the incentives mechanisms**

ALiS has implemented several incentive systems incorporating the results of sustainability initiative:

- Profit sharing agreement incorporating an ESG component, the beneficiaries of which are all ALiS employees;
- The annual targets for the Managing Director of ALiS, the CSR Director as well as all other management staff include an ESG component, with financial incentives to achieve the targets.

The results in terms of sustainability are evaluated on the basis of qualitative and quantitative targets. The executive management determines how to implement the incentives systems.





## ■ Challenge n°1: Ensure the safety of motorway users and all our staff.

The issues, when it comes to safety in motorway transport, are multidimensional and require an integrated approach implicating technology, regulations, the raising of awareness and the coordination of the various parties involved.

As a motorway concession company, ALiS has made it its duty to strengthen its commitment to reducing the number of deaths and of injuries resulting from road accidents on the A28 motorway for all users, whether they are motorcyclists, truck drivers or summer motorists.

ALiS is equally committed to reinforcing the prevention of psychoactive substance abuse, particularly drugs, medication and alcohol, when behind the wheel.

The safety of ALiS employees is equally a major undertaking.

Particularly those exposed to motorway traffic and therefore to drivers who are sometimes careless or irresponsible, ALiS is commits itself on a daily basis to ensure their safety but equally to the Well Being of all employees in the Work Place with a number of initiatives aimed at its employees set out in detail in the pages below.

## ■ Challenge n°2: Deal with the issue of decarbonised mobility.

The decarbonisation of transport is an essential part of the initiatives to be implemented in order to achieve the aims of the Paris Agreement on climate.

In 2022, ALiS launched its programme for driving its low carbon strategy programme based on the «Science-Based Target» method with the aim of achieving «Net Zero» carbon neutrality by 2050 at the latest.

Since 2021, all ALiS employees have participated in workshops organised to determine concrete actions which are, in turn, gradually implemented.

ALiS has fully committed to decarbonised mobility for its own needs through the gradual conversion of its vehicle pool to 100% electrical vehicles.

ALiS incorporates sustainability in all of its activities, in particular through a complete carbon assessment and by continually striving to limit its overall environmental impact and the consequences of current and future climate change through a study of climatic resilience and by the adoption of its low-carbon path to reducing emission of greenhouse gases.

### ■ Net Zero in 2050

Since 2022, ALiS has implemented many initiatives with regards to **CARBON NEUTRALITY** and is committed to achieving its aim of **ZERO NET EMISSIONS** by 2050.



## ■ Challenge n°3: Act in favour of the preservation of Biodiversity.

In 2022, the Kunming-Montreal Global Biodiversity Framework reiterated the state of biodiversity at a global level:

- “Biodiversity is essential for the well-being of all humans, the health of the planet and the prosperity of all peoples, particularly in creating balanced lifestyles in harmony with Mother Earth. We depend on her for our food, medicine, energy, clean water and air, our protection against natural disasters as well as for our leisure activities and our cultural inspiration, and she supports all forms of life on Earth”.

It was therefore considered essential for ALiS to make the fight for the preservation of natural habitats and the fight against all forms of pollution, one of the central themes of its CSR strategy.

Many initiatives and partnerships have been initiated to this end. ALiS, in particular, works with local associations and farmers to preserve ecosystems of fresh water, soil, natural environments and habitats so as to preserve and protect biodiversity.

## ■ Challenge °4: Support our regions.

The ALiS network covers the 3 Normandy departments of Orne, Eure and Calvados.

Support given to the regions is another key element of our CSR strategy. By investing in the regions it serves, ALiS strengthens its regional anchorage, fosters social cohesion, and contributes to the dynamic regional economy, all done while maintaining a regular dialogue with local stakeholders.

ALiS is committed to supporting positive entrepreneurial projects which create decent jobs, serving all. We place great emphasis on partnerships with organisations promoting social insertion and workers in situation of disability.

ALiS fosters innovation and provides technical and financial support to meaningful projects, particularly with regards to tourism, sustainable mobility and the protection of biodiversity.

ALiS has consequently had, since 2018, a specific strategy for regional anchorage which will continue in 2024.

### ■ Committed to Nature

ALiS is an active participant in the « **ENTREPRISES ENGAGÉES POUR LA NATURE** » program and in 2023 published its first action plan.





# STAKEHOLDERS



## ■ Interest and points of view of stakeholders.

ALiS is part of a rich ecosystem, grouping together all of its value chain (customers and suppliers) but also its partners and institutional bodies (the grantor, local communities, the shareholders, ASFA) which allows them to go about their daily activities.

Faced with the weight of new social, societal and environmental challenges, the dialogue, must today be further strengthened to take into account the expectations of the various stakeholders regarding these topics which have become more and more structuring for the overall strategy of ALiS.

This work, initially carried out in 2020, was updated in 2023:

- Carry out a precise mapping of the relevant stakeholders;
- Preparation of personalised questionnaires on the subject of actions, challenges, expectations and ambition of each stakeholder regarding the 3 components of ESG;
- Extensive consultation of 17 external stakeholders (customers, suppliers, associations, financial partners, trade organisations), through the interviewing of the targeted organisation's representatives; executives, operational managers and CSR managers, for at least one hour;
- Additional documentary analysis of the policies and commitments of its stakeholders on key topics (carbon strategy, etc.).

This work allowed us to codify the expectations of stakeholders on environmental, social and societal topics.

Their contributions gave rise to several presentations to the Directors of ALiS which were subsequently directly incorporated into the adopted main areas of work and CSR strategy of the company and in determining the important topics of materiality.

These elements were reconciled with similar work carried out in-house with the Executive Management of ALiS.

## ■ Stakeholders.

The various stakeholders of ALiS can be classified into the following groups:

- Shareholders;
- Suppliers;
- Sub-concession holders;
- Local associations and institutions.

The different groups were consulted in order to create the materiality matrix of ALiS.

The following points have been compiled from the interviews reflecting the interests and points of view of the main Stakeholders:

### » The shareholders

- High expectations as to the information on sustainability which places ESG performance at the heart of company strategy.
- Equally, expectations on the precise and detailed projection on the strategy for decarbonisation of mobility aligned on the SBTi.
- The wish for the company project to be a long term project by developing a 5 to 10 year vision with precise ESG aims.
- A strong commitment to position ALiS among the highest ranked companies in the world in terms of ESG performance.
- Incorporate information on the progress of the ESG roadmap into each and every board meeting.
- Communicate to demonstrate the level of excellence of ALiS ESG performance.
- Develop complete reporting of the ESG performance.

### » The sub-concession holders

- Develop and promote environmental initiatives with the sub-concession holders.
- The initiatives jointly implemented by ALiS and the sub-concession holders require feedback and shared communication between the different parties under the

lead of the principal in order to provide irrefragable customer service.

- Furthermore, work on the measuring of the level of satisfaction of customers must be maintained as part of the continuous improvement of services.
- The rest and service areas are also places where awareness can be raised and communication made on environmental and societal topics.

### » The suppliers

- Management of sustainability initiatives carried out by ALiS suppliers is essential to be able to follow an ambitious ESG policy on a day-to-day basis.
- This requires the use of a common language between all the parties of the ALiS value chain.
- The awareness of the parties, whatever the shape it takes, provides a common platform from which to consider environmental and social topics as necessary and strategic in company policy and the management of projects.
- Particular attention must be paid to the management of the projects with the supplier in order that questions of sustainability become major challenges of performance.
- ALiS, as principal, must strengthen the levels of requirement, monitor and manage initiatives relating to sustainability in order to improve its ESG performance.

### » Local associations and institution

Environmental and societal initiatives are carried out at two levels:

- Overall concerted initiatives between the various national bodies with the necessary involvement of the grantor;

- ALiS's own initiatives which must adhere to its contractual commitments.

The grantor has high expectations on environmental and societal matters. It is therefore important that ALiS is proactive regarding all of these challenges.

- Environmental matters.

The decarbonisation of the transport sector is a major challenge. The heart of the matter is positioned on scope 3 but only joint action by all parties is possible as the simulation and initiatives at this level remain, at moment, complex.

The protection of water resources and the fight against noise pollution are matters for which many initiatives have already been embarked upon by the various concession holders.

There remains one major common challenge to develop and improve: the protection of biodiversity.

- Societal matters.

Specific toll offers must be proposed to customers in order to maintain a good acceptability of tolls.

Furthermore, societal initiatives, to the same extent as environmental initiatives, must contribute to promoting the position of ALiS as a major economic contributor due to it being a motorway concession company. The image of safety (road safety in particular) and of the quality of the infrastructure of the network no longer need to be demonstrated. However, through targeted societal initiatives aligned with its values, ALiS stands out and actively participates in the communication of the impact it makes through strong regional anchorage. ALiS is duty bound to play its role as a major economic contributor of the regions it serves.





# RISK MANAGEMENT



## ■ Risk management systems

The Board and Strategic Committee of ALiS regularly examines, in accordance with the strategy that they have defined, opportunities and the risks such as financial, legal, operational, social and environmental as well as any resulting measures taken.

As part of its corporate governance, ALiS has set up a risks assessment committee to ensure the correct management of risks and opportunities resulting from, in particular, sustainable development information.

A mapping of the risks of ALiS was carried out in 2021. This mapping is updated on an annual basis in order to evaluate and improve the level of risks. It covers the 10 functional sectors of the company:

- IT and toll systems;
- Accounting;
- Sustainable development;
- Management;
- Maintenance;
- Assets;
- Toll installations and OCC;
- Toll revenue management;
- Human Resources;
- Motorway clearing operations.

It was carried out in 2021 using a collaborative process.

The mapping of risks was carried out following the method of evaluation as set out in the ISO 31000: 2018 standard.

The physical risk factors due to climate change as well as the regulatory risks resulting from the ecological transition scenarios available to the transport sector have been incorporated into the process (Low Carbon National Strategy, ADEME Transition Scenarios, etc.).

The mapping is an internal management tool used to develop initiatives according to risks and to share prioritised initiatives with the teams, but also as a tool for communication with our stakeholders.

## ■ Risk evaluation method

Each topic of the risk analysis is subject to a presentation of the context, the challenges and

the key events for each annual period. The risk matrix has the following components:

- Impact: Minor/Moderate/High/Major (given a level of 1 to 4)
- Frequency: Rare/Infrequent /Likely/Very Likely (given a level of 1 to 4))
- Types of impact:
  - Financial;
  - Customer Services;
  - Safety;
  - Environment/ Biodiversity;
  - Social;
  - Governance;
  - Legal;
  - Organisational;
  - Image.
- Risk rating: Criticality = Impact x Frequency
- Actions undertaken: they are equally associated to each risk and review during the annual update of risks.

### Updating of the method in 2024:

This risk analysis will be brought up to date in 2024 with the appearance of new criteria to be able to have a double materiality analysis:

- Real or potential impact;
- Extent of the risk (limited or extended);
- Its irremediable character;
- The associated financial risk;
- The associated opportunity;
- The financial opportunities;
- The scope in question (its own operations, the upstream or downstream value chain);
- The timescale.

## ■ Implications, major risks and opportunities and the links with strategy and the economic model

The previously presented 4 challenges form the basis of our CSR policies from which we will fix the aims of our responsible management system.

The consideration of these challenges results in an analysis of the impact, the risks and the opportunities on the 3 ESG pillars, the creation of our materiality matrix and the implementation of an ambitious plan of action covering the 14 commitments on environmental, social and

governance factors, implicating all employees and stakeholders.

This approach is naturally and necessarily in keeping with and following all relevant legal and regulatory requirements. It must show real transparency, not only with regards to our initiatives but also with regards to the reality of our ESG performance.

## ■ Identification and evaluation of Impact, Risks and Opportunities

ALiS carried out a complete risks and opportunities analysis in the domains of Environment, Social and Governance, conditioning its economic resilience and its capacity to respond to the challenges faced today and in the future by the transport sector.

This work was carried out at all levels and for all aspects of the activity of the company involving all departments.

A specific analysis of climate risks was carried out distinguishing physical and transition risks through a climate resilience study:

- **The physical risks:** the capacity of the infrastructure to adapt to the physical impact of climate change;
- **The transition risks :** the capacity of the company managing the infrastructure to adapt to previously implemented socio-economic transition scenarios or in response to climate change.

## ■ The impact of physicals risks

The geographical location of ALiS should provide major protection against the majority of phenomena resulting from climate change in both the short and medium term.

Even if the potential changes in the climate do impact the area and require adaptations and specific investment, the climatic conditions should remain such that no major changes to living conditions are required and to how they are generally taken into account (excluding extreme phenomena).

Equally, the investments required should remain relatively limited and will naturally be included in the changes in regulations that are currently being drawn up at a French and European level. These adaptations could be arguments to be used in case of any renegotiation of the concession contract with the French State.

Some new risks could nevertheless occur (forest fires for example) or become more intense (flooding, etc.) but, there again, at a scale which will allow the continuation of daily operations without having to implement significant adaptations.

The increase in the frequency of extreme phenomena, difficult to forecast remains the most important point to be vigilantly monitored. It must lead ALiS to maintain a great flexibility in its capacity

of intervening even if they are phenomena on such a scale that the impact will affect more than simply that of the A28.

## ■ The impact of transition risks

All the transition scenarios place major pressure on the transport sector, particularly with regards to achieving carbon neutrality. The priority for decarbonisation must be through vehicle power plants and an improvement in energy performance of vehicles (weight, power optimisation, etc.). The impact will nevertheless be real for vehicle charging and replenishment infrastructure (electric, H2 and biogas in particular).

The change in the levels of traffic is an item which greatly varies depending on the scenarios. From +30% to -400%, the various scenarios present figures which are diametrically opposed. These assumptions on a national scale are also extremely difficult to extrapolate at a local level:

- The increase in temperatures could change holiday habits in favour of Brittany and Normandy versus the southeast of France;
- A lowering of speed limits on motorways could render the network less attractive but the state of the secondary network which has suffered from underinvestment, could compensate for the reduction in speed limits;
- The current change in work practices and the increase of the number of people working part of the week from home could lead to less frequent but longer journeys, between Paris and the neighbouring regions, where motorists are more likely to use the motorway network.
- The migration of industry, if it is confirmed, could equally impact the volume of HGVs, HGVs which could be heavier in the future as better optimised.
- The willingness for a shift to modal transport could equally increase the offer for inter-city coaches for destinations which are insufficiently served by the rail network.

ALiS will also be confronted with all the measure affecting companies: energy efficiency of buildings, increase in the price of fossil fuels, transition of the company's vehicle pool, integration of renewable energy into the energy mix, carbon capture at artificial spaces, etc.



# MATERIALITY



In 2023, ALiS carried out an initial evaluation of the double materiality based on the principles and requirements set out in the ESRS in order to prepare conformity to CSRD. This double materiality matrix will be reviewed in 2024 to refine the assessment of financial impacts.

ESRS	ESRS Topic	Impact materiality	Financial materiality	Link to ALiS ESG commitments	Detail of commitments
E1	Climate change	Yes	Yes	Reduction of our GHG emissions	Fight against climate change by limiting our GHG emissions and by improving the resilience of our infrastructure. Encourage low-carbon mobility solutions.
				Energy efficiency	Monitor and manage our use of energy by improving the energy efficiency of our installations and by deploying renewable energy solutions.
E2	Pollution	Yes	Yes	Pollution	Monitor and measure the preservation of biodiversity.
E3	Water and marine resources	Yes	Yes	Water resources	Monitor and optimise our use of drinking water.
E4	Biodiversity and ecosystems	Yes	Yes	Preservation of biodiversity	Monitor and measure the preservation of biodiversity.
E5	Circular economy	Yes	Yes	Circular economy	Be proactive with regards to the circular economy through efficient waste management and the development of responsible purchasing policies.

ESRS	ESRS Topic	Impact materiality	Financial materiality	Link to ALiS ESG commitments	Detail of commitments
G1	Business conduct	Yes	Yes	CSR Governance	Strengthen our CSR management and promote our fundamental principles with our stakeholders.



ESRS	ESRS Topic	Impact materiality	Financial materiality	Link to ALiS ESG commitments	Detail of commitments
S1	Own workforce	Yes	Yes	Health & Safety	Ensure the health and safety of all persons involved in our activities.
				Skills development	Strengthen our skills development initiatives for all our employees regarding the skills required for safety, climate challenges, workplace quality of life and training for professional training contracts.
				Diversity, Equity, Inclusion	Act in favour of equal opportunities, inclusion and the fight against discrimination.
S2	Workers in the value chain	Yes	Yes	Health & Safety	Ensure the health and safety of all persons involved in our activities.
				Skills development	Strengthen our skills development initiatives for all our employees regarding the skills required for safety, climate challenges, workplace quality of life and training for professional training contracts.
				Diversity, Equity, Inclusion	Act in favour of equal opportunities, inclusion and the fight against discrimination.
S3	Affected communities	No	No	-	-
S4	Consumers and end users	Yes	Yes	Health & Safety	Ensure the health and safety of all persons involved in our activities.



# OUR GOVERNANCE

## POLICY

Our governance policies rest on the principles of transparency, integrity and responsibility. The management and all employees of ALiS are committed to acting in an ethical manner at all times whilst executing their tasks and responsibilities.

ALiS governance, by finding the right balance between entrepreneurship and proper management, must lead to establishing the aims of the company and the means to achieve them in line with its values and mandate.

We have equally adopted thorough policies and procedures to prevent corruption and conflicts of interest. We have implemented internal verification mechanisms to ensure the quality of financial information and minimise operational risks.

We are committed to incorporating environmental, social and governance concerns in all our activities and give transparent accounts of our progress.

### ■ Sustainable Development Goals

After a first phase of exchanges with our stakeholders (sub-concession holders, suppliers, customers, local authorities, state bodies, NGOs, socio-economic organisations, etc.), we implemented, in 2021, a voluntary and structured CSR policy, taking into account the 17 Sustainable Development Goals of the United Nations Organisation, to make ALiS a company which combines economic performance and sustainable performance.

### ■ United Nations Global Compact

Since 2021, ALiS has committed to the United Nations Global Compact initiative for societal responsibility and its ten principles centred on Human Rights, employment standards, the environment and the fight against corruption.



Given its activity and size, ALiS, conscious of the impact that it has, has focused more particular on 6 Sustainable Development Goals to aim for and measure.

### WE SUPPORT



ALiS ensures that the overall performance of the infrastructure meets the highest environmental and societal standards, taking all necessary actions in the decarbonised mobility change, the fight against climate change and the preservation of Biodiversity.

## OUR COMMITMENTS



### 1. CSR Governance

Strengthen our CSR Department and promote our fundamental principles to our stakeholders.



### 2. Cybersecurity

Improve our resilience by launching a major programme to modernise our Information Systems infrastructure.



### 3. ESG risk management

Continue with the review of our ESG risks by developing our supervision initiatives and by taking into account the study of resilience on physical risks and transition risks.



### 4. Responsible Purchasing

Develop responsible purchasing policies with all our suppliers and make all concerned employees aware of them



## CSR GOVERNANCE

### ■ A CSR Department

ALiS is committed to a voluntary Corporate Social Responsibility policy.

Over the last 3 years, CSR policy has come a long way, recognised, not only locally, but also through international evaluations.

The creation of a department specifically devoted to CSR/ESG matters highlights the ambition of ALiS in this regard. Consequently, the cross-functional «CSR and Communication» team has become a department of the company in its own right as of 1st June 2023, in order to take into account the increasing challenges of this sector such as sustainable mobility, the preservation of biodiversity, the fight against climate change, etc., and to confirm the importance that we have placed on the topics of CSR/ESG.

The newly created CSR Department deals with the activities previously managed by the cross-functional team:

- **CSR initiatives** (partnerships, carbon assessment, initiatives aimed at employees, ESG reporting, etc.);
- The functions of **Quality & Environment**;
- **Health & Safety**;
- **Internal and external communication.**

Furthermore, a new path for progress has been identified within the company and will shortly be incorporated into the Department: **Client & Services policies (including the management of sub-concession holders) which still has to be elaborated.**

Side by side with the other 3 Departments of the company, the new CSR Department is an essential additional pillar of the company.

### ■ ECOVADIS GOLD

ALiS has been awarded the **ECOVADIS Gold Medal** for its activities of sustainability and social responsibility!

Obtaining a score of 78/100, going this year from silver to gold, we have shown our commitment to a more sustainable and responsible future.



### ■ Social dialogue

The strength of the social dialogue within the company more specifically materialised in the form of the signature of 3 companywide agreements in 2023:

- Mandatory Annual Negotiation (NOE), on 17/01/2023 ;
- Amendment n°1 to the collective agreement covering social dialogue within the Economic and Social Unit (UES) ALiS, on 24/01/2023 ;
- Amendment n°2 to the collective agreement covering social dialogue within the UES ALiS, on 03/03/2023 ;
- Amendment n°1 to the employees profit sharing agreement of the UES ALiS, on 15/06/2023 ;
- Collective agreement relating the paying of a share of the value bonus for 2023, on 04/12/2023.

### ■ GRESB

**ALiS : European Leader of the sector !**

**Our company has now reached first place**, with an overall score of 100/100, in our «Motorway Network | Maintenance and operation | Europe» category.

This excellent result is the fruit of our complete commitment to progress with regards to essential criteria such as water management, management of risks and greenhouse gas emission.

This performance highlights our efforts to incorporate all CSR topics into the activities of our company.



**GRESB Rating**  
★★★★★

## ESG RISK MANAGEMENT

### ■ Management of ESG risks

As part of its company governance, ALiS has set up a risks committee to ensure the good management of risks and opportunities arising in particular from information on the subject of sustainability.

Under these 2 monitoring bodies (management risks committee and Board Members risk committee), an updating of our risk mapping has been carried out.

This updating has allowed us to evaluate and improve the level of our risks. This mapping process and review of our risks equally extend to opportunities.

A specific analysis of climatic risks has also been carried out, distinguishing between physical risks and transition risks through a study on climate resilience.

### ■ Activity Continuity Plan

In order for ALiS to be able to continue operating, even in the case of major disruptions, such as natural catastrophes, cyber attacks, power cuts, or pandemics, an Activity Continuity Plan has been drawn up.

This has allowed us to:

- **Identify key essential processes and prepare strategies** to limit the impact of interruptions, ensuring a quick and effective resumption of activities;
- **Protect the interests of our stakeholders** (customers, employees, suppliers, etc.) by ensuring the continuity of service and operation;
- **Preserve the reputation** and thus the image of ALiS in the case of such events;
- **Reduce the risk of financial losses** by reducing the time of inactivity and guaranteeing a quick resumption of critical activities;
- **Improve the organisational resilience** by identifying the vulnerabilities and preparing response strategies thus making ALiS more resilient and better prepared when faced with unforeseen events.
- **Optimise our internal procedures** by preparing a detailed analysis of the operations of the company which revealed inefficiencies and opportunities for improvements.

## CYBERSECURITY

### ■ Launch of the MISI project

This project for the Modernisation of the Information Systems Infrastructure rests on 4 fundamental principles:

- **Protect**, with better management of:
  - Equipment obsolescence;
  - Flow analysis;
  - Access to resources.
- **Optimise** : secured access to all network resources, elimination of all «at risk» behaviour, secured inter-connexion of networks and a complete picture of events which has an impact the IT system;
- **Detect** : supervision of the IT system;
- **Maintain and rebuild** : ensure high availability of the IT infrastructure.

### ■ Cybersecurity awareness

Cybersecurity awareness sessions have been organised for all the relevant ALiS teams. The aim being to identify the different types of phishing and attacks, understand the stakes and the consequences of any eventual contamination and, finally, use good practice and preventative measures on a daily basis.

## RESPONSIBLE PURCHASING

### ■ Responsible Purchasing Charter

Preparation of a charter for responsible purchasing including the training of the teams in order to make them aware of circular economy.





# OUR ENVIRONMENTAL POLICY

The protection of the environment is naturally a central part of our approach to sustainable development. In 2023, ALiS formalised its commitment to the preservation of biodiversity by preparing a Biodiversity strategy, by continuing its efforts regarding decarbonisation and by renewing its environmental authorisation which it has had since the opening of the motorway and which was up for renewal in 2023.

As part of this renewal, ALiS drafted, in 2021, an Environmental performance report regarding the operation of the motorway. This substantial report sets out all the environmental topics and takes stock of 16 years of operation. It is also an opportunity to evaluate and upgrade all our environmental monitoring procedures, essential for the efficient management of our infrastructure. The administrative procedure for the renewal of our environmental authorisation, obtained on 15th March 2023, is for ALiS, a great opportunity to affirm its commitment in the domains of the preservation of biodiversity or the protection of water resources.

We are continuing today with our efforts by the implementation of an ambitious vision which will guide us to a low carbon future between now and 2050, by committing ourselves to reach net zero carbon emissions, and involving the safeguard of biodiversity and commitments shared with all our employees and stakeholders.



## A low carbon strategy

Our ambition for the next few years is clear: reduce our carbon footprint and actively contribute to the transition towards decarbonised roads. To that end, we have identified a number of fundamental initiatives which we have already taken such as the use of renewable energy, participation in circular economy, investment in sustainable infrastructure, promotion of decarbonised modes of transport, involvement of all our employees, the participation of our strategic partners in the joint-determination of solutions but also carbon emission compensation in the cases where this cannot be avoided, by carbon capture projects.

By adopting this low-carbon path, we have committed ourselves to gradually reducing greenhouse gas emissions until we reach net zero carbon emissions by 2050.



## A biodiversity strategy

The other major challenge regarding our environmental policies concerns the preservation of biodiversity. We recognise the crucial importance of preserving and restoring ecosystems in the vicinity of the motorway infrastructure. Consequently, we are implementing a strategic plan in cooperation with our stakeholders to incorporate the preservation of biodiversity at the heart of our activities: **federate around the protection and sustainable management of Biodiversity by focusing on training and raising awareness, preserve natural habitats and restore local ecosystems and combat all forms of pollution.**

# OUR COMMITMENTS

- A green icon showing a cloud with a downward arrow and the text "CO<sub>2</sub>".
- ### 1. Reduction of our GHG emissions

Combat climate change by limiting GHG emissions and by improving the resilience of our infrastructures. Promote low-carbon mobility solutions.
- Four green icons in a 2x2 grid: a bug, a plant, a paw print, and a leaf.
- ### 2. Preservation of biodiversity

Verify and measure the preservation of biodiversity.
- A green icon showing a recycling symbol with three arrows forming a triangle.
- ### 3. Circular Economy

Be proactive with regards to circular economy by efficient management of waste and by drawing up a responsible purchasing policy.
- A green icon showing a lightbulb with a leaf inside, connected to a plug.
- ### 4. Energy efficiency

Verify and manage our energy use through the improvement of the energy efficiency of our installations and by deploying renewable energy solutions.
- A green icon showing a water drop with a circular arrow around it.
- ### 5. Water resources

Verify and optimise our use of drinking water.



# LOW-CARBON STRATEGY

The ambition of ALiS for the next few years is clear: Reduce our carbon footprint and actively contribute to the transition to decarbonised roads.

To implement this, we identified a number of fundamental actions to take which we have already initiated such as the use of renewable energy, participation in the circular economy, the investment in sustainable infrastructure, the promotion of decarbonised modes of transport,

the involvement of all staff, the participation of all our strategic partners in the co-construction of solutions but also the compensation of our emissions which cannot be avoided, by a carbon capture programme.

**In adopting this low-carbon path, we have committed ourselves to gradually reduce greenhouse gas emissions until we reach net zero carbon emissions by 2050.**

## Change of our perimeter of activity and updating of our goals.

After having changed the perimeter of our activities and having completely internalised the operation of the Motorway, ALiS decided to update its aims in terms of decarbonisation figures, thus following the recommendations and good practice of the GHG Protocol and of the SBTi.

**The aims of ALiS regarding reduction consequently remain compatible with the applicable science and the world targets of restricting the increase of temperatures to +1.5°C in accordance with the Paris Agreement.**

To this end, ALiS has rebuilt its carbon footprint (GHG Protocol methodology) of its reference year (2021) according to its new perimeter:

- Re-evaluation of Scope 3, by removing the emissions due to operations of sub-contractors and taking into account the average of work carried out (post investment);

- Reincorporation of equivalent emissions of accomplished assignments for Scope 1 (essentially the fuel of operations reincorporated for a full year) and Scope 2 (complete perimeter of operations buildings for a full year).

ALiS has consequently been able to confirm and strengthen its carbon neutrality approach by aligning it on Science (SBTi) and is committed to :

	2025 Target	2030 Target	Net Zero Target
Scope 1	- 22%	- 42%	2050
Scope 2	- 20%	- 42%	2035
Scope 3	- 10% <sup>1</sup>	- 25% <sup>2</sup>	2050*

1: excluding traffic

2: compensation of an additional 10%

\* in accordance with changes to French and European regulations on sustainable mobility (the use of the motorway by motorists having a significant carbon impact on our indirect emissions).

## Evolution of our carbon footprint

	Reassessed 2021 Carbon Assessment	2022 Carbon Assessment (GHG Protocol)	2023 Carbon Assessment (GHG Protocol)	Change 2023 vs 2021
Scope 1	498 tCO <sub>2</sub> e	458 tCO <sub>2</sub> e	359 tCO <sub>2</sub> e	-27.9%
Scope 2	28 tCO <sub>2</sub> e	29 tCO <sub>2</sub> e	26.5 tCO <sub>2</sub> e	-5.5%
Scope 3	130,861 tCO <sub>2</sub> e	136,532 tCO <sub>2</sub> e	154,863 tCO <sub>2</sub> e	+17.9%
TOTAL GHG	131,387 tCO <sub>2</sub> e	137,020 tCO <sub>2</sub> e	155,249 tCO <sub>2</sub> e	+18.2%

## The main initiatives for the period 2023 - 2025

ALiS has consequently launched, or is preparing to launch, a whole series of initiatives to significantly reduce its emissions between now and 2025 and will publish each year the results of the initiatives carried out and will publicly update its low-carbon path.



### Buildings

- Works on the energy efficiency of the buildings.** An energy audit of our buildings was carried out in 2023 with the aim of improving our performance in terms of energy use;
- Replacement of the oil-fired boiler** of the operations centre;
- Stoppage and removal of certain air-conditioning units**, change in heating and air-conditioning temperatures (offices, data centres, etc.); switch to LED lighting wherever possible;
- Reduction of waste through the improvement of waste recycling.**



### Stakeholders

- Launch of a responsible purchasing initiative** to include the sub-contractors and the main suppliers;
- Strengthened dialogue with sub-concession holders;
- Raise awareness of all employees on the challenges of climate change.



### Vehicles

- Eco-driving training courses** for all employees: to encourage ecologic and more responsible driving styles, eco-driving training courses have been given to all staff with the aim of raising awareness to the risks when driving and the environmental impact of their vehicle;
- Switch to electric vehicles for company cars and optimisation of power plant for the motorway service vehicles.** Consequently, in 2023, a decrease of 16% in CO2 emissions compared to 2022 was achieved through the electrification of the vehicle pool and the green space maintenance equipment.
- Launch of a carpooling platform** for employees.



### Energy

- Switch to electric green space maintenance equipment;
- Launch of several rooftop and off-ground photovoltaic plants at ALiS sites.**



# BIODIVERSITY STRATEGY

In order to provide a framework for action, to strengthen our accountability, raise awareness and enlist our stakeholders, ALiS has formalised its commitment to the preservation of biodiversity by drawing up a Biodiversity strategy. This includes the various commitments made by ALiS as part of our CSR policy as well as our action plan submitted to and validated by the Companies Committed to Nature programme.

Our strategy is founded on 4 pillars:

## 4 pillars to support our strategy



**Train on and raise awareness to the protection and sustainable management of Biodiversity.**



**Fight against climate change and reduce our Greenhouse Gases emissions..**



**Preserve natural Habitats and restore local ecosystems.**



**Fight against all pollution and promote circular economy.**



**Committed to nature**

In 2022, ALiS took a first step by signing the 10 common principles of the «Companies Committed to Nature» programme. This programme set up by the French Office of Biodiversity allows us to better understand our dependence and impact on biodiversity in order to draw up an action plan which benefits the company, our suppliers, our employers and our region.

In 2023, ALiS formalised, submitted and validated its plan of action with Companies Committed to Nature.

The action plan will be directly supervised by the Managing Director of ALiS, Antoine TREBOZ with the assistance of Camille MASSU (CSR & Communications Director) and the various topical projects sponsors.

- **Raise awareness** between now and 2024 of all our local stakeholders, our suppliers local institutional bodies on the protection and sustainable management of biodiversity within the scope of the activities of ALiS;
- **Reduce our greenhouse gas emissions** between now and the end of 2025: reduce our emissions by 18% for scopes 1 and 2, and 10% for scope 3; consuming our renewable energy and representing 20% of our total consumption of energy;
- **Preserve 35% of existing natural habitats** and restore or create one pond per year between now and 2025;
- **Minimise the impact of the waste of our customers** by implementing waste sorting at 100% of our rest areas between now and 2024;
- **Reduce our waste** by 30% between now and 2025;
- **Train and raise awareness** of 100% of our ALiS employees between now and 2025.

### ■ Insect hotels



Insect hotels, designed by one of our employees, have been installed at our rest and service areas and our company sites to encourage biodiversity, the pollination of plants, natural pest control, whilst educating the general public and improving the aesthetic appearance of these spaces. This initiative is part of our approach to sustainable development and the preservation of the environment.



### ■ Nesting boxes for Tits



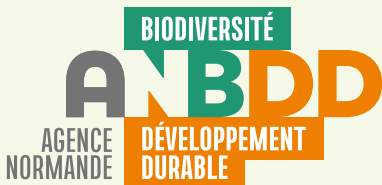
To combat the presence of processionary caterpillars on Pine trees, a nuisance and an invasive species, in a natural way but also to participate in the protection of endangered species of Tits, we have installed nesting boxes for Tits, made by an employee, at the Sources de l'Orne rest and service area.

### ■ Partnership with the ANBDD



In order to raise the awareness of the motorway clearing operations teams of the importance of preserving biodiversity and thus participate in the protection of ecosystems, they have been trained in the techniques of late and sustainable mowing by the Normandy Agency for Biodiversity and Sustainable Development (ANBDD).

In addition to this, mowing and verge clearance plans have been drawn up and validated by the ANBDD for all 100% of our green spaces.



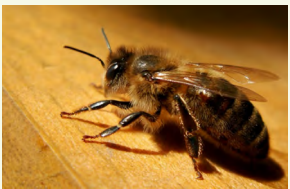
### ■ Protect the European Dark Bee



**In order to contribute to the preservation of the environment**, providing each employee with a pot of honey and also acquire a new skill for an employee, ALiS possesses 4 bee hives, located at the operations centre and trained 1 employee in bee keeping techniques.

In addition, in order to contribute to the protection and propagation of the European Dar Bee, today an endangered species, 7 bee hives for these bees have been installed on the banks of the water basins as part of a partnership with the Orne European Black Bee Technical Study Centre.

i



An ancient species, the European Dark Bee, its Latin names being *Apis mellifera mellifera* and *Apis mellifera mellifica*, is of African origin. It arrived in Europe via the Straits of Gibraltar. Today, it is the most popular species of Bee in France having remarkable biological diversity.





## ■ Fight against all forms of pollution ...



To deal with situations including small quantities of pollutants and to limit the spread of larger quantities of pollutants before the arrival of specialised teams, ALiS has equipped its service vehicles with anti-pollution kits and has trained its teams in their use.



## ■ ...and promote a circular economy



Previously, IT equipment, (computers and telephones) were changed every 2 years.

In 2023, we took the decision to only change the IT equipment if and when it became obsolete for security reasons and not functional ones



What is more, from now on, all IT equipment is bought/reconditioned from a local company called «YES YES».

### Adopt a zero waste approach



Reduce



Reuse

## ■ Waste sorting



In order to reduce waste, many schemes have been implemented, such as the replacement of throwaway hand towels by washable towels, or moreover, the replacement of packages of liquid soap by the installation of reconditioned soap bar dispensers equally assisting the development of the local economy.

The office waste paper baskets at the sites of ALiS have been removed and replaced by communal recycling bins in partnership with the company ELISE which is a certified Insertion Company contributing to the employment of people with handicaps. Therefore, we are combining the two environmental and social & societal aims.



Ashtrays have been installed at all rest & service areas and at ALiS company sites with the company TCHAOMEGOT which recycles cigarette butts to use them in the manufacture of insulation and clothes.



Computers which are obsolete from a security point of view, are systematically donated to schools in the town of Bernay (27) as part of a partnership in the fight against the digital divide.

## ■ What we also do

Not use disposable cutlery, plates and cups, buy organic soap from an artisanal soap manufacturer located 10 km from our operations centre, ...

## ■ Raise awareness of our partners



On 26th September 2023, ALiS organised its first event dedicated to CSR, APIDAY at the operations centre.

The aim of this event, organised during the European week of sustainable development, was to raise the awareness of our partners to the importance of CSR and to explore the means of working to develop sustainable practices.

During this event, practical workshops and presentations given by CSR experts, on the topics of eco-responsibility, biodiversity, waste management, renewable energy, social responsibility social and other topics, were held in front of numerous participants.



## ENERGY EFFICIENCY

On 27th March 2023, the energy sobriety Ambassador of ALiS participated in a meeting on «energy sobriety» held at the Ministry of Ecological Transition, in the presence of 2 ministers and the 50 main representatives of transport companies in France.

In order to successfully complete this task, an energy sobriety action plan has been drawn up

with the twin aim of reducing energy consumption and the associated cost of energy, whilst improving the environmental footprint of ALiS. This results in the reduction of greenhouse gas emissions and supports a more efficient use of energy resources.



Team for the Planet

To demonstrate the commitment of ALiS in the fight against climate change and to reward the environmental initiatives, each and every ALiS employee was given shares issued by Team for the Planet. This initiative strengthens the culture of the company based on social and environmental responsibility.

## WATER RESOURCES

In order to limit our consumption of drinking water and to be autonomous in this respect, tap aerators have been installed on all the taps.

In addition, a 120m3 rainwater collection tank has been installed at the operations centre. This water is not only used to wash all service vehicles and toll plazas but also to produce brine during winter weather clearing operations.





# OUR SOCIAL & SOCIETAL

## POLICY

As an integral part of the company's future development and therefore of our CSR policy, our social and societal policies address considerations regarding the well being of all our employees and our position as a major economic player within the communities of Normandy we serve.

The various initiatives taken with regard to these policies will ensure greater organisational efficiency and will enable us to combine economic performance with both individual and collective fulfilment in our daily assignments at the service of our customers.

Our commitments result in **a strengthening of our safety policy**, strong and tangible initiatives aimed at **equal opportunities, diversity and inclusion** making ALiS a major socially committed player in the heart of Normandy.

One of the most important aspects of CSR is the **respect of human rights**. ALiS, having **signed the United Nations Global Compact** ensures that its activities do not infringe on the fundamental rights of individuals and communities.

The respect of human rights is a fundamental point for ALiS. Human rights include among others, rights such as the freedom of expression and association, non-discrimination, safe and healthy working conditions, trade-union freedom, protection against exploitation and violence. ALiS, as all companies, are obligated to respect and ensure respect of these rights in all their activities and with all partners as motorway concession holder and operator.

The commitment of ALiS to respect human rights can be seen in the implementation of its various environmental, social, societal and governance policies. These policies, directed at the highest level of the company, implicating all employees and managers of ALiS through CSR initiatives, show our ability to keep to our commitments vis-à-vis all our stake holders.



## OUR COMMITMENTS



### 1. Health & Safety

Ensure the health & safety of all persons involved in our activities.



### 2. Skills development

Strengthen skill development initiatives for all employees for the professions, safety, climate issues, workplace quality of life and training for apprenticeship contracts.



### 3. Territorial anchorage

Continue and accelerate our actions in favour of our local partnership in the domain of the attraction of the region and the preservation of the environment.



### 4. Diversity, Equity, Inclusion

Actively promote equal opportunities and inclusion and combat all discrimination.



### 5. Share our commitments

Regularly engage with our stakeholders on the subject of sustainability.





## Strengthen our safety policies

ALiS mandated, in February 2023, the consultancy À Bon Port, **specialised in consideration of Human Factors** (non technical skills) within companies, to audit the company one and a half years after having internalised the operation of the motorway.

The aim was to identify the important points and the areas for improvement and subsequently prepare a roadmap so as to be able to continue to improve the management and prevention of risks.

17 interviews and 2 visits on site were carried out in order to identify the strengths and weaknesses present at each of the strata defined by the J. Reason model (organisation, management, technical and psychological environment, production activity).

The conclusions show a good level of management given the young age of our organisation and identify a need for communication on the tasks and assignments of each department so as to increase cooperation, as well as the need to facilitate the flow of information. A presentation was made to all staff during the safety day held on 21st June 2024..

## Professional risks prevention

A Professional risks prevention Assistant (APRP) has been nominated by the management of ALiS after consultation with members of the CSC. They will work directly with the Management of ALiS and the Employee Representatives. Their main tasks are to:

- Participate in the evaluation of health & safety risks of employees, including in the choice of work equipment and the updating of the uniform occupational risks evaluation document (DUERP);
- Participate in the prevention of risk particularly when it is arduous;
- Participate in the implementation action plan resulting from the established risk prevention process;
- Ensure that safety training courses have been given in the company and that they correspond to the needs and expectations.

## Alert the presence of dangerous situations

A system for the alerting of incidents regarding safety and the environment has been deployed at all sites and in all vehicles so that employees or sub-contractors may simply give an alert of a dangerous situation or near-accidents by using a flash code.

## Lone worker protection system

ALiS have provided its employees with an alert device for isolated worker to ensure their safety and wellbeing, in accordance with current regulations, and to reduce the risk of accidents.



## Musculoskeletal disorders prevention

During the «Snow-clearance trophy» in 2023, winter weather operations operatives were able to receive sitting down massages and Shiatsu sessions with the twin aim of providing relaxation and wellbeing and to relieve muscular tension to reduce the risks of musculoskeletal disorders (MSD) resulting from work posture.



## Health & Safety days

A health & safety day was organised on 21st June 2023 in partnership with the Orne department Occupational Health Service, gathering the ALiS teams. The aims of this exchange:

- Prevent professional risks;
- Raise awareness to the dangers of the working environment and the best practice to adopt, to avoid accidents;
- Promote the health and wellbeing of our employees;
- Strengthen our safety culture.

After having carried out an ergonomics study of the employees' work posts, the Orne department Occupational Health Service organised workshops held during the annual barbecue on the theme of safety.

A number of workshops have been organised on the topic of safety:

- Cyber security workshop;
- QHSE workshop: hunt for risks;
- Work post ergonomics workshop ·Road risks workshop;
- Prevention at home workshop;
- Health practices workshop.

## Road safety: a major challenge

2023 was marked by a many road safety initiatives in partnership with regional bodies such as the Orne Department Prefecture Road Safety Bureau, the Orne Department Road Safety Squadron, the French Motorcyclist Federation of the Eure Department, our sub-concession holders Areas and TotalEnergies, ...

- Action and awareness day with the Mezen Lycée of Alençon**, a further education college for future HGV drivers;
- Organisation of Motorcyclist Rest Stops** for the Le Mans 24h Motorcycle Race and for the French Motorcycle Grand Prix at our rest & service areas of La Dentelle d'Alençon et and Domaine d'Harcourt;
- Participation in the Argentan road safety day** held on 4th June 2023 and organised by the Orne department road safety;
- Events held for motorists on the topic of road safety**, held in partnership with the Orne Prefecture aimed at motorists travelling during the mass departure day, at the Dentelle d'Alençon rest and service area.





## SKILLS DEVELOPMENT

### ■ A certification of reference

In order to contribute to the improvement of written communication, to a better quality of communication, to foster professional development and to promote a culture of continuous apprenticeship, **ALiS offered to all staff the possibility of obtaining the Voltaire Certificate.**

This certificate is a reference certification in spelling and expression, accessible to all.



### ■ Training report

5,418 hours of training took place during 2023, 54% of which internally.

5 people were recruited under pre-professional contracts or under PRODIAT contracts. For the 5, they accounted for 2,067 hours of training, representing 38 % of the overall training plan.

313,000€ was spent on professional training, amounting to more than 9% of the wage bill. The hours of training given to employees presenting a handicap amounted to 13% of the total number of hours.

## REGIONAL ANCHORAGE

### ■ Town of Bernay

ALiS has many times called upon the service of the CIAS (Inter-communal Social Action Centre) in Bernay:

- Clearing of 40 km of fences along the route;
- Clearing of the land around the base of the viaduct piers..

ALiS has also signed a partnership with the town of Bernay in order to adapt vehicles of the Town Hall so that they may be driven by people with a handicap.

### ■ Bec Abbey

ALiS has co-financed restoration works at the Le Bec Abbey and major renovation works of the «Maison de Hôtes» monastic retreat for people attending retreats.

This partnership allowed acoustic insulation work to be carried out as well as 3 bedrooms for people with reduced mobility and showers and toilets installed in the 18 rooms on the first floor.



### ■ Art Festival in the Orne department

ALiS has brought financial support to the Superbiche association for the organisation of the Superbiche Festival. A dynamic cultural event unique in France, this festival showcases a great diversity of musical genres, art installations and cultural performances.

Organised in L'Aigle, in the Orne department, it distinguishes itself through its immersive and festive atmosphere, attracting fans of music and art from all horizons.

### ■ Assist insertion

Renewal of the partnership with the Access organisation in Bernay promoting social insertion through work.



## DIVERSITY, EQUITY, INCLUSION

### ■ ALiS dresses in pink to support the fight against breast cancer

In 2023, we decided to participate in the raising of awareness and the fight against breast cancer by organising several events to raise awareness among our employees and support this cause.

As a socially responsible company, we wanted to show our support and our solidarity towards our colleagues, our friends, and our families who are fighting against this disease, as well as those around them. We equally wanted to provide financial support to the Orne Committee of the League against Cancer. This is why we made a donation for research, prevention and aid to the people affected by this disease.

The Pink October month was a superb opportunity for use to unite as a company, to raise awareness of our employees and to make a difference in the fight against breast cancer.

Also, this same type of commitment was repeated by our participation in November and by providing financial support to the Eure Committee of the League against Cancer.



### ■ Raise awareness of diversity

ALiS participated in the European week for the employment of persons with handicaps (SEEPH) from 20th to 26th November 2023.

ALiS is **#activateurdeprogres** (progress activator) and is committed to the fight against discrimination and reducing misconceptions by actively participating in initiatives on the topics of diversity and inclusion.

Each day, awareness initiatives were proposed to all employees through video presentation and Handipoursuite and Activ'game games, and a Quiz on knowledge of the subject of handicap.



### ■ Support «family caregivers»

After having designated a **Diversity, Equity, Inclusion advisor (DEI)**, ALiS instigated and implemented a «family caregivers» scheme to provide assistance to employees in their dual role of worker and caregiver. This initiative also promotes our culture of being an inclusive company.





## ■ Sport at ALiS: Badminton...

An ALiS team participated in an inter-company Badminton competition on 2<sup>nd</sup> June 2023 with the «Bayard Argentan Badminton!». It is an activity which combines health benefits, well being, team work and commitment.



## ■ ... & Triathlon

ALiS signed a partnership agreement with the Pays du Neubourg Triathlon in Brionne (27). In addition, a team of employees participated in the race. Strengthening team spirit, promoting health and well being, creating durable memories were the key take-aways from their participation!



## ■ Volunteer firemen in the ranks of ALiS

As part of a partnership with the Orne and Eure departments Fire & Safety Services (SDIS), 5 ALiS employees have a volunteer fireman availability framework agreement.



## ■ The SDG race

To raise the awareness of employees to the 17 sustainable development goals, ALiS participated in the SDG race consisting of running or walking 17 km during the European week



for sustainable development (EWSD), which took place from 18th September to 8th October 2023.

The aim of this event was to raise awareness of each of the sustainable development goals. It encourages real individual and collective mobilisation, to promote the initiatives in this manner..



## ■ The European Week for Sustainable Development

A French initiative which went European in 2015, the week for Sustainable Development, created in 2003, exists to share the 17 goals of sustainable development (SDG), on the 2030 agenda adopted by the UN. This initiative reminds all, as highlighted by the French minister for ecological transition, that « **all actions count, even everyday small ones, to transform in depth our societies** ».

## ■ Satisfaction survey

As for previous years, a satisfaction survey was carried out for all staff in cooperation with the Social and Economic Committee.

The results allowed us to evaluate the organisational climate, promote continuous development and strengthen our commitment to our employees. The initiatives to be implemented will allow us to better meet the needs and expectations of all staff.

**It must be pointed out that our results have constantly improved with 70% of employees satisfied or very satisfied, since the introduction of this satisfaction survey.**



## ■ Assist mobility

- A maximum transport bonus of 300 € was paid to 62 employees who use their personal vehicle to get to work.
- 8 employees received a bonus of around 225 € for having made at least 25 home to work journeys by carpooling.
- Financing of a charging station for electric vehicles near the Bernay toll plaza, on the non-toll side of the motorway in partnership with SIEGE 27.



## ■ Inclusion at ALiS

- Leave for medical exams**  
5 employees out of the 12 having a handicap were given 9 days paid leave for medical exams..
- CESU cheques**  
CESUs improve the quality of life at the workplace of employs with a handicap, by allowing contribution to the payment of home care services. They are paid for by the employer up to 500 € per year. In 2023, 10 employees out of the 12 having a handicap requested payment of these CESU cheques, amounting to a total of CESU cheques of 5 000 €.
- Adapting of work stations**  
Out of the 12 employees declared having a handicap in 2023, 3 saw their work stations adapted to their needs in 2023.





# SHARE OUR COMMITMENTS

## Our environmental partnerships

- **League for the Protection of Birds (LPO)** to assist ALiS in the drafting of a biodiversity strategic plan;
- **Association of the protection of the European Dark Bee** who has installed bee hives on unused motorway land and who sells the honey through our sub-concession holders;
- **Association Bossy Cevert**: planting of 416 trees in hedgerows and a micro-forest at Voiscreville;
- **Orne Department Hunters Federation** who monitors our 5 wildlife bridges to facilitate the passage of animals;
- **The Natural Spaces Conservatory** who is assisting us in the restoration and creation of ponds;
- **The Bec Hellouin farm** who ALiS provides support to for the 2023 - 2030 research programmes at the Bec Hellouin Farm Institute;
- **The Le Chêne and La Dame Blanche** associations who take in and look after animals found on the route ;
- **The National Centre for the Protection of Forests (CNPf)** with whom we carry out ground studies for reforestation projects ;
- Various partnerships have equally signed with **local farmers** for verge clearance, eco-pastures, installation of bee hives, etc.
- Membership to the **Regional Environment Development and Education Action Centre** who has assisted in the implementation of a number of environment development and education initiatives and the spreading of an eco-citizen culture.
- The **Haras National du Pin** working towards development electro-mobility. Development of a tourist electro-mobility vehicle pool comprised of eBikes and buggies to facilitate the exploration of the 1 100 hectares of the estate in a fun and eco-friendly way.



## Coming Soon...

**The Bec Hellouin Farm Institute to contribute to the emergence of a new form of agriculture...**

Combine permaculture and motorways? It is possible with ALiS! A paradox to resolve through a project with the famous Bec-Hellouin organic farm.





# EXTRA-FINANCIAL REPORTING



ALiS only operates in France.  
Scope reported: 100% of total workforce  
Year covered: 2023  
Voluntary reporting

## Environment

Carbon Footprint (GHG protocol)	Units	2023	2022
Scope 1	t CO <sub>2</sub> e	359	458
Scope 2	t CO <sub>2</sub> e	26	29
Scope 3	t CO <sub>2</sub> e	154,886	136,532
Total	t CO <sub>2</sub> e	155,271	137,019
Energy			
Heating oil	MWh	77	145
Diesel	MWh	1,259	1,716
Fuel for company cars	MWh	307	254
Other Engine fuel	MWh	4	23
Electricity	MWh	583	820
Air Pollution			
SOx	kg	2.62.10 <sup>3</sup>	3.31.10 <sup>3</sup>
NOx	kg	5.37.10 <sup>6</sup>	3.59.10 <sup>5</sup>
PM2.5	kg	5.01.10 <sup>6</sup>	2.07.10 <sup>4</sup>
PM10	kg	7.72.10 <sup>6</sup>	3.11.10 <sup>4</sup>
Lead	kg	8.93	9.19
Mercure	kg	0.76	0.36
Water			
Potable Water	ML	8.573	4.755
Water discharged (Third-party treatment)	ML	0.095	0.04128
Biodiversity			
Wildlife fatalities	#	90	84
Threatened & Endangered species fatalities	#	0	34
Habitat enhanced or restored	ha	12	15.6
Waste			
Hazardous	tonnes	97.62	2.627
Non-hazardous	tonnes	39.3	149.325
Re-use	tonnes	68	0
Recycling	tonnes	10.6	8.4
Composting	tonnes	0.66	0.06
Waste-to-energy	tonnes	0	33.15
Incineration	tonnes	23.06	52.23
Landfill	tonnes	34.6	0.03
Unknown	tonnes	0	58.08



## Social

Workforce	Units	2023	2022
Employees (FTE)	#	81	89
Health and Safety (employees)			
Fatalities	#	0	0
Lost time injuries	#	2	1
Accident without lost time	#	1	9
Near miss incidents	#	16	18
Hours worked	h	146,618	152,199
Lost time injury frequency rate	-	13.64	6.57
Accident without lost time frequency rate	-	6.82	59.13
Health and Safety (users)			
Personal injury accidents	#	14	11
Material accidents (third party identified)	#	167	139
Damage to works (identified third party - excluding accidents)	#	28	21
Damage to works (unidentified third party)	#	82	84
Training			
Average amount spent per FTE on training and development	€	3,854	1,414
Percentage of employees who received professional training	%	97	83
Percentage of employees who received ESG-related training	%	97	33
Employee satisfaction surveys			
Percentage of employees covered	%	100	100
Survey response rate	%	79.75	73
Diversity, Equity, and Inclusion			
Employees < 30 years old	%	8.64	12.5
Employees between 30 and 50 years old	%	61.73	60.23
Employees > 50 years old	%	29.63	27.27
% Men / % Woman	%	68 / 32	60 / 40
% Men / % Woman (governance bodies)	%	66 / 34	66 / 34







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