

A LINK FOR THE TERRITORIES
AT THE HEART OF NORMANDY



SUSTAINABILITY
REPORT
2021

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PRESENTATION

OF THE COMPANY

Autoroute de Liaison Seine-Sarthe - ALiS is an independent joint stock SME that holds the concession of the Rouen - Alençon section of the A28 motorway which it also operates. The motorway is an integral link in the motorway network between the North and the South of Europe, from the banks of the River Seine to the banks of the River Sarthe, crossing the Auge, Ouche and Perche regions in the heart of Normandy.

As a crucial element of local, regional and European economic activity, ALiS and the A28 motorway fundamentally contributes to the vitality, appeal and access to business and touristic infrastructure of the region by providing a safe and quick means of transport.

Having been awarded a 62 year concession, ALiS views the long term and involves itself in the daily life of the region, in a sustainable way, adapting to the ever evolving situation that is climate change.



Our employees, mostly locally recruited, are attached to the values of modesty and hospitality of this Norman region and furthermore, to the quality of service provided to motorway users. They are the symbol of a declared willingness to have a real impact at local and regional levels, driven by concrete societal actions making us a local leader in Corporate Social Responsibility (CSR), on a human scale.

This CSR initiative is now centred on our values and our purpose and is a result of our commitment to overall performance, whether economic, environmental, social or societal.

THE KEY POINTS

of our CSR policy 2020 – 2025

As a committed regional player for the last 15 years, we decided, in 2020, to accelerate our environmental, social and corporate commitment prioritising safety, customer satisfaction, an accentuated effort in sustainable development in all its forms, and support of regional economic and social initiatives.

The success of our corporate aims rests on the alignment of our values and initiatives with social and environmental concerns and by constantly striving to improve our procedures, our quality of service and the overall impact on the environment and society. This success shall be achieved through the effort and commitment of all stakeholders, starting with each and every company employee, our partners and our shareholders, serving our customers as well as taking into account all regional stakeholders.

After an initial phase of exchanges with our stakeholders (sub-concession holders, suppliers, customers, local authorities, administrative authorities and institutions, NGOs, local economic bodies, etc.), we started to implement, as of 2021, a voluntary and structured CSR policy centred on our participation in attaining 5 Sustainable Development Objectives among the 17 targets defined by the United Nations Organisation making ALiS a company combining economic and sustainable performance.

A guide setting out ALiS CSR policies was created in the spring of 2021 and is available on our website (RSE ALiS [guide](#)).



The strategic paths of ALiS in terms of CSR and the United Nations Organisation Sustainable Development Targets are the following:



GRESB

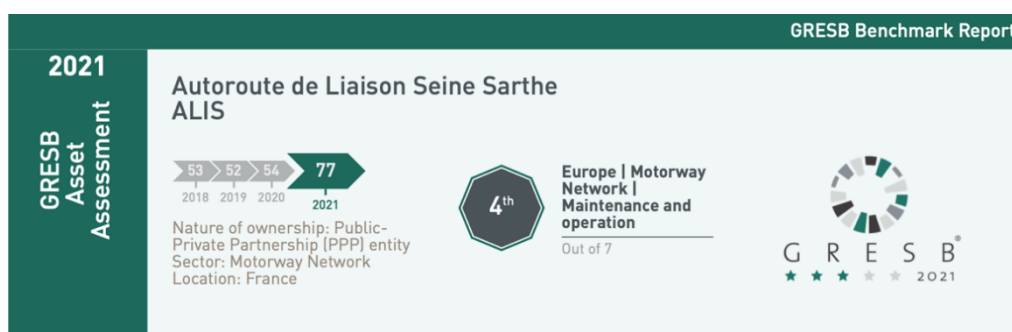
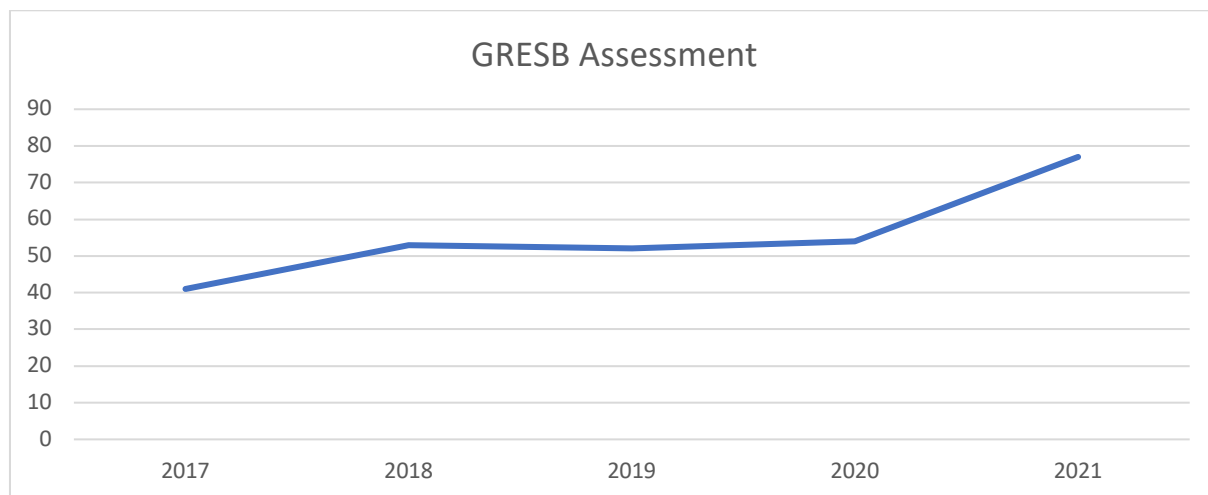
EVALUATION

Created in 2009 by a group institutional investors and pension funds wanting access to reliable and comparable CSR performance data, the GRESB (*Global Real Estate Sustainability Benchmark*) is today the main CSR benchmarking tool ESG for real estate and infrastructure. It is used by more than 100 investors and covers more than 1 200 real estate companies and 540 infrastructures and infrastructure funds.

The GRESB covers all aspects of CSR incorporating the notion of resilience, an important factor for infrastructures. The methodology is reviewed each year in order to reinforce the position of CSR performance and the transparency of data.

ALiS undertook, as of 2016, a voluntary evaluation of its commitment regarding sustainable development through the GRESB.

In 2021, ALiS obtained a score of 77/100, which classed it as having the best improvement in the world for the road sector and was among the top 25 for best improvement in the world for all sectors combined.



ENVIRONMENTAL

PERFORMANCE

The protection of the environment is naturally a central part of our approach to sustainable development. Our initiatives within the company and shared with all stakeholders actions taken in favour of the conservation of the environment, are key elements in the company's strategy and the highlighting our performance.

Our success will be a result of the commitment by all, through the spreading and sharing of a manifest environmental culture with our stakeholders and the implementation of joint projects, showing ALiS to be a company having a positive impact.

Our environmental initiatives in 2021

1st ALiS carbon assessment

ALiS carried out, in 2021, its first carbon assessment of its activity over the whole of 2020. This was the first step in the voluntary commitment to achieving carbon neutrality, basing itself on SBTi to implement a strategy aligned with the limiting of global warming to 1.5°C.

The carbon footprint of ALiS was, in 2020, evaluated at 119 229 tonnes of CO₂, 28 tonnes of which falling under Scopes 1 & 2 and 119 201 tonnes falling under Scope 3.

A new carbon assessment will be carried out in 2022, covering the new scope of the company's activity (incorporating operations activities) for the whole of 2021.

The first carbon assessment will enable us to implement, as of 2022, an ambitious low carbon strategy, in keeping with the aims of our CSR policies.

Resilience to climate change study

From November to December 2021, ALiS appointed the consultancy SPITHA PYXIDA to carry out a study on resilience in the face of climate change. This consisted, with regards to our motorway infrastructure, in evaluating the physical risks (ability of the infrastructure to adapt to the physical impact of climate change) and transition risks (ability of the company responsible for the infrastructure to adapt to the various social-economic change scenarios).

which will be implemented prior or as a result of climate change). This very detailed study will be a cornerstone in the development of ALiS strategy for the years to come.

Operations environmental assessment

As part of the renewal of the environmental authorisation given to ALiS on the opening of the motorway, up for renewal in 2023, ALiS carried out a motorway operation Environment Assessment in 2021. The extremely voluminous assessment covers all environmental aspects and takes stock of the 16 years of operating the motorway. It also allows us to evaluate and review all environmental measures essential in effective management of our infrastructure. The administrative process of renewing the environmental authorisation is a major opportunity for ALiS to confirm its commitment with regards to the preservation of biodiversity and to protection of water resources.

Electric vehicle charging stations and electric vehicle carpool

ALiS installed electric vehicle charging stations in 2021 at its 2 sites (Bosrobert and Chaumont). ALiS decided to effect changes to its long term leasing carpool. New vehicles are exclusively rechargeable hybrid vehicles, an interim before being able to switch to 100% electric or potentially to hydrogen powered vehicles when these technologies become more affordable.

Eco grazing pasture and beehives

A 6-month agreement has been signed with “Élevage de la Cadiourie” at GODISSON, to provide grazing pastures on land of the conceded domain (DPAC) in order to graze its herds of sheep, goats and donkeys. For the breeder, the agreement provides free access to these grazing pastures and for ALiS it is an ecological way for maintaining the land. A few modifications have been carried out to ensure that the parcels are secure to guarantee the safety of both motorway users and animals. Eco grazing is an effective alternative method for maintaining unexploited zones or zones difficult to access by mechanical equipment; it promotes biodiversity and enhances our image as an eco-friendly company.

A partnership agreement has equally been signed with a local beekeeper that harvests and provides the honey from 7 hives located at the Domaine d'Harcourt rest & service area.

Companies committed to nature

The “Companies committed to nature” programme is aimed at companies wishing to promote biodiversity. Its aim is to identify, create and promote company action plans. It is aimed at companies of all sizes and all sectors of activity, who want to engage in concrete activities to preserve biodiversity.

ALiS has signed the 10 common principles and has one year to draw up and submit a plan of action.

Waste management and circular economy

The commitment of ALiS to environmental policy manifests itself in the concrete actions undertaken such as the sorting of waste on its two sites, the replacement of water bottles by flasks and plastic cups by ceramic cups.

Our waste management policies will evolve in the coming years to include initiatives of circular economy and by adapting our work practices to conform to new waste management regulations.

Energy usage management

ALiS has started a study on how to manage and reduce our energy consumption and how to make it greener.

Summary of environmental initiatives 2021

1st ALiS carbon footprint in 2020

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Resilience to climate change study

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Operations environmental assessment

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Electric vehicle charging stations and electric vehicle

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Eco grazing pasture and beehives

-

Companies Committed to Nature

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Waste management and circular economy

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Energy usage management

Environmental data 2021

Energy

3 726 MWh <i>Fuel for vehicles</i>	696 MWh <i>Electricity</i>
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Greenhouse gases

295 tCO ₂ e <i>Scope 1</i>	19 tCO ₂ e <i>Scope 2</i>	129 825 tCO ₂ e <i>Scope 3</i>
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Air Pollution

3 070 kg <i>SO_x</i>	365 000 kg <i>NO_x</i>	20 100 kg <i>PM_{2.5}</i>	29 800 kg <i>PM₁₀</i>	8,55 kg <i>Lead (Pb)</i>	0,34 <i>Mercury (Hg)</i>
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Water Inflows

3,45 MegaL
Third-party potable water

Water Outflows

0,1425 MegaL
Third-party treatment

Waste

4,161 tonnes <i>Recycling</i>	67,839 tonnes <i>Landfill</i>
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Biodiversity

118
Wildlife fatalities

SOCIAL & SOCIETAL

PERFORMANCE

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 commitment must provide for the preservation of the health of all members of our teams and of our customers by incorporating the initiatives shared with all the stakeholders of the regions we serve.

Our social initiatives in 2021

ESG workshops

Workshops were held June 2021 on Environmental, Social and Governance issues with the participation of several ALiS employees.

The aim of these workshops was to obtain the full participation of the employees in the company's CSR initiatives and to initiate the first set of concrete actions around these 3 issues for the years to come.

More than a hundred initiatives were proposed during these workshops which were then incorporated into the ESG action plan of the company.

Internalisation of motorway operation

The Company ALiS took over, as of 1st May 2021, the operation and maintenance of the Rouen/Alençon section of the A28 motorway, which had previously been carried out by a subcontractor as part of a provision of services contract.

As a result of the transfer of the operation and maintenance of the motorway, and in accordance to the stipulations of article L. 1224-1 Employment Code, the contracts for the 57 employees of the subcontractor were automatically transferred and therefore the 57 in question became employees of ALiS as of 1st May 2021. 2 other employees of a second level subcontractor also joined the company as of 1st May 2021.

ALiS therefore went from 15 employees to 82 employees as of 1st May 2021. The employees in question were motorway patrol and clearing, toll booth, maintenance and support staff.

Induction and training of new staff

In addition to this transfer of personnel, 8 additional employees were hired under permanent contracts as of the same date, i.e. 1st May 2021: 6 motorway patrol and clearing staff, 1 maintenance engineer 1 clearing operations supervisor.

Communication Social networks and Newsletter

In order to improve communication with our customers and partners, ALiS, in addition to its internet website, communicates via two social networks: Twitter and LinkedIn.

Furthermore, in order to reinforce cohesion and communication between the teams, an internal quarterly newsletter "ALiSNews" has been published since August 2021.

Snow trophy!

ALiS launched its first challenge trophy in 2021 called the "Snow Trophy!"

The trophy took place over one day and was used to mark the arrival of winter and to mobilise all teams in order to have successful Winter Weather campaign operations for ALiS.

On the program: quiz, salt-spreader course, ski simulator, estimation of breaking distances at the wheel of motorway patrol vans, assemble and removal of a snow plough and finally, an escape game.

Works on the Chaumont – Aire des Haras site

In order to improve working conditions of employees, ALiS has undertaken renovation and improvement works at the operations centre.

The renovation and improvement works on the main building at Chaumont are being carried out to provide a welcoming and comfortable workplace environment for our employees whilst also adapting it to the increased number of personnel on the site. The locker rooms have been expanded, a spare parts store has been created in the loft space of the workshop and the floors and painted walls have been renovated; the refectory and relaxation area will be also completely renovated at a later date.

Training and skills development

2021 saw the development of employee skills through in-house and external training courses.

3 812 hours of training were given over the whole of 2021, 72% of which were in-house. 10 new employees were recruited under a “professionnalisation contract” (youth employment scheme) or under a “PRODIAT” contract (adult training scheme). The 10 new employees accounted for 2 087 hours of training, representing 54% of the company training plan. 176 425 € was spent on workplace training which represents 7.4% of the payroll. Training given to handicapped workers amounted to 7.1% of the total hours.

Staff

As at 31st December 2021, the number of ALiS was 89 employees, 83 of which were on permanent contracts, and 6 on fixed length contracts.

The number of employees per category, as at 31st December 2021, was 3 executive directors, 14 managers without fixed hours, 26 supervising staff and 46 operations and administrative employees.

During the whole of 2021, 22 employees were hired under permanent contracts, of which 5 women and 17 men, and 24 employees were hired under fixed length contracts of which 12 women and 12 men.

Among the 24 fixed length contracts, 11 employees were on seasonal contracts so as to absorb the additional workload arising from the high level of traffic during the summer holiday period.

The collective working week of ALiS is 35 hours. 77 of the 83 employees with permanent contracts worked full time in 2021 whereas as 6 worked part-time. 5 of the 6 employees with apprenticeship contracts worked full time in 2021 whereas as 1 worked part-time.

During the whole of 2021, 5 employees were promoted to a higher category, i.e. from supervising staff to manager and 12 employees changed classification without changing category.

The average age of ALiS employees is 43 and the average length of time in the company for personnel with permanent contracts is 8.7 years.

The level of absenteeism in ALiS as at the end of December 2021 stood at 5.7%. This level is slightly higher than the average for all French Motorway Concession Companies (SCA) (4.7%) but is mainly due to 3 absences due to very long term sick leaves which, in fact, were pre-

existing cases of employees of the former operations and maintenance subcontractor, before being transferred to ALiS.

Safety

As at the end of December 2021, The Frequency Index (Tf) of ALiS stood at 6.81, slightly higher than the average for all SCA (6.0). The Gravity Index (Tg) stood at 0.21, compared to the average of 0.61 for all SCA.

A safety audit was carried out in 2021 by an outsider auditor to evaluate the degree of safety culture among employees and to lay the groundwork for the future safety policy to be implemented in 2022, entirely adapted to the level of overall safety practices of the teams on this high stakes matter.

Diversity and professional equality

ALiS is completely committed to diversity and professional equality. In 2021, the gender equity index was incalculable as the number of staff per category was below the required minima.

Employees with handicaps account for more than 14.6% of ALiS staff, i.e. 13 employees out of 89 present as at 31st December 2021; the minimum obligation being 6%.

Labour relations

Representative elections took place in September 2021 to constitute a Social and Economic Committee of ALiS – ALiS Corporate. The pre-election agreement protocol was agreed upon with the union representatives in July 2021. 3 unions were represented during the elections:

- A UNSA list for each electoral college (college 1: agents and operatives, college 2: supervisors and managers)
- A CFTC list (college 1 only)
- A CFE CGC list (college 2 only).

Were elected as incumbents, for college 1 (agents and operatives): 2 CFTC representatives and 1 UNSA.

Were elected as incumbents, for college 2 (supervisors and managers): 2 UNSA representatives.

The quality of labour relations within the company resulted in the signing of five company agreements in 2021:

- An agreement on labour relations;
- An agreement on company profit-sharing agreement;
- An agreement on employee performance bonus;
- An agreement for a one-time cost of living bonus;
- An agreement on the method for the implementation of mandatory company negotiations.

Employee satisfaction survey

An employee satisfaction survey was carried out in November 2021. The results were closely examined and gave rise to a plan of action presented during a Social and Economic Committee meeting. A further survey will be carried out in 2022 to measure changes.

Summary of social initiatives 2021

ESG workshops

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Internalisation of motorway operation

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Induction and training of new staff

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Communication Social networks and Newsletter

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Snow trophy

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Works on the Chaumont – Aire des Haras site

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Training and skills development

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Safety

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Labour relations

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Employee satisfaction survey

Our societal initiatives in 2021

From a societal point of view and following on from the regional anchoring strategy initiated in 2019 as part of the ALiS 2020 project, new partnerships were signed in 2021 with local organisations. These partnerships show what can be achieved in the domains of social insertion and sustainable development, thus contributing to the diversity and attraction of the regions crossed by the A28 motorway. The partnerships signed in 2021 are as follows:

ACCES in Bernay

Creation of an employment integration workshop on the outskirts of Bernay

Brionne Social Insertion and Actions Centre

Clearing of land around the base of the viaduct piers

Town of Bernay

Participation in the supply of digital equipment in the fight against digital inequality

St Denis sur Sarthon

Reforestation of land located near Alençon, with local authorities and Trees-everywhere

Brionne Canoe Club

Cleaning up of the banks of the Risle river

Orne Department Fire & Rescue services

Skills-based sponsorship

Bec-Hellouin

Partnership with the Aquarelle festival

Social data 2021

Employment

65	41 % / 59 %	69,05 %	30,95 %
<i>ALiS (FTE) workers</i>	<i>Women / Men</i>	<i>Staff < 50 yrs old</i>	<i>Staff > 50 yrs old</i>

Health & Safety

0	1	7	9,02
<i>Fatalities</i>	<i>Lost time injuries</i>	<i>Near miss incidents</i>	<i>Lost time injury frequency rate (LTIFR)</i>

Sponsorship

83 700 €
<i>Total sum of sponsorship initiatives</i>

Training

1 596 €	78%
<i>Average amount spent per FTE</i>	<i>% of employees having received training during the year</i>

Governance

The incorporation of environmental, social and governance topics in the overall strategy of ALiS requires both specific organisation and unequivocal and steadfast involvement by all employees.

To implement this policy and to achieve our aims, the Executive Management committed itself in 2020 to the allocation of all necessary means and resources as well as driving the CSR policy and to constantly improve its effectiveness.

Our societal governance initiatives in 2021

CSR policy, Ethical Charter, Supplier Charter

ALiS published its CSR Policies in June 2021 including its ethical charter and its supplier charter. Workshops based on the theme of CSR are organised to unite the teams in addressing this topic.

A number of charters were drafted in 2021 and are now in effect within ALiS:

- A suppliers charter which is included in all call for tenders in order to make our suppliers aware of our CSR principles;
- An ethical charter;
- An IT charter distributed to all employees aimed at defining good practice when using IT tools in order, in particular, to minimise the risk of cyber-attacks.

Risk management

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 (management risks committee and administrator risks committee) in order to evaluate and improve the level of risks. This mapping and risk review process is equally extended to opportunities. At the end of 2021, the company had identified 115 risks of which 20 were deemed significant.

Cyber security

Several measures have been initiated in order to reinforce our IT security.

- A cyber attack audit was carried out in March/April 2021. Several professional hackers tested the resistance of our IT system to attack with results showing a good level of resistance of our systems.
- Training was given on cyber security risk to a good number of ALiS personnel. The aim was to identify the various forms of phishing and attacks, to understand the stakes involved and the consequences of any eventual contamination and finally to adopt good practice and take preventive measures on a daily basis.

Emergency management

Theoretical and practical training on the management of an emergency was organised in the autumn of 2021. A half day of training was given, at each level of call out, on the management and communication of an emergency. A table exercise, simulating an emergency, was carried out on this occasion by all participants. The second step was carried out on 8th November 2021 with the simulation of an emergency directed at the control centre, as well as all levels of call out. In total, 17 stimulations were sent in the form of telephone calls, tweets, a radios announcement and a newspaper article involving all relevant parties: internal stakeholders, journalists, social networks, etc.

Summary of governance initiatives 2021

CSR policy, Ethical Charter, Supplier Charter

Risk management

Cyber security

Emergency management

OUR AMBITION

2021 – 2023

The ambition of ALiS for these next few years is to foster a real CSR dynamic within the company, supported by committed employees, driven by the highest level of the company, with the unequivocal and steadfast support of all our shareholders.

This drive will permeate to the area of Normandy, of which we are part, by strengthening economic and emotional bonds which ties us to the inhabitants and regional companies and bodies. It is also destined to act as a driving force within our value chain, by engaging our suppliers and operators of our service areas with a common goal of reducing the environmental impact of the infrastructure.

Finally, it will aim at reinforcing our offer of services, by working on the quality of service, safety and well being of motorway users.

In order to drive our CSR policies, a full-time employee will be appointed to take charge of sustainable development

Our ambition is to ensure that the real overall performance of the A28 motorway is of the highest standards; to fully play our part in a sustainable mobility chain and in the fight against climate change.

TARGETS 2022

Environmental targets

The continued implementation of our environmental policies will result in achieving the following aims:

—1—

Development of a Low Carbon strategy and the associated action plans

—2—

Continue with adapting of our infrastructure to better deal with climate change

—3—

Monitor and measure the preservation of biodiversity

—4—

Continue with changes to our vehicle pool with the aim to adopt engines using clean or renewable energy

—5—

Study of carbon compensation projects

—6—

Improve our waste management policies and our circular economy

—7—

Study the deployment of renewable energy sources

—8—

Reduce our use of water and energy

Social and societal targets

The continued implementation of our social and societal policies will result in achieving the following aims:

—1—

Continue to raise the awareness of employees to climate change

—2—

Pursue our policy of skills development

—3—

Apply our new safety policy to the activities of our employees and partners

—4—

Pursue our support initiatives aimed at our current local partners

—5—

Engage in local partnerships for the preservation of the environment

—6—

Promote the attraction of the regions crossed by the A28
motorway with new partnerships

Governance targets

—1—

Drive initiatives aimed at dealing with identified risks

—2—

Structure and reinforce our internal CSR organisation

—3—

Regularly involve our shareholders in the development of our CSR policy and in initiatives developed by the creation and the action of the CSR and risk management committee

—4—

Continue to raise the awareness of employees regarding cyber security

—5—

Update the General Data Protection Regulations following the internalisation of operations and management

—6—

Train managers on the stakes involved in CSR