



**Implenia**

**SUSTAINABILITY  
REPORT 2023**

**Publication  
28. February  
2024**





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Summary of the report



Summary of indicators





# Sustainability at Implenia

As one of Implenia's five corporate values, sustainability has been firmly anchored in our corporate culture since 2009. We always try to think about sustainability holistically and take a lead in all its aspects – environmental, financial and social.



## Editorial

GRI 2-22

Dear reader, dear stakeholder

Our acquisition of Wincasa in 2023 expanded our value chain by adding an attractive portfolio of services focused on the operational phase of properties – a phase that is crucial to the creation of net-zero buildings. Wincasa maintains a clear focus on sustainable real estate management, which gives even greater leverage as we work together towards our ambitious sustainability goals.

As part of our decarbonisation strategy, the Real Estate Division has firmed up its carbon reduction path in line with the Paris Climate Agreement and published a white paper on how to achieve net-zero buildings. We will now implement these findings within our development projects.

Alongside the reduction of greenhouse gases, the topic of biodiversity is becoming increasingly important to Implenia's environmental efforts. Biodiversity has to be preserved if we still want to have enough of the raw materials that many companies need to make their businesses work. The construction and real estate industry has a palpable influence on land use and habitats, and so has an important role to play in maintaining biodiversity. In accordance with Implenia's far-reaching sustainability goals and environmental responsibilities, biodiversity is a priority in all our construction projects.

In the year under review, Implenia also introduced a new code of conduct for external business partners. This forms an integral part of the agreements we conclude with them. It focuses on working conditions, human rights, fair and respectful treatment of employees, ethical practices, supply chains, environmental protection and responsible procurement.

Our sustainability priorities and goals are based on a materiality analysis that was carried out in 2015 and is continuously updated. We reviewed the relevant topics again in 2023 with numerous internal and external stakeholders, and canvassed opinion about further possible topics in accordance with GRI and ESRS. Based on the results, we have defined priorities for the coming years and will integrate the measures we derive from this into our sustainability strategy in 2024.

We hope you will continue to accompany us along this path and monitor our progress. We are very keen to keep building on our role as the ESG leader in our industry.

**André Wyss**  
CEO

**Hans Ulrich Meister**  
Chairman of the Board

## Implenia at a glance

As Switzerland's leading construction and real estate service provider, Implenia develops, builds and manages homes, workplaces and infrastructure for future generations in Switzerland and Germany. It also offers tunnelling and related infrastructure projects in further markets. Formed in 2006, the company can look back on around 150 years of construction tradition. The company brings together the know-how of its highly skilled development, planning and execution units under the umbrella of an integrated leading multinational construction and real estate service provider. With its broad offering and the expertise of its specialists, the Group realises large, complex projects and provides client-centric support across the entire life cycle of a building or structure. It focuses on client needs and on striking a sustainable balance between commercial success and social and environmental responsibility. Implenia, with its headquarters in Opfikon near Zurich, has more than 9,000 employees (FTE) across Europe and posted revenue of CHF 3.6 billion in 2023. The company is listed on the SIX Swiss Exchange (IMPN, CH0023868554). All financial figures as well as additional information on the business model of Implenia can be found in the [Annual Report](#).



## VISION, MISSION AND VALUES

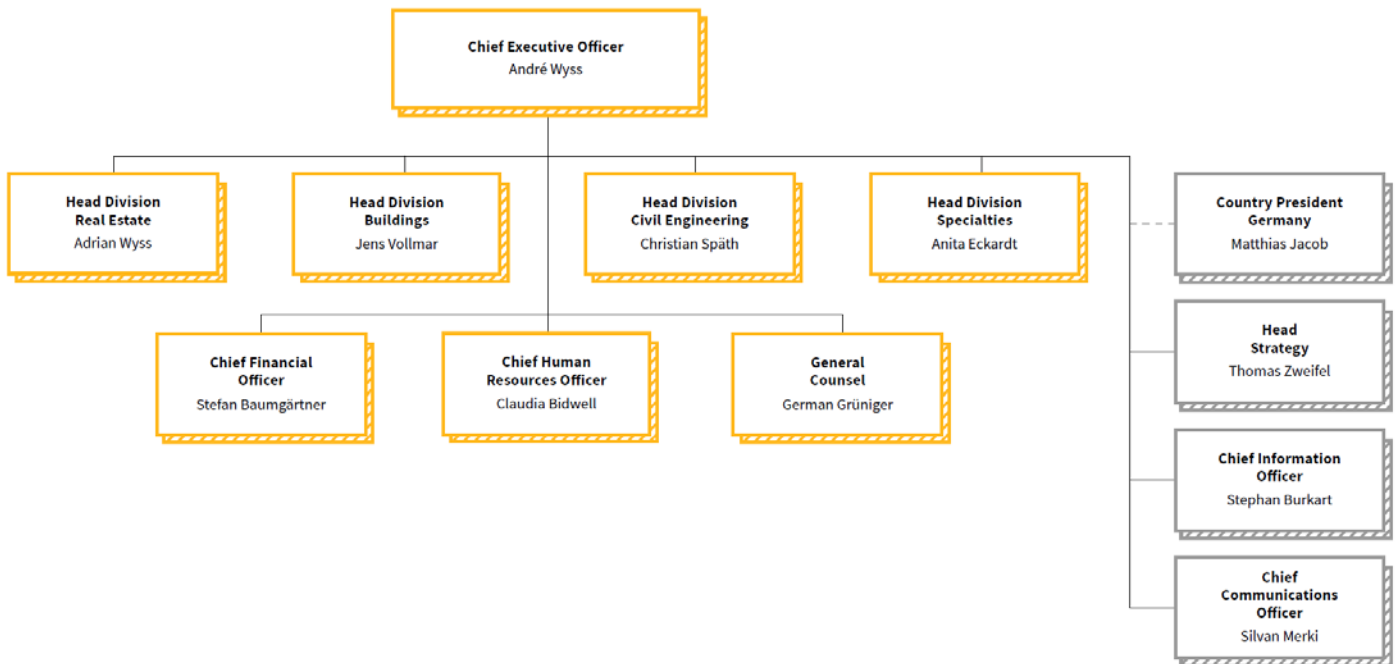


In order to be sustainably successful in various market segments, Implenia has organised itself into the following four divisions, each of which uses its collective expertise to operate with entrepreneurial independence: Real Estate, Buildings, Civil Engineering and Specialties. The global functions (Finance, HR, Legal, Marketing/Communications, Strategy and IT) support the divisions and provide Group-wide leadership in their areas of expertise. In order to maintain deep local roots and a close connection to customers, Implenia also has regional organisations in its markets that provide services locally.

In March 2023, Implenia acquired 100 percent of the share capital of Wincasa, Switzerland's leading real estate service provider, from Swiss Prime Site Group. Wincasa has been made a legally and operationally independent unit within Division Buildings. With around 1,600 employees in 33 locations, Wincasa manages more than 250,000 properties throughout Switzerland. From project development and construction to operation, conversion and renovation, Implenia and Wincasa now offer a comprehensive range of services across the entire property lifecycle.

## Governance

Implenia's highest operational body is the Implenia Executive Committee (IEC), which is made up of the CEO, the CFO, the CHRO, the General Counsel, and the four Division Heads. The Group's most senior supervisory body is the **Board of Directors**. It is responsible for the overall supervision of the Group, appoints and monitors the management and defines the strategy. The seven members of the Board are independent of the IEC and do not perform any operational roles within Implenia.



Members of the Implenia Executive Committee

Other members of senior management

Organisation chart as at 31 December 2023

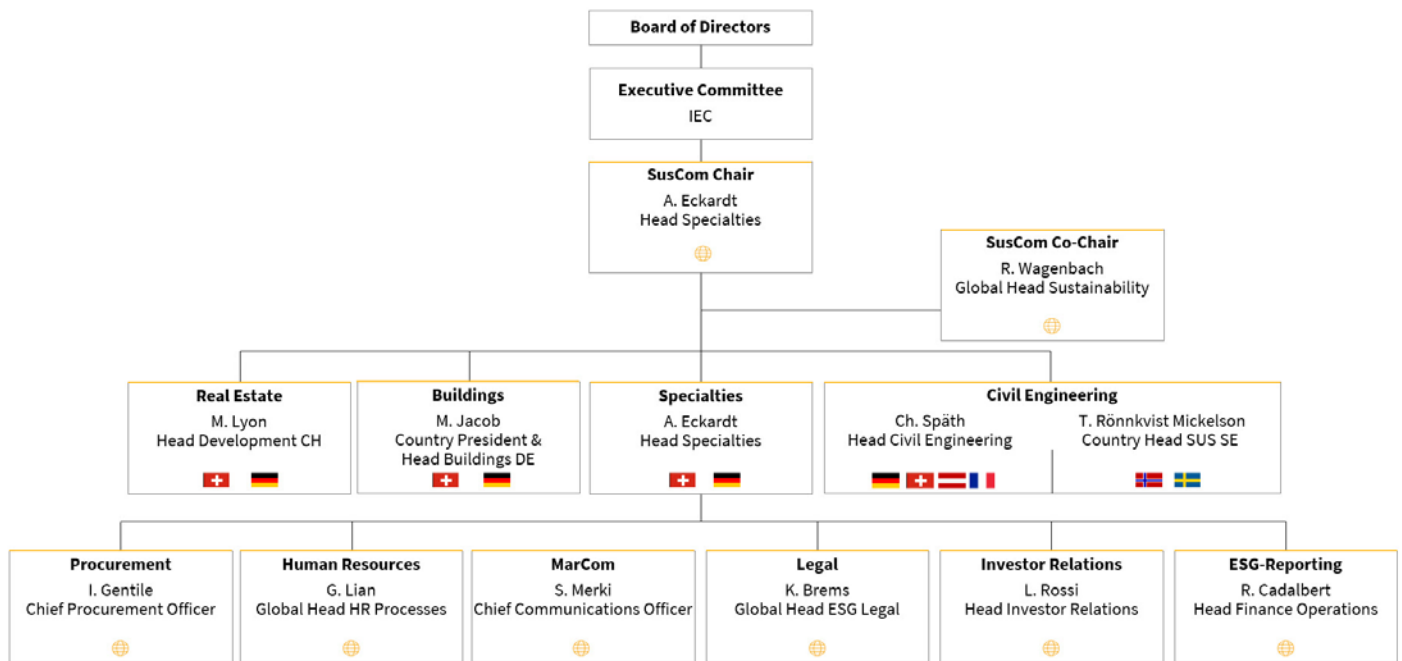


**SUSTAINABILITY ORGANISATION**

Implenia has dedicated structures that ensure sustainable development is embedded within the company: The Global Sustainability team helps the divisions and global functions achieve their sustainability goals. In collaboration with local sustainability specialists from the divisions and countries, the team is in charge of sustainability management and reporting; it supports sustainability measures within construction projects and promotes initiatives at Group level. The team provides both project-specific services (Sustainable Construction and Environmental Protection) and internal services (Sustainable Implenia). The Global Head of Sustainability, Rolf Wagenbach, reports directly to Anita Eckardt, who leads on sustainability on the Implenia Executive Committee as Head Specialties Division.

The Global Sustainability Team is supported and overseen by the Sustainability Committee (SusCom), which is made up of representatives from every division and global function. The Global Head Sustainability functions as co-chair of SusCom. SusCom meets four times a year to discuss the latest issues, define sustainability goals, anticipate new regulations and trends, take strategic decisions and launch Group-wide initiatives. SusCom also reviews the Group’s sustainability reporting.

**Sustainability Committee**



The Group’s highest operational body, the Implenia Executive Committee (IEC), also deals regularly with sustainability issues, approves the necessary resources and represents these issues to external stakeholders. Anita Eckardt sits on the IEC as Head Specialties Division and is also Chair of SusCom. She speaks for sustainability-related matters on the IEC.

The CEO reports to the Board of Directors on sustainability issues at every regular Board meeting (about eight times a year). The Chair of SusCom also gives the Board of Directors a detailed briefing three times a year. This includes information about the status of the sustainability goals and how well they are being achieved, e.g. progress on CO<sub>2</sub> reduction, the strategy to decarbonise by 2050, and updates on government ESG regulations. The Audit Committee, which consists of three members of the Board of Directors and meets at least three times a year, monitors both financial and ESG reporting.

The remuneration of IEC members is also linked to Implenia’s sustainability goals. 10 percent of “Short-Term Incentive” payments depend on the extent to which the member concerned achieves his or her individual sustainability goals. The Short Term Incentive makes up half of members’ basic salaries.

The Board of Directors approves the sustainability strategy and the Group’s long-term goals, taking into account the opportunities and risks involved. Two thirds of Board members have relevant experience in sustainability areas. One member holds a professorship in civil and environmental engineering and has profound knowledge of environmental matters.

## SUSTAINABILITY MANAGEMENT

Sustainable development must be implemented across all divisions and put into practice by everyone throughout the company. It is a Group-wide responsibility that touches on all activities and requires the commitment of every employee at all levels. This is why Implenia practises an integrated form of sustainability management, with a global sustainability team and specialists in the divisions and functions.

The Global Sustainability department's job is to address significant issues in consultation with stakeholders, set Group-wide standards and propose measures and targets for the divisions and global functions. All measures are implemented in collaboration with the relevant divisions and global functions. Responsibility for implementation usually rests with operational line management in the divisions and global functions. Each division thus has at least one person responsible for safety, quality and sustainability.

At the beginning of each year, the divisions and global functions define their annual goals, which are based on the company-wide Sustainability Goals. Over the course of the year, divisional management meets the individuals responsible for the targets at a series of "Touchpoint" sessions. At the first Touchpoint, the annual goals are discussed, amended where necessary and signed off. At subsequent Touchpoints, the progress of implementation is discussed and next steps are defined. This process allows the company to check regularly whether the measures are on course, and to coordinate between individual business units.

## Recognition from rating agencies

In the latest rating (2023) by EcoVadis, the world's largest provider of sustainability ratings, Implenia achieved 70 out of a possible 100 points (**Scorecard**). The company thus retains the gold status awarded last year and stays in the top five percent of the over 100,000 businesses rated by EcoVadis.

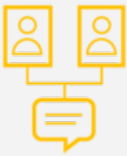
In 2023, Implenia was also ranked as an industry leader in other ratings that focus mainly on sustainable investments, including Sustainalytics and MSCI. For more details see the "**Financial and Operational Excellence**" chapter.



## Sustainability strategy

Sustainability has been anchored in Implenia's values since 2009 as an integral part of the company's strategy. The following timeline shows the most important milestones achieved over the years.

**2023**



Double materiality analysis



Code of Conduct for External Business Partners

**2022**



Introduction of the Sustainability Academy



EcoVadis Gold rating

**2021**



Group wide reporting of environmental incidents



First company in the category “Construction & Engineering” to receive MSCI AAA rating

**2020**



Setting the 2025 sustainability objectives



First Group-wide carbon footprint

**2019**



New Sustainability Committee



Update of the GeNaB internal sustainability standard

**7. Sustainability Report (Reporting year 2023)**



**6. Sustainability Report (Reporting year 2022)**



**5. Sustainability Report (Issue March 2021 - Update August 2022)**



**2018**



Support of "Smiling Gecko"



Sustainable supply chain management

**2017**



Sustainability Workshop



Opening of a new timber construction production hall



Involvement with universities

**2016**



Environmental concept



Digitalization strategy



Awareness-raising campaigns

**2015**



Stakeholder dialogue



Strengthening of the security culture

**2014**



SNBS-pilot project "Schorenstadt"



Code of Conduct

**4. Sustainability Report (Issue August 2018 - Update May 2020)**



**3. Sustainability Report 2014/2015**



**2013**



CO<sub>2</sub>-Footprint, Switzerland

**2012**



Solar power production



Founding member of the Swiss Sustainable Construction Network (NNBS)



Foundation Sustainability Committee

**2011**



ECO-Drive training

**2010**



5 sustainability priorities



Internal sustainability impact assessment system GeNaB®

**2009**



Vision, values and strategy

**2. Sustainability Report 2012/2013**



**1. Sustainability Report 2011**



## IMPACT OF BUSINESS ACTIVITIES

Around 90,000<sup>1</sup> people work in the Swiss construction sector, and each year they generate around CHF 37 billion<sup>2</sup> of added value, which is equivalent to around five percent of Switzerland's GDP. In doing so they process a total of more than 60 million tonnes of material<sup>3</sup>.

The construction sector's annual environmental impact comes to a total of 57 trillion environmental impact points<sup>4</sup>, of which energy consumption is the main cause (56%).



### Environment

**~30%**  
of greenhouse gas emissions

**~30%**  
of national energy consumption

**~80%**  
of waste generated



### Society

**2'750'000**  
buildings

**4'700'000**  
homes

**85'000 km**  
roads

**5'500 km**  
railway tracks

**55'000**  
accidents at work every year



### Economy

**CHF 67 billion**  
spending on construction every year

**26%**  
funded by the public purse

**90'000**  
full-time positions in the construction industry

<sup>1</sup> Schweizerischer Baumeisterverband SBV (2023): Zahlen und Fakten 2023

<sup>2</sup> SECO, reported in «Schweizerischer Baumeisterverband SBV (2023): Zahlen und Fakten 2023»

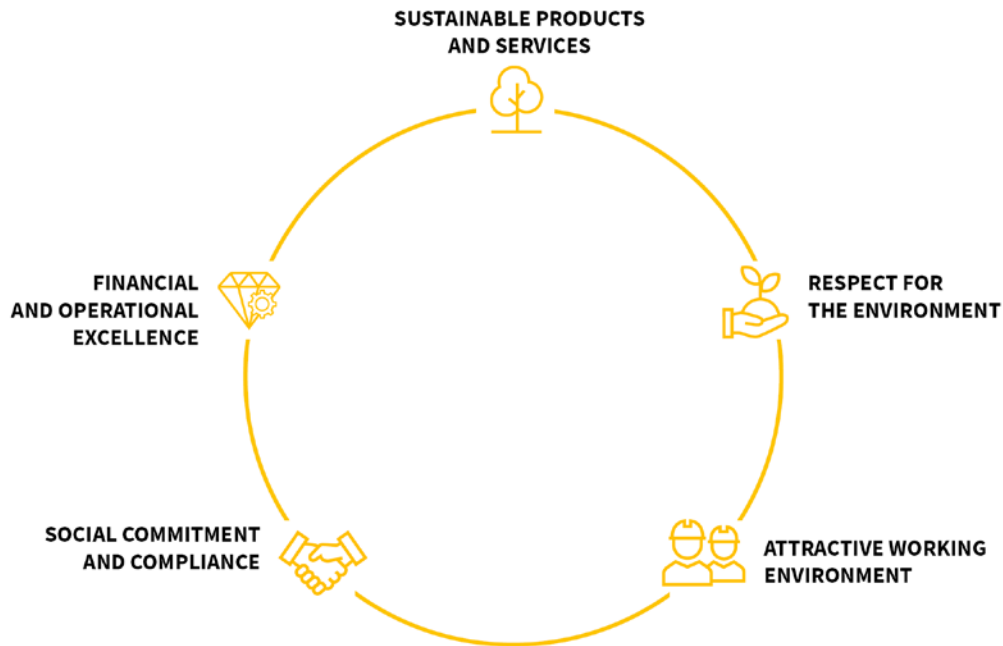
<sup>3</sup> EMPA (2019): Synthesis report on "Projekt MatCH"

<sup>4</sup> EMPA (2016): Projekt MatCH

These Swiss figures give an idea of the construction sector's immense significance for the economy, society and environment, and they give a pretty good indication of the picture in Implenia's other markets as well. The company accepts the responsibility that a leading construction and real estate service provider has in this context, and we are committed to the welfare of present and future generations in all we do.

## MATERIAL TOPICS

The sustainability strategy of Implenia is based on five thematic priorities. The company first formulated these in a comprehensive internal process in 2010 and has applied them consistently ever since. These priorities cover the economic, ecological and social aspects of sustainability and shape the whole Group's commitment to sustainability. They also form the backbone of the company's sustainability reporting.

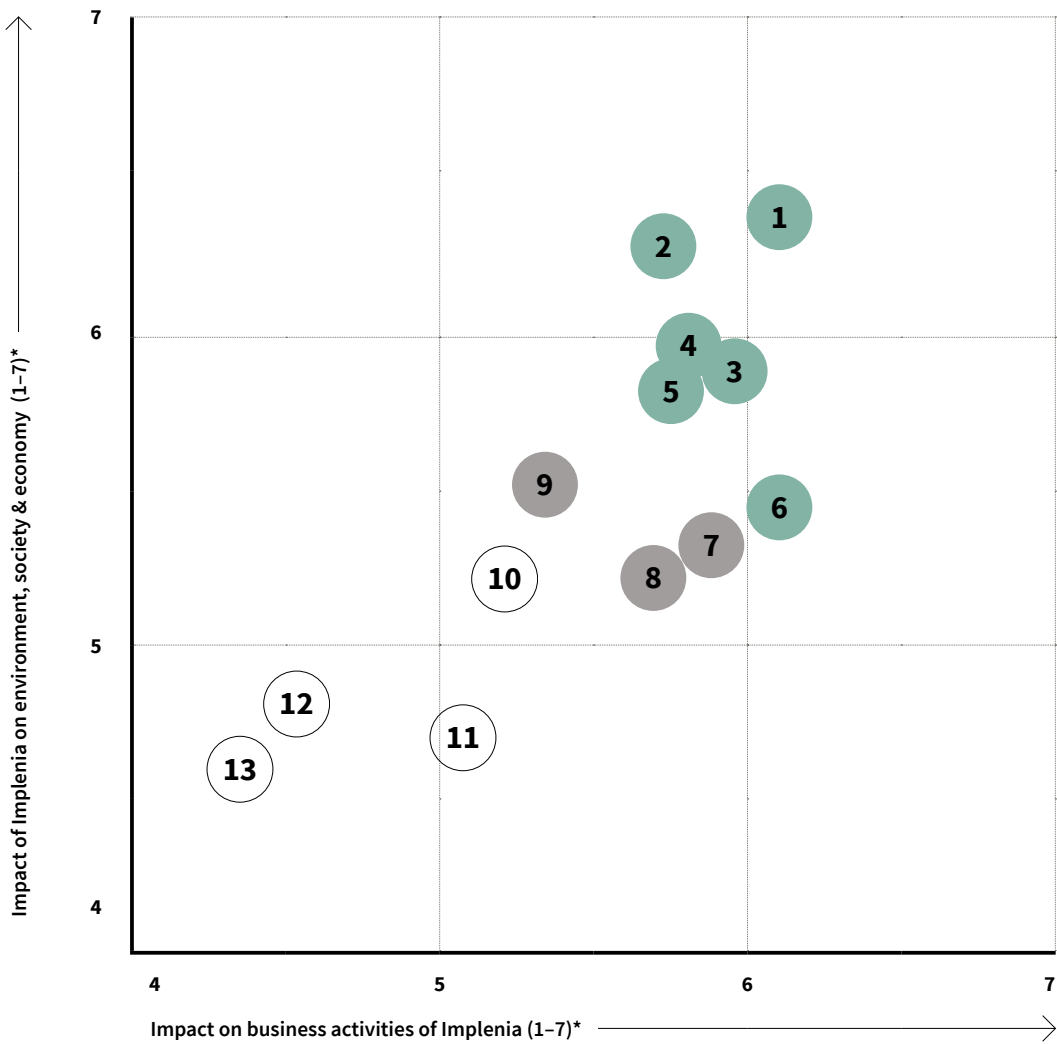


In 2015 Implenia, working with internal and external stakeholders, conducted an initial materiality analysis based on guidelines set by the Global Reporting Initiative (GRI). The selection is subjected to internal review every two years and supplemented where necessary.

In 2023 Implenia carried out a completely fresh analysis based on the double materiality approach. In addition to the previously identified topics, account was taken of topics that form part of GRI and the European Sustainability Reporting Standards (ESRS).

The double materiality approach aims firstly to assess a company’s impact on the environment, society and the economy (inside-out perspective), and secondly to evaluate the financial impact, opportunities and risks of sustainability issues on the company’s business (outside-in perspective). An internal survey was conducted of members of the IEC, the Board of Directors, senior management and sustainability specialists, who were asked to identify the major issues that have a financial impact on the business. Meanwhile, Implenia’s impact on the environment, society and economy was assessed in an online survey of external stakeholders, including key customers, suppliers, NGOs, investors, banks, universities, trade associations, unions, competitors, the media and the authorities.

○ less relevant   ● relevant   ● very relevant   ① - ⑬ Ranking of the 13 evaluated topics



### Evaluated topics

- |                               |                        |
|-------------------------------|------------------------|
| ① Health & safety             | ⑧ Economic performance |
| ② Internal working conditions | ⑨ External workers     |
| ③ Circular economy            | ⑩ Customer care        |
| ④ Integrity                   | ⑪ Water                |
| ⑤ Environmental protection    | ⑫ Local communities    |
| ⑥ Energy & CO <sub>2</sub>    | ⑬ Biodiversity         |
| ⑦ Supply chain                |                        |

\* The graph shows a section of the materiality matrix. No topic received a rating below 4  
The less relevant topics in white were defined as not material



This extensive analysis helped Implenia identify the following key topics as defined by GRI standards\*:

- Health & safety (GRI 403: Occupational Health and Safety 2018)
- Internal working conditions (GRI 401: Employment 2016, GRI 405: Diversity and Equal Opportunity 2016, **GRI 404: Training and Education 2016**)
- Circular economy (**GRI 301: Materials 2016, GRI 306: Waste 2020**)
- Integrity (GRI 205: Anti-corruption 2016, GRI 206: Anti-competitive Behavior 2016, GRI 406: Non-discrimination 2016)
- Environmental protection (**GRI 306: Waste 2020**)
- Energy & CO2 (GRI 302: Energy 2016, GRI 305: Emissions 2016)
- Supply chain (GRI 308: Supplier Environmental Assessment 2016, GRI 414: Supplier Social Assessment 2016)
- Economic performance (GRI 201: Economic Performance 2016)
- External workers (GRI 401: Employment 2016)

\* The GRI topics in bold were first identified as material in the double materiality analysis conducted at the end of 2023, this report does not yet include complete concepts and indicators for these topics.

### RISKS AND OPPORTUNITIES CREATED BY CLIMATE CHANGE

Active management of opportunities and risks is the central pillar of successful corporate management. So Implenia uses a comprehensive Enterprise Risk Management (ERM) system based on integrated processes and clearly defined responsibilities. The ERM also helps Implenia assess opportunities and risks relating to sustainability and climate change.

Implenia has defined a series of five-step impact scales for all risks, ranking them from very low to very high. They cover topics such as finance, compliance, environment, health and safety, and reputation. Both the possible impact and the probability of a risk occurring are assessed.

As a construction and real estate services company with a broad portfolio, Implenia is affected by climate change in a variety of ways. As shown in the table below, climate change brings economic opportunities as well as risks.

Changes in the climate could, for example, prompt a response from customers that increases the number and scope of orders for renovation and modernisation. Measures to mitigate climate change – such as better insulation and renewable energy systems – offer Implenia opportunities to apply its expertise in these areas. At the same time, increasingly extreme weather can pose real problems for companies and make it more difficult for them to make plans.

It is impossible from the current standpoint to predict exactly what the ultimate effect of climate change will be on businesses. What is certain, however, is that Implenia is preparing for the expected change so it is ready for future developments.

When managing climate risks and opportunities, Implenia is guided by the recommendations of the international “**Task Force on Climate-related Financial Disclosures**” (TCFD)<sup>1</sup>.

|                                      |  |
|--------------------------------------|--|
| <p><b>Regulations</b></p>            | <ul style="list-style-type: none"> <li>■ Risk: Failure to meet ESG criteria</li> <li>■ Risk: Increase in planning risks and more stringent requirements for building permits</li> <li>■ Opportunity: Competitive advantage over companies that do not yet have to comply with the regulations</li> </ul>   |
| <p><b>Technology</b></p>             | <ul style="list-style-type: none"> <li>■ Risk: More complex construction methods owing to more complex requirements</li> <li>■ Opportunity: Greater demand for renewable energy infrastructure (e.g. pumped storage power plants)</li> <li>■ Opportunity: Stricter energy efficiency requirements for buildings necessitate specialist know-how</li> </ul> |
| <p><b>Law</b></p>                    | <ul style="list-style-type: none"> <li>■ Risk: Sanctions for non-compliance with sustainability requirements</li> <li>■ Risk: Environmental incidents caused by non-compliance with environmental standards</li> <li>■ Opportunity: Strengthen positioning by specialising in sustainable construction</li> </ul>  |
| <p><b>Market</b></p>                 | <ul style="list-style-type: none"> <li>■ Risk: Volatile commodity prices and supply difficulties</li> <li>■ Risk: Unsustainable supply chains</li> <li>■ Opportunity: Sustainable solutions as a distinguishing feature in private and public tendering processes</li> </ul>   |
| <p><b>Reputation</b></p>             | <ul style="list-style-type: none"> <li>■ Risk: Non-compliance with ESG criteria, non-compliance with sustainability requirements</li> <li>■ Risk: Environmental incidents / non-compliance with environmental standards</li> <li>■ Opportunity: Positioning as a sustainable construction and real estate service provider</li> </ul>                      |
| <p><b>Acute physical risks</b></p>   | <ul style="list-style-type: none"> <li>■ Extreme weather events have a negative impact on employees and construction processes</li> <li>■ Opportunity: Increase in natural disasters pushes demand for high-quality, robust infrastructure (roads, tunnels, bridges, buildings)</li> </ul>   |
| <p><b>Chronic physical risks</b></p> | <ul style="list-style-type: none"> <li>■ Opportunity: Greater demand for building renovation due to climate change</li> </ul>  |

<sup>1</sup> TCFD distinguishes between transition risks and physical risks. Transition risks include political, legal, technological and market-oriented events that negatively affect companies’ finances and reputations. TCFD defines physical risks as those directly caused by climate change. These include “acute risks”, such as cyclones, hurricanes, storm surges and other weather events. “Chronic risks” are long-term effects such as permanently elevated temperatures or recurring heat waves.

## RISKS AND OPPORTUNITIES RELATING TO IMPACTS ON OTHER MATERIAL TOPICS OF IMPLLENIA

Climate change and other sustainability issues affect Implenia, but Implenia also affects the environment, society and the economy. Further risks and opportunities relating to our sustainability priorities and key issues have been identified. These formed the basis for the sustainability targets we set for 2025.



### **Sustainable products & services**

- The execution of real estate and infrastructure projects puts a burden on the environment – mainly in the form of emissions. The way things are planned and built has an effect not only during construction itself, but also indirectly on emissions during the operational phase (for example, sources of heating and cooling energy).
- A large proportion of emissions are generated in the production and delivery of construction products. It is vital to raise awareness among suppliers and subcontractors and, where possible, to work with partners that operate sustainably.



### **Respect for the environment**

- The construction industry generates considerable quantities of building waste, and as a major consumer of fossil fuels it is one of the biggest CO<sub>2</sub> emitters.
- It is important to be aware of the environmental impact of construction sites and to anchor environmental measures in all core processes.



### **Attractive working environment**

- There is a high risk of accidents in the construction industry. Ensuring a safe working environment is Implenia's highest priority.
- The construction industry faces a shortage of skilled personnel. Training and developing its own specialist workers is crucial to the sustainability of the Group's success.
- Long-term retention and continuing development of its employees is central to the company's performance, culture and stability.



### **Social commitment & compliance**

- To prevent infringements of the Code of Conduct, Implenia continuously works on employee-awareness measures and on efforts to embed the principles of the Code in business processes.
- The impact of Implenia's business activities on the environment, society and the economy is far-reaching. It is important for the company to be involved in the long-term development of its immediate and more distant environment.



### **Financial & operational excellence**

- As an international group it is important that we share experiences and know-how within and between all business units.

## HOW WE INTERACT WITH STAKEHOLDERS

Our dealings with our stakeholders are briefly described below.

### Employees

All of Implenia's managers are required to foster active dialogue with their staff. One major vehicle for this dialogue is the target-setting meeting, which takes place every year as part of the management-by-objectives strategy and which is supported by a web-based personnel management tool. The company uses various internal communications tools, including the employee magazine "**Impact**", the Intranet, staff events (in-person and virtual) and an electronic newsletter. The CEO communicates directly with employees several times a year in his CEO Letter and at "townhall" meetings.

Implenia actively manages a variety of internal and external social media platforms designed to increase contact between employees. As well as the Intranet these include external platforms such as **LinkedIn**, **Xing**, **Facebook**, **Twitter**, **Youtube**, **TikTok** and **Instagram**.

### Customers

Implenia's customers are at the heart of everything it does. As well as numerous contacts at the project level, the company also seeks general, non-project-specific communication with major customers. These regular discussions are important for mutual understanding and provide Implenia with a valuable external view.

Meetings take place at management level each month to ensure customers are served as effectively as possible. A survey is conducted after each project finishes so customers can provide detailed feedback on working with Implenia and rate the company's services.

Thanks to the active feedback culture and the targeted optimisation of internal and external interfaces, Implenia has moved closer to its customers in recent years.

### Shareholders and investors

Implenia follows an open, transparent and timely information policy in the interests of its shareholders, investors and the general public. With its ongoing reporting, Implenia ensures equal treatment of all stakeholders with regard to timing and content.

Comprehensive information is available online to all investors, journalists and other interested parties under the "**Media & Investors**" link on the company website. Sustainability-focused investors can also find more information in the "**Sustainable Investment**" section of the site.

### Business partners

Implenia wants business partners to share the company's core values. Subcontractors, suppliers and manufacturers have to sign up to the **Code of Conduct**. Implenia has a supplier management system, which makes business relationships more transparent and enables communication with suppliers and subcontractors on an equal footing. Regular audits are conducted with the most important suppliers, providing an opportunity to discuss possible improvements. Such communication is also cultivated at annual "supplier days".

### **Public authorities**

Implenia is committed to open and professional relations with governmental institutions. The company takes great pains to comply with all the laws that apply to its heavily regulated field of activity. In the event of alleged or actual conflicts, the company cooperates fully with the authorities, helps with investigations and communicates transparently.

It also maintains close contact with public sector bodies when engaged in urban development projects. Implenia runs such major projects in close cooperation with the relevant authorities and prefers to hold architectural design competitions to ensure the highest possible standards in terms of sustainability, functionality and aesthetics.

### **Social partners and associations**

As one of the largest employers in the Swiss construction sector, Implenia has a special responsibility to its employees. Consequently, our management maintains a constant, active dialogue with our social partners. Regular meetings are held to share information and discuss each other's needs. Implenia's representatives work in various organisations and associations, such as regional builders' associations and the Network for Sustainable Construction Switzerland (NNBS).

### **Local population**

Implenia is always keen to involve local communities when undertaking major construction projects. It engages in activities ranging from information events and site visits, to targeted dialogue with specific stakeholders. In Switzerland, for example, Implenia organises stakeholder workshops as part of its **SEED-certified projects**.

### **Media**

Implenia runs an active and open communications policy. Corporate Communications provides the media with timely and comprehensive information about important events. Journalists are regularly invited to information events designed to keep them up-to-date (in person or virtually) with the company's activities and business performance. In this way Implenia provides transparency to the broader public as well as to its specific stakeholders.

### **Society**

Media work is only one part of the Group's information sharing efforts. Another important pillar of communication is direct contact with people to give them an insight into the world of Implenia. For example, the company invites school children to visit construction yards and projects in Switzerland and Germany as part of its annual **Futures Day**. Implenia Norway also presents its projects to the public: it invited the entire population of Oslo to come and take a look at its large metro construction site there, for example.

## SUSTAINABLE DEVELOPMENT GOALS

GRI 2-23

Implenia is guided in its sustainability work by the UN's Sustainable Development Goals (SDGs). The Group hopes that its sustainability efforts will help the global community achieve these goals, particularly the following ones:



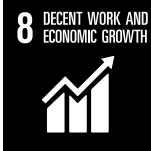
### Sustainable products & services



### Respect for the environment



### Attractive working environment



### Social commitment & compliance



### Financial & operational excellence



## 2025 GOALS

Implenia has set itself long-term sustainability goals based on a comprehensive materiality analysis conducted with internal and external stakeholders, and taking into account the UN's Sustainable Development Goals (SDGs). Its current goals should be achieved by the end of 2025. Implenia uses the **goal dashboard** to report continuously and transparently on the work being done on the goals and the degree to which they are being achieved. The dashboard also shows the sub-goals, derived from the main ones, for each division and global function.

## STANDARDS AND REGULATIONS

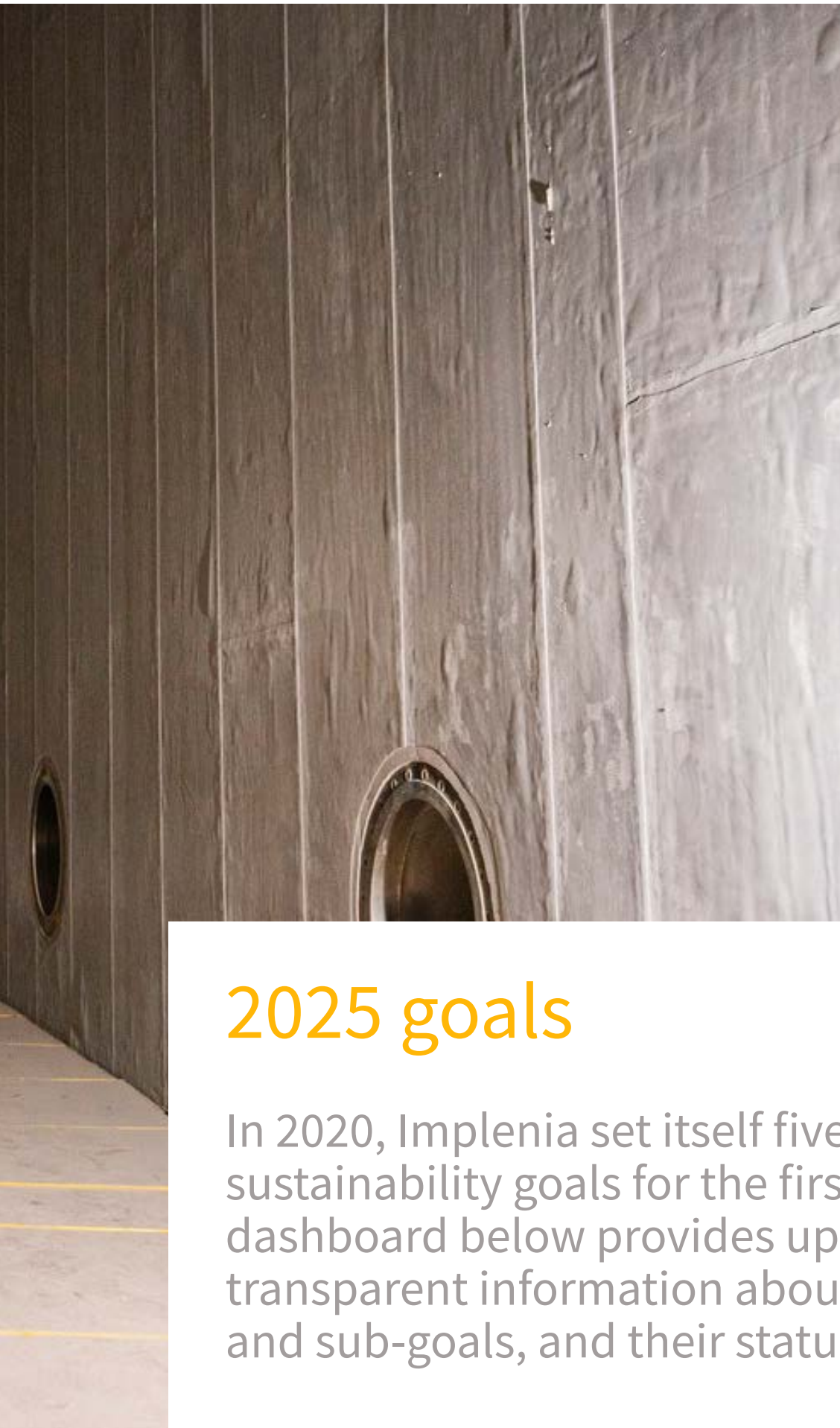
The scope of ESG regulations in Implenia's markets has steadily expanded over the years, placing ever greater demands on the company.

Implenia's sustainability activities are being guided now and into the near future by the following new regulations in particular. These national and international laws, guidelines and regulations are continuously analysed by working groups in consultation with the departments affected by them and with the Implenia Executive Committee. Measures are devised accordingly and implemented by the company in stages. Implenia also openly and transparently communicates the information required by law.

- EU Corporate Sustainability Reporting Directive (CSRD)
- EU Taxonomy for Sustainable Activities
- EU Corporate Sustainability Due Diligence Directive (CSDDD)
- **Swiss Ordinance on Due Diligence and Transparency in Relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO)**
- **Swiss Code of Obligations (CO) Transparency on Non-Financial Matters (Art. 964a ff.) and in relation to Minerals and Metals from Conflict Affected Areas and Child Labour (Art. 964j ff.)**
- **German Supply Chain Due Diligence Act (LKSG)**
- Norwegian Transparency Act















## 2025 goals

In 2020, Implenia set itself five-year sustainability goals for the first time. The dashboard below provides up-to-date, transparent information about our goals and sub-goals, and their status.

Implenia is sticking to the global sustainability goals for end-2025 that it defined in 2020. Various specific clarifications and additions have become necessary on the journey towards these goals. Goal 4, “CO<sub>2</sub> reduction”, for example, has been supplemented by Scope 1, 2 and 3 monitoring in consultation with the Board of Directors, and some sub-goals have been refined in consultation with the Sustainability Committee.



| Group target 2025  | Processing period and status  |  |  |      |      |
|--|---|--|--|------|------|
|  | 2021  | 2022   | 2023   | 2024 | 2025 |
| <b>1. Sustainable Development &amp; Construction</b><br>We develop and build according to the highest sustainability standards and contribute to their further development.  |   |  |  |      |      |
| 1.1 We certify all our development projects according to established sustainability labels and strive to achieve the highest certification requirements. (e.g. SNBS, DGNB, SEED)   |   |  |  |      |      |
| 1.2 We reduce the CO <sub>2</sub> footprint (operational and embodied carbon) of our own development projects and consistently promote timber construction.  |   |  |  |      |      |
| 1.3 We systematically increase the share of renewable energies (e.g. by installing PV systems) and minimize the consumption of energy (including CO <sub>2</sub> emissions), water and waste in our own development projects.              |   |  |  |      |      |
| <b>2. Sustainable Supply Chain</b><br>We work with sustainable partners and continuously improve together.   |   |  |  <sup>1</sup>   |      |      |
| 2.1 At least 75% of Implenia's award sum goes to subcontractors and suppliers who have been evaluated according to sustainability criteria and meet our increased requirements.  |   |  <sup>2</sup> |               |      |      |
| 2.2 We adopt group-wide procurement guidelines with respect to sustainability criteria and train all purchasers and project managers.  |   |  |  |      |      |
| 2.3 We intensify cooperation with the largest and most relevant partners in our construction projects and agree on regular stakeholder dialogues and audits.   |   |  |  <sup>3</sup> |      |      |
| <b>3. Eco Construction Site</b><br>We convince and support our clients by offering project-specific sustainability concepts and implementing outstanding sustainable solutions during construction.  |  |  |  |      |      |
| 3.1 In the project acquisition phase we place at least one focus on a sustainability topic and analyze for our clients systematically sustainability options. By doing so we lay the basis for a project-specific sustainability strategy. |  |               |  |      |      |
| 3.2 We define our own standard for sustainable construction site management and audit and award our best projects annually.  |   |  |  <sup>4</sup> |      |      |
| 3.3 We offer consulting services on sustainable construction as part of our range of services.   |   |  |  |      |      |

1 All legal requirements for due diligence in the supply chain are met. The introduction of an assessment process for sustainable business partners has taken longer than originally expected. A new tool for supplier evaluation was sourced in 2023. In 2024, the measures to achieve the target will be implemented.

2 The introduction of an assessment process for sustainable business partners has taken longer than originally expected. A new tool for supplier evaluation was sourced in 2023. In 2024, the measures to achieve the target will be implemented.

3 We are in constant communication with our strategic partners and were able to successfully carry out the first audits in Germany in 2023 and will use our new SRM tool to audit all strategic partners in both CH and DE in 2024. Furthermore, we will publish a new global purchasing guideline at the beginning of 2024, which will include an important part of our supplier management and audits.





4 In 2023, an internal team was formed to focus on defining and piloting a standard for civil engineering by the end of 2024.

|   |   |   |     |   |   |
|---|---|---|-----|---|---|
|  <h4>4. CO<sub>2</sub> reduction</h4> <p>We aim for net zero emissions across scope 1, 2 and 3 by 2050 and a reduction in our group-wide sales-related CO<sub>2</sub> emissions in scope 1 and 2 by 15% by 2025 in comparison to 2020.</p>   | ! | ✓ | ! 5 | ● | ● |
| <p>4.1 We consistently pursue our decarbonization strategy, reduce our annual sales-related CO<sub>2</sub> emissions in scope 1 and 2 of the entire group by 3% and by 15% by 2025 in comparison to 2020. In doing so, we annually collect our CO<sub>2</sub> footprint from each country in which we operate, increase our CO<sub>2</sub> offsetting by 10% annually and define country-specific CO<sub>2</sub> reduction paths.</p> | ! | ✓ | ! 6 | ● | ● |
| <p>4.2 We examine all of Implenia's suitable roofs and façades for the use of solar panels with the aim of tripling internal solar power production to 3 GWh.</p>   |   | ✓ | ! 7 | ● | ● |
| <p>4.3 We improve the energy efficiency of all our production facilities and properties.</p>  | ! | ✓ | ✓   | ● | ● |
| <p>4.4 We define a group-wide mobility concept with fossil-free cars and implement specific concepts at each location with 50 or more employees.</p>  | ✓ | ✓ | ✓   | ● | ● |
| <p>4.5 We are continuously increasing the proportion of renewable energy in our electricity purchases and are aiming for 100% renewable energy in our properties and production facilities.</p>   | ✓ | ! | ✓   | ● | ● |
|  <h4>5. Environmental Protection</h4> <p>We carry out a professional environmental management for all projects to prevent environmental incidents.</p>   | ✓ | ✓ | ✓   | ● | ● |
| <p>5.1 We consistently report our environmental incidents categorized by severity and continuously reduce through corrective actions our annual environmental incidents to zero serious incidents.</p>  | ✓ | ✓ | ✓   | ● | ● |
| <p>5.2 We reduce construction waste, introduce waste separation systems on all our construction sites and increase the recycling rate to 100% for materials that can be separated in a technically sensible manner.</p>   | ✓ | ✓ | ✓   | ● | ● |
| <p>5.3 We establish our environmental organisation so that all our personnel have competent contact persons for environmental protection and are trained by them three times a year on an environmental topic.</p>  | ! | ✓ | ✓   | ● | ● |
|  <h4>6. Circular Economy</h4> <p>We develop new circular business models and promote the closing of material cycles.</p>   | ✓ | ✓ | ✓   | ● | ● |
| <p>6.1 We develop the Implenia circular strategy and create a common understanding of the topic.</p>  | ✓ | ✓ | ✓   | ● | ● |
| <p>6.2 We develop and test new business models that span the entire value chain and help to close material cycles.</p>  |   | ✓ | ✓   | ● | ● |
| <p>6.3 We position ourselves as an important player in the field of circular economy, organize specialist events and advise customers on the subject.</p>   |   |   | ✓   | ● | ● |
|  <h4>7. Sustainability in our DNA</h4> <p>We live up to sustainability in our daily actions and transparently communicate our learning and our results.</p>  | ✓ | ✓ | ✓   | ● | ● |
| <p>7.1 We position Implenia as leading construction and real estate services provider in the field of sustainability via all media.</p>   | ✓ | ✓ | ✓   | ● | ● |
| <p>7.2 We promote sustainable actions of our employees in the office and on construction sites.</p>   | ✓ | ✓ | ✓   | ● | ● |

5 After our CO<sub>2</sub> footprint was successfully reduced two years in a row, there was a slight increase in 2023. Over the 5-year period, we are on the right track with the evaluated measures (further explanations in the chapter "Respect for the environment")

6 The 3% reduction target could not be achieved in 2023. Data quality has improved compared to the previous year, but the data collection process in our largest markets, Switzerland and Germany, needs to be optimised in order to increase data accuracy. The other markets are doing very well in this area.

7 No further installation of solar panels on roofs in 2023. However, the potential of all roofs on our yards and production facilities has been assessed and it is realistic to get back on track in 2024.

|  |   |   |   |   |   |
|--|---|---|---|---|---|
|  <h2>8. Engaged Employees</h2> <p>We aim for zero accidents, unconditionally stand for safety at work, modern working conditions, high employee satisfaction and a low fluctuation rate.</p>                    | ! | ✓ | ✓ | ● | ● |
| 8.1 Until end of 2025 we reduce the group-wide accident rate by at least 50% on the base year 2020.  | ✓ | ! | ✓ | ● | ● |
| 8.2 We support the training and further education for our employees and are committed to long-term personnel development for blue collars and white collars.   | ! | ✓ | ✓ | ● | ● |
| 8.3 We create a modern and family-friendly work environment and continuously increase employees' satisfaction within 5 years.  | ✓ | ✓ | ✓ | ● | ● |
| 8.4 We promote diversity & inclusion within our company and define a plan in each country with binding annual goals for this purpose.  | ! | ✓ | ✓ | ● | ● |
| 8.5 Based on our group-wide sustainability goals, we define at least one binding annual sustainability goal with all our employees.  |   |   | ✓ | ● | ● |
|  <h2>9. Implemia without Borders</h2> <p>We engage in social partnerships and collaborate with our stakeholders beyond the construction site.</p>   | ! | ✓ | ✓ | ● | ● |
| 9.1 We stand in our industry exemplarily for a successful “Corporate Social Responsibility” strategy.  | ✓ | ✓ | ✓ | ● | ● |
| 9.2 We support social projects in all our markets financially or through the engagement of our employees and also get involved by participating in social events.  | ! | ✓ | ✓ | ● | ● |
| 9.3 We strengthen or start our dialogue with politics, business and society in our markets. We therefore invite our most important stakeholders to a recurring exchange.   |   |   | ✓ | ● | ● |
|  <h2>10. Ethical Governance</h2> <p>We live a zero-tolerance policy towards compliance violations, always do business in a responsible and ethical manner and demand the same behavior from our partners.</p> | ✓ | ✓ | ✓ | ● | ● |
| 10.1 We raise awareness of compliance among our employees through e-learning and personal training, thus minimizing the occurrence of compliance incidents.  | ✓ | ✓ | ✓ | ● | ● |
| 10.2 We create structures and processes to maintain incident investigation and to handle compliance incidents professionally and promptly.   | ✓ | ✓ | ✓ | ● | ● |
| 10.3 We require our partners to comply with our own compliance requirements and carry out targeted audits.   | ! | ✓ | ✓ | ● | ● |
|  <h2>11. Sustainable Finance</h2> <p>We integrate ESG-criteria in our business and investment decisions for clients, investors and society at large.</p>  | ✓ | ✓ | ✓ | ● | ● |
| 11.1 We continuously improve our sustainability reporting in terms of transparency, timeliness and materiality, and achieve improved results in the ESG-ratings relevant to us.  | ✓ | ✓ | ✓ | ● | ● |
| 11.2 We define specific ESG-criteria that are incorporated into all investment decisions, awards of contracts and project bids.  |   | ✓ | ! | ● | ● |

8 No significant progress in 2023 in developing and improving formalised ESG criteria for investments and bids. However, our new Code of Conduct for Business Partners contains sustainability requirements for the awarding of contracts.



## 12. Digital & integrated processes

We consolidate our reputation for operational excellence and high-quality standards.



12.1 We develop, produce and operate real estate products on the basis of digital planning.



12.2 We embed all sustainability topics into our management, support and core processes via Inspire and IMS.



12.3 We reduce the waste of resources and deficiency rates by applying Lean principles to all class 1-2 construction projects.



9 Some important processes and documents are not yet up to date. However, extensive updates are planned for 2024.





## Sustainable products and services

Implenia looks for sustainable solutions when working on real estate and infrastructure projects. It can do this most effectively when it develops real estate projects on its own land, or when it is commissioned to act as developer. Beyond this, Implenia also requires its business partners to operate sustainably and is actively committed to sustainable construction standards.



# Sustainability Standards

Many different sustainability standards are applied to building construction. Labels such as SNBS, LEED, DGNB, BREEAM and Minergie set different requirements and focus on different aspects. Implenia Buildings had around 55 building construction projects with sustainability certificates under way in Switzerland and Germany in 2023. This is about twice as many as ten years ago. An average of 15 projects have been awarded a certificate every year since 2020. In 2023, Implenia’s Division Buildings (excluding Wincasa) generated more or less half its revenue from certified building construction projects. This share has been stable in recent years.

As well as its great experience in implementing sustainability standards, Implenia has also helped develop and harmonise several of them. It worked, for example, as a founding member on the development of the “Swiss Sustainable Construction Standard” (SNBS, see below). One of the goals that Implenia set itself for 2025 is to develop and build according to the highest sustainability standards, as well as to participate in the further development of these standards. Subsequently, in 2023, Division Real Estate decided to carry out all its development projects according to the Swiss SNBS standard, irrespective of the client. The division can thus guarantee that its own project pipeline is highly sustainable.

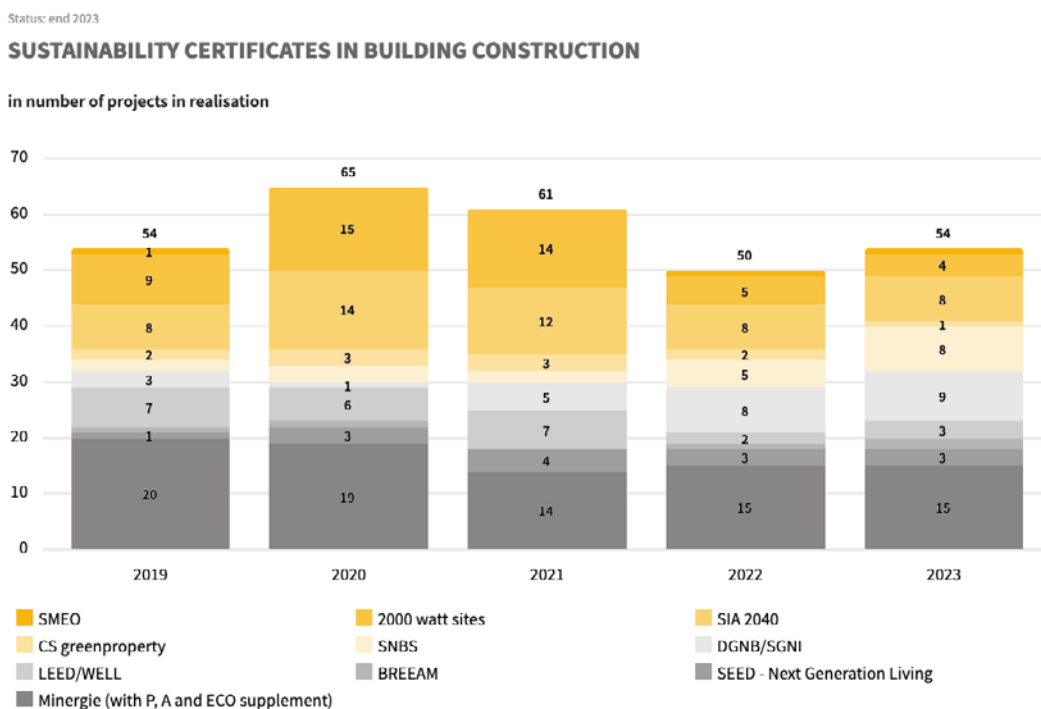
In 2020 Implenia signed the **Swiss Building Label Charter**, signalling its support for Switzerland’s efforts to achieve its energy and climate goals. Charter signatories aim to carry out every construction project in accordance with a high energy or sustainability standard while also delivering high quality. These organisations also undertake to install building technology that meets the highest possible energy efficiency standards.

For civil engineering work in Switzerland, Implenia also uses SNBS sustainability criteria in its infrastructure tenders. In Norway and Sweden, Division Civil Engineering is gaining initial experience with the BREEAM Infrastructure Label (formerly CEEQUAL). Two projects in Sweden, “Hagalund” and “**Londonviadukten**” achieved BREEAM Infrastructure ratings at the “Excellent” level. In Germany, the German Society for Sustainable Building (DGNB) has developed a sustainability certificate for special foundations in consultation with Implenia. In addition, Implenia Hochbau GmbH and Implenia Real Estate have been members of the “ESG Circle of Real Estate”(ECORE) since 2023.

Status: end 2023

## SUSTAINABILITY CERTIFICATES IN BUILDING CONSTRUCTION

in number of projects in realisation





# Sustainable neighbourhoods and urban planning

Towns, communities and private organisations are increasingly designing whole neighbourhoods based on sustainability criteria. Implenia is often involved in the implementation of such projects, and in 2016 it got together with WWF Switzerland to create the “Swiss Association for Sustainable Neighbourhoods”. The association now includes other organisations, including construction companies, public bodies and housing cooperatives. It is responsible for awarding the “**SEED next generation living**” certificate for pleasant living environments that offer a high quality of life.

The SEED approach requires the local community and local stakeholders to develop an action plan together based on six sustainability principles. This broad support facilitates the definition of tailor-made, effective measures. The principles concern energy efficiency, CO<sub>2</sub> emissions, environmentally friendly and local building materials, circular economy, biodiversity as a feature of landscape design, resident and stakeholder participation, and environmentally friendly mobility.

Alongside the environmental aspects, SEED promotes local business and social mixing. Investors can expect market returns, while tenants benefit from fair rents. This can be achieved by balancing areas that meet different standards within a neighbourhood.

The first SEED neighbourhoods are located in western Switzerland. Implenia is planning a “Green Village” in Geneva's Grand-Saconnex district, for example, on a site belonging to the World Council of Churches, with a hotel, a block of flats and several buildings for **international organisations**.

## Partnership with NNBS

The Netzwerk Nachhaltiges Bauen Schweiz (Swiss Sustainable Construction Network, NNBS) promotes the exchange of knowledge and experiences as well as cooperation between construction specialists in the commercial and public sectors, education, politics and science. Implenia is a founding and sponsoring member of the network, and has had a place on its board since 2012. At the end of 2023, Implenia extended its sponsoring membership for a further three years until the end of 2026.

NNBS developed the Swiss Sustainable Building Construction Standard (SNBS), which can be applied to almost any type of project. The industry standard takes into account approaches such as the 2000-Watt society and Minergie-ECO. NNBS has also created a practical tool that can be used to evaluate and compare the sustainability of infrastructure projects.

Implenia contributed its expertise to the development of this standard, and uses it regularly on its own construction projects. An energy refurbishment project on the Rue de Lausanne in Geneva received the **SNBS Gold certificate** in 2022, for example.

# Sustainable added value in tenders

If Implenia is mandated to build something for a customer as general or total contractor, the company cannot always influence the sustainability of the project. Nevertheless, even at this early stage of each project our experts look for opportunities to introduce sustainability concepts that exceed the specifications.

To this end, Implenia first evaluates the customer's sustainability strategy and objectives. Our specialists then develop a targeted, customer-oriented sustainability concept and weave this into the construction planning. By applying this approach, Implenia sometimes manages to incorporate sustainability aspects even if the client didn't originally plan them. A successful example of this was a project we carried out for an international organisation in Geneva. We would like to extend this active approach systematically across the Group by 2025.



# Developing our own projects

## **Portfolio analysis of development projects of the division Real Estate, Switzerland**

In 2022, Implenla Real Estate analysed its entire portfolio of more than 40 development projects in Switzerland and calculated its CO<sub>2</sub> footprint. The analysis was carried out on the basis of the SIA energy efficiency path (date sheet 2040). With one exception, all the buildings are new-builds, and half of them are wooden or wood-hybrid constructions. There was a particular focus on the use of non-renewable energies and on CO<sub>2</sub> emissions. SIA 2040 covers three areas – construction, operation and mobility – taking into account the entire life cycle of a property from its creation to its use, including possible replacement investments during operation, and right through to the end of its life.

Extensive analysis showed that the planned office buildings in the portfolio would on average meet the SIA 2040 target. Potential improvements have been identified in the residential buildings portfolio, particularly in terms of the actual structures. Optimisations have been initiated in specific projects in order to reduce greenhouse gas emissions.

## **Decarbonisation strategy of the division Real Estate, Switzerland**

The portfolio analysis has enabled Division Real Estate to identify the key levers for decarbonisation and define an ambitious decarbonisation strategy, taking into account the 1.5 degree target set by the Paris Climate Agreement.

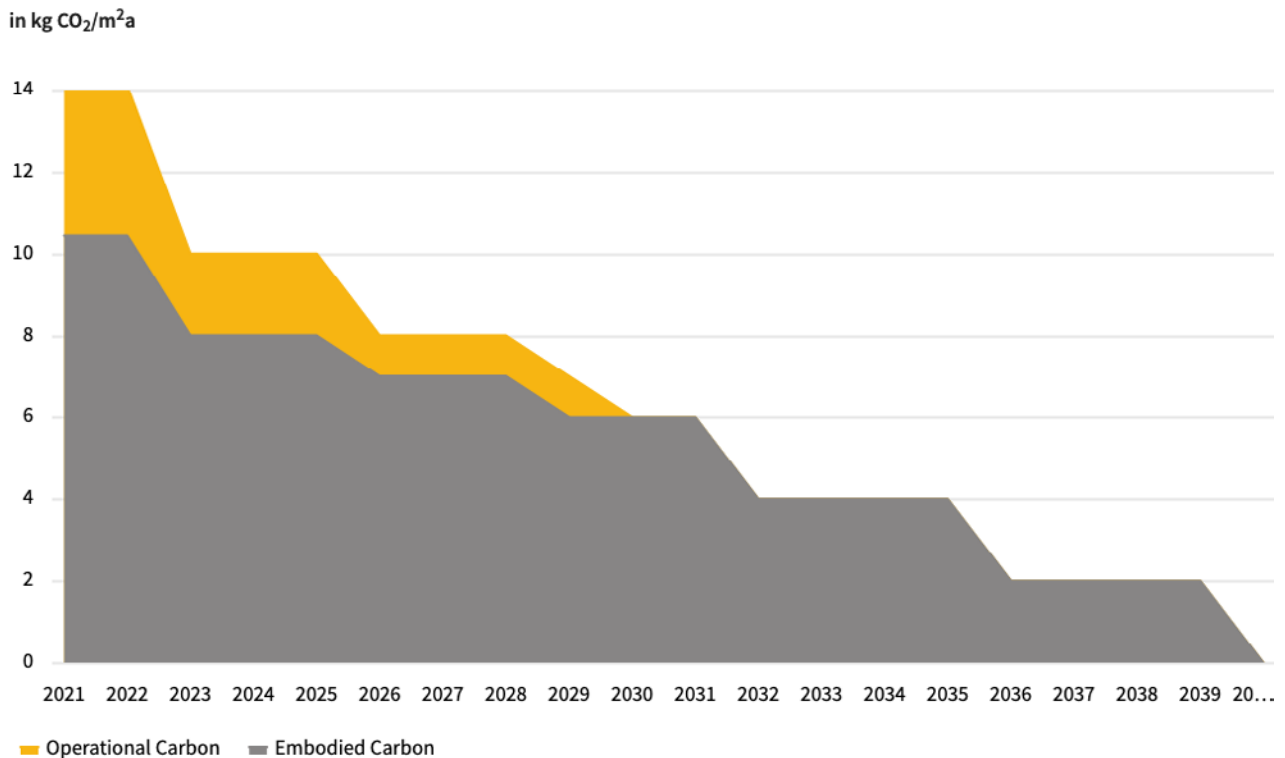
For all new buildings in Division Real Estate (Switzerland)'s development portfolio, the target is net-zero emissions by 2030. Implenla's target for existing buildings is 2050. Emissions from construction processes and materials will be gradually reduced in all new building development projects by 2040. From 2040 at the latest, there should be net zero emissions over the entire lifecycle of new construction projects.

According to the defined decarbonisation path, each project is assigned a "carbon budget" at the start of SIA Phase 2, which serves as a limit for further development, construction and operation. This process is accompanied by appropriate monitoring so that relevant optimisation measures can be identified and implemented at an early stage (see example for residential buildings below).

An ambitious decarbonisation strategy is challenging in terms of design, choice of materials and technical systems. Implenla believes, however, that the earlier and more consistently specifications regarding greenhouse gas emissions are incorporated into a development, the lower the possible additional costs of the project. In the long term, Implenla is aiming for regenerative buildings that not only produce fewer emissions, but also make a positive ecological and social contribution.

Implenla published a white paper on decarbonising buildings in 2023 in order to make the topic more understandable and accessible. This describes key strategies and levers, and also serves as a guide for building owners, managers and planners to drive the issue forward in their **projects**.

## IMPLENIA REAL ESTATE: CO<sub>2</sub> LIMIT VALUES FOR DEVELOPMENT BUILDINGS USING THE EXAMPLE OF RESIDENTIAL BUILDINGS (NEW BUILDINGS, SWITZERLAND)



### Sustainability and materials guidelines

In recent years, Implenia has developed a variety of guidelines, processes and tools to ensure that the sustainability strategy and its goals are integrated at project level. In 2023, Division Real Estate published a guideline on SNBS certification, decarbonisation, energy monitoring and the circular economy. This defines milestones and responsibilities for each topic, from the early planning phase to operation, helping project teams to take the necessary measures in a timely and appropriate manner.

To ensure that minimum environmental standards are met, Implenia works with various supporting tools, including a materials exclusion list, when selecting construction materials. The list is based on the same exclusion criteria as the Swiss Minergie-ECO standard, so if Implenia develops and builds its own projects it can be sure it is not using any materials that are damaging to the environment or people's health.

### Sustainable real estate portfolio at Ina Invest

In 2020, Implenia brought approximately half its real estate portfolio to the Swiss stock exchange through property company **Ina Invest**. Ina Invest's aim is to have the most sustainable property portfolio in Switzerland ([read more](#)). It continues to develop the portfolio in close partnership with Implenia, focusing on the long term and adding new acquisitions.

## Sustainable building management

In March 2023, Implenia acquired 100 percent of the share capital of Wincasa, Switzerland's leading property service provider, from Swiss Prime Site Group. Wincasa supports property owners in all phases of the life cycle of their buildings. During the operational phase, Wincasa supports property owners with a unique range of products and services focussing on sustainability.

For Wincasa, sustainability in property management encompasses three key areas of action: Creating transparency, developing strategies and implementing measures.

With professional and high-quality collection and processing of environmental data (energy, water, waste) as part of ESG data management, Wincasa creates the necessary basis for the creation of KPIs, reports and benchmarks such as GRESB. Wincasa also offers recurring, standardised building data surveys and condition analyses.

In Real Estate Consulting, Wincasa creates sustainable property and portfolio strategies and advises clients on topics such as circular economy, sustainable construction, sustainability certifications, sustainably optimised operation, planning and construction-related facility management, CO<sub>2</sub> reduction strategies and tenant engagement.

With targeted measures at property and portfolio level, Wincasa ensures the planned implementation and monitoring of sustainability goals defined together with clients as part of property management. With specialised experts, Wincasa implements photovoltaic and electromobility solutions and ensures their smooth operation.

## Building with timber

Alongside its conceptual tools, over recent years Implenia has developed extensive expertise in the use of sustainable techniques and materials – especially wooden construction. Thanks to new building methods and its low grey energy content, wood is currently enjoying a renaissance as a natural construction material. If the raw material is purchased locally, buildings made of wood cause significantly less greenhouse gas emissions than conventional buildings made of concrete or brick.

As well as being climate-friendly, wood is also an ideal material for prefabricating construction elements. One of the advantages of modular construction is that these elements can be used flexibly and are easy to replace and recycle. All these benefits make wood an ideal sustainable building material.

In the projects it develops itself, Implenia will only use wood and wooden materials that carry an FSC, PEFC or equivalent label. The company has also helped FSC Switzerland in the past with the implementation of important projects.

In order to cope with growing demand in Switzerland, Implenia runs a wooden construction facility in Rümlang, Canton Zurich. Its large production hall can accommodate challenging and complex projects. Each year, around 40,000 square metres of wooden elements and 8,000 cubic metres of construction timber are processed. Implenia uses the offcuts to fuel a central heating system, which also supplies heat to the adjacent yard.



As well as building the projects listed below, Implenia is planning groundbreaking projects such as Rocket in Winterthur and Pi in Zurich, making it one of the leading players in the timber construction segment in Switzerland:



### **Krokodil**

In Winterthur, Implenia developed and built the “Krokodil” residential development on the Lokstadt site. With 254 apartments, this building, completed at the end of 2020, contains 7,700 cubic metres of wood.



### **KIM, Oberwinterthur**

In April 2022, Implenia completed the residential and commercial building “KIM” which offers a total of 208 apartments. Located in Oberwinterthur, this used 5,500 cubic metres of wood.



### **Empa, Dübendorf**

Implenia is currently building the new Empa campus in Dübendorf, with laboratories, offices, catering facilities and a parking garage. The new buildings are being built to Minergie-P-Eco standards, while the car park has a supporting structure made using a new wood-hybrid method.



### **Multi-purpose building Alterswil**

The Alterswil multi-purpose building comprises a school wing with wood-concrete composite floor slabs and roof as well as a triple gym with prefabricated roof elements and wooden facade. The wood for the supporting structure came from the area around Alterswil and was processed at a nearby sawmill.

# Innovative solutions

GRI 308-2

The construction and real estate industry is changing rapidly and profoundly as a result of ground-breaking insights, new materials, digitalization and technical advances. Implenía is harnessing these changes to the benefit of its customers, employees and shareholders. “Innovation” is therefore one of the company’s four strategic priorities.

Implenia focuses specifically on the following three aspects of innovation:

- **Intrapreneurship:** Implenía enables its employees and teams to design, test and implement new ideas as part of their work at the company. This is done through a structured process and training.
- **Open Innovation:** Implenía scouts and tests relevant new technologies and potential solutions that emerge from the innovative environment of start-ups, universities, technology and IT companies. Viable concepts are adopted and applied to Implenía’s projects and business teams.
- **Innovation M&A (“Mergers & Acquisitions”):** Implenía invests in, or acquires, innovative SMEs, start-ups and scale-ups that create new business models and sustainable strategic added value.

The company develops and deploys future technologies in all its core markets, as demonstrated by its numerous projects – some recently started, some complete – and market-ready products. As a rule, these innovations not only offer economic advantages over conventional approaches, but also tend to improve the ecological footprint of construction activities. The slide-show below shows a number of examples.



### Hydrogen generator

On remote construction sites for roads, tunnels, bridges and other infrastructure, electricity often has to come from diesel generators. As part of a government-backed pilot project, Implenia Norway is working with a partner company to find a fossil-free alternative way of providing construction sites with electricity. The company TECO 2030 has developed a fuel cell generator with an output of 0.8 megawatts.



### Foundations for floating wind turbines

On the west coast of Norway, Implenia and Wind-Works Jelsa, a wind turbine manufacturer, are establishing a joint production facility for floating wind turbines. The construction company is using its expertise to help with the demanding production of various concrete substructures for offshore wind farms.



### Storing solar power with compressed air

The principle of compressed air storage has been known for some time, but until now there have been no practical systems that would allow it be used in properties. Implenia was keen to help this sustainable storage technology achieve its breakthrough, so in 2021 it entered into a partnership with Green-Y Energy, which had developed a compressed air storage system for buildings.



### Durable bridges and roads

More and heavier vehicles are using the roads these days, which means that road surfaces have to be repaired at ever shorter intervals. In order to slow the degradation of road surfaces, Implenia and its partners in Switzerland are developing an ultra-high-performance fibre building material (UHFB). This is notable for its great durability.





### Green asphalt

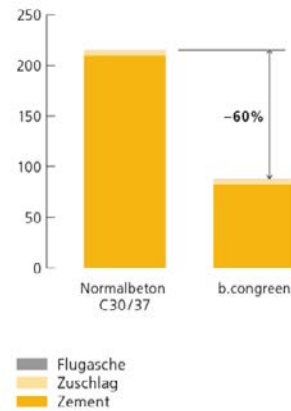
Implenia Sweden used a special asphalt for its “London Viaducts” and “Hagalund” projects, reducing the carbon dioxide emissions and energy consumption generated by laying asphalt by almost 70 percent. This new type of road surface contains a large proportion of recycled materials and a more environmentally friendly binder. It is also produced in a plant powered by fossil-free fuels.



### Fibre-reinforced concrete

Building materials scientists are finding more and more ways to reinforce concrete. For example, the Implenia Building Materials Laboratory took part in the “C3 – Carbon Concrete Composite” research project, which tested how bundled carbon fibres could be used to reinforce concrete instead of steel. Carbon fibre concrete is lighter than conventional steel-reinforced concrete, as well as being more tensile and corrosion-resistant.

**b.congreen – CO<sub>2</sub>-Emissionsvergleich**  
(in kg CO<sub>2</sub>-Äquivalent/m<sup>3</sup> nach Baustoff)



### Climate-friendly concrete

The main ingredient of concrete is cement, which is made using a very energy and CO<sub>2</sub> intensive process. In recent years, Implenia’s Materials Engineering Department has been developing more sustainable recipes for concrete. One of these is “b.congreen”, in which fly ash sourced from power stations replaces some of the cement. Up to 50 percent less greenhouse gases are produced during production.

## INNOVATION HUB

In order to promote an innovation culture and initiate new solutions and business models, Implenia has been operating the Innovation Hub since 2019. The Hub harnesses the creativity of the company's approximately 9,500 employees, who are invited to submit their ideas via an online platform called **Kickbox**. This business innovation concept is used in many organisations around the world. In a three-step process, employees develop their proposal and test its suitability for everyday use. They are given a portion of their working hours and a start-up budget to work on the idea – as well as coaching from experts.

Implenia's Global Sustainability team was deeply involved in the Innovation Hub concept. The Sustainability Department also offers advice to innovators and helps them optimise their ideas in terms of sustainability.

Since the programme started at the end of 2019, a total of 92 ideas have been submitted via the Kickbox. In mid-2022, a team reached the "Goldbox" stage for the first time – the final phase when the idea is ready to go to market. A site manager at the tunnel construction site in Semmering, Austria, developed a new type of thrust element that is lighter, cheaper and safer than previous products. After extensive testing, this innovative element is now being used in other tunnel projects too ([read more](#)).



# Supplier management

GRI 2-6, 2-23, 2-24, 2-25, 3-3, 308-1, 308-2, 414-1, 414-2

As a construction and real estate services company, Implenia buys in building materials such as cement and steel, as well as sourcing external services for its projects. In total, the Group spends about 70 percent of its revenue on suppliers and subcontractors.

The company uses a professional supplier management system to avoid risks in its extended value chain. To create a foundation for long-term cooperation, suppliers and subcontractors undergo a multi-stage process consisting of due diligence, (re-)qualification, annual assessments and audits, as well as other supplier development measures.

All business partners must meet clearly defined minimum requirements in the following areas:

- Environment
- Working conditions
- Health and safety at work
- Compliance
- Procurement
- Quality
- Financial performance

If a company fails to comply with these requirements, Implenia will not grant it any further contracts. In the medium term, Implenia plans to work exclusively with sustainability-oriented companies. It has set itself a goal for the end of 2025 of awarding at least 75 percent of contracts by value to business partners that have been evaluated according to sustainability criteria and that meet higher standards. The Group-wide procurement guidelines are continuously adapted and all purchasing managers are trained.

Implenia adheres to the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work and its follow-up procedure; it is committed to respecting internationally recognised human rights and to reflecting this commitment in its business activities and along the value chain. More on this in the **Human Rights** chapter.





## Respect for the environment

Implenia pursues ambitious environmental goals and continuously works to minimise the environmental impact of its construction sites. In order to reduce the entire group's greenhouse gas emissions, its primary focus is on resource and energy consumption.



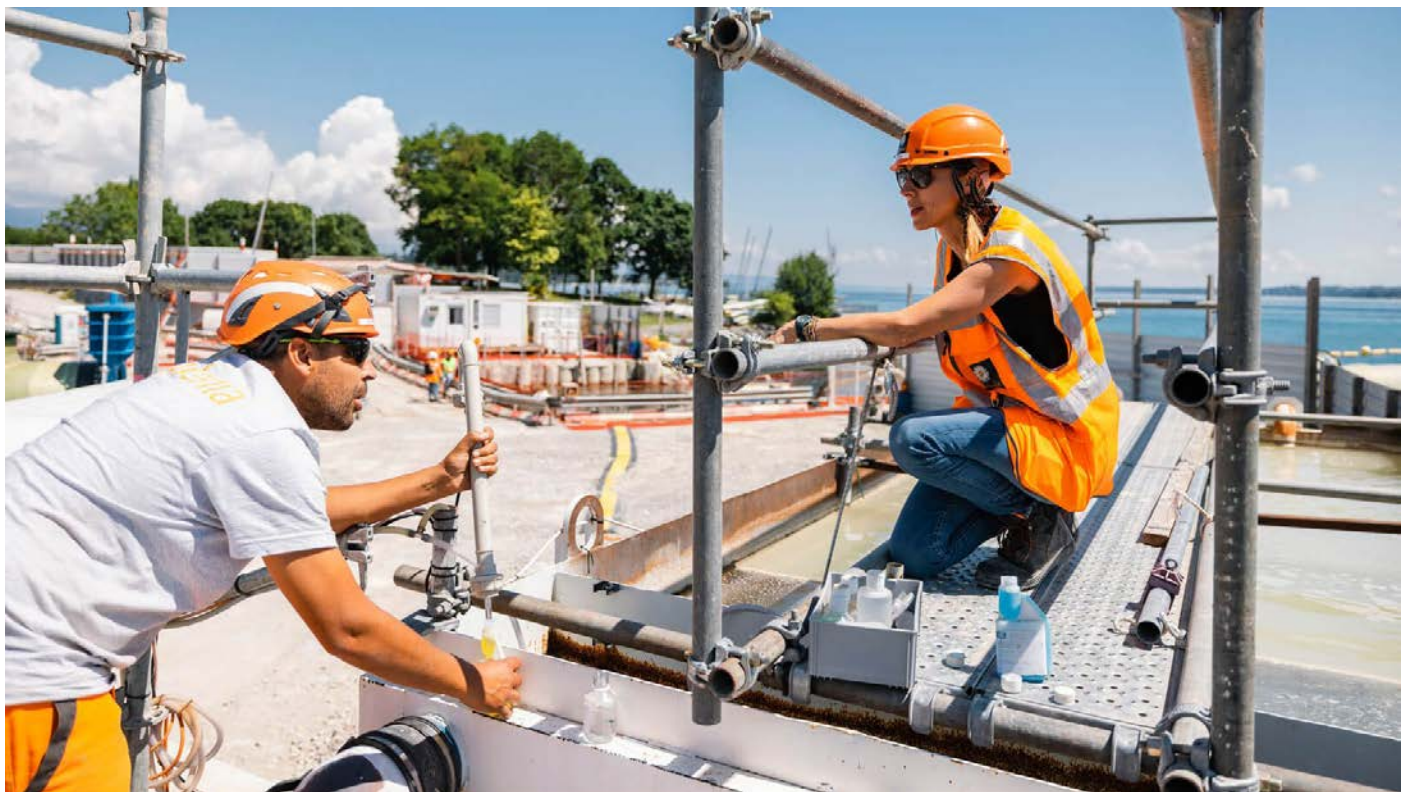
# Environmental management

GRI 3-3

Implenia operates an ISO 14001-certified environmental management system. At the end of 2023, 87 percent of business units (excluding Wincasa) were certified under this standard. Each Implenia division has several sustainability and environmental specialists. These experts are responsible for implementing environmental measures on construction sites, reporting environmental incidents, increasing energy efficiency and optimising the use of resources – for example, by promoting recycling. Implenia aims to further professionalise the environmental management by 2025 and to avoid accidents that damage the environment.

Implenia systematically collects environmental data relating to its production facilities, yards, office properties and construction sites, as well as to its self-developed projects and to mobility. The company logs where energy is being consumed and now also takes a closer look at material flows, from the extraction of raw materials to the finished building.

A specialised software package allows the company to capture energy and emissions data continuously from various sources, as well as to produce specific analyses to help monitor outcomes. Since the introduction of this software, the quality and regional detail of the data has improved significantly. The company is constantly working to further optimise its collection and processing of environmental data.



# Energy and climate

## CO<sub>2</sub> EMISSIONS

In line with the Paris Climate Agreement, Implenia wants to help limit the warming of the Earth's atmosphere to 1.5 degrees. The company's goal is therefore not to generate any net emissions under any Scope by 2050 at the latest. Implenia also complies with the legal climate protection requirements with earlier climate neutrality targets in its markets. With this in mind, Implenia has already made preparations for a decarbonisation strategy from 2025. As a first measure, emissions from Scope 3 categories 1 (purchased goods and services) and 11 (use of sold products) are being included in the calculation of its CO<sub>2</sub> footprint. These two categories are considered the biggest levers for construction and real estate service companies because of the concrete and steel they buy, and the subsequent use of the structures they build.

The CO<sub>2</sub> footprint forms the basis for a targeted expansion of measures in the coming years: on the one hand, more renewable energies will come into play, for example through the use of electric engines and bio-fuels; on the other hand, Implenia would like to promote and increase the use of alternative building materials such as wood and more environmentally friendly concrete.

Implenia's CO<sub>2</sub> emissions vary from year to year, because they do not depend solely on the amount of work done or on the technologies used, but also on the nature of the services customers require. It makes a difference, for example, whether our tunnellers have to use the drill and blast method or a tunnel boring machine.

## Greenhouse Gas Protocol (GHG)

| Category | Definition   |
|----------|--|
| Scope 1  | Emissions caused directly by a company's use of fuel in operations and transport, as well as fugitive emissions. |
| Scope 2  | Indirectly generated emissions resulting from the use of purchased electricity, steam, heating and cooling.      |
| Scope 3  | All other indirect emissions in a company's value chain caused by its activities.                                |

## Scope 1 & 2 Emissionen

Implenia has been publishing its CO<sub>2</sub> footprint for scopes 1 and 2 since 2012. This includes direct emissions from the operation of our own construction machinery, trucks, production facilities and depots (Scope 1), as well as indirect greenhouse gas emissions from grid energy like electricity and district heat (Scope 2).

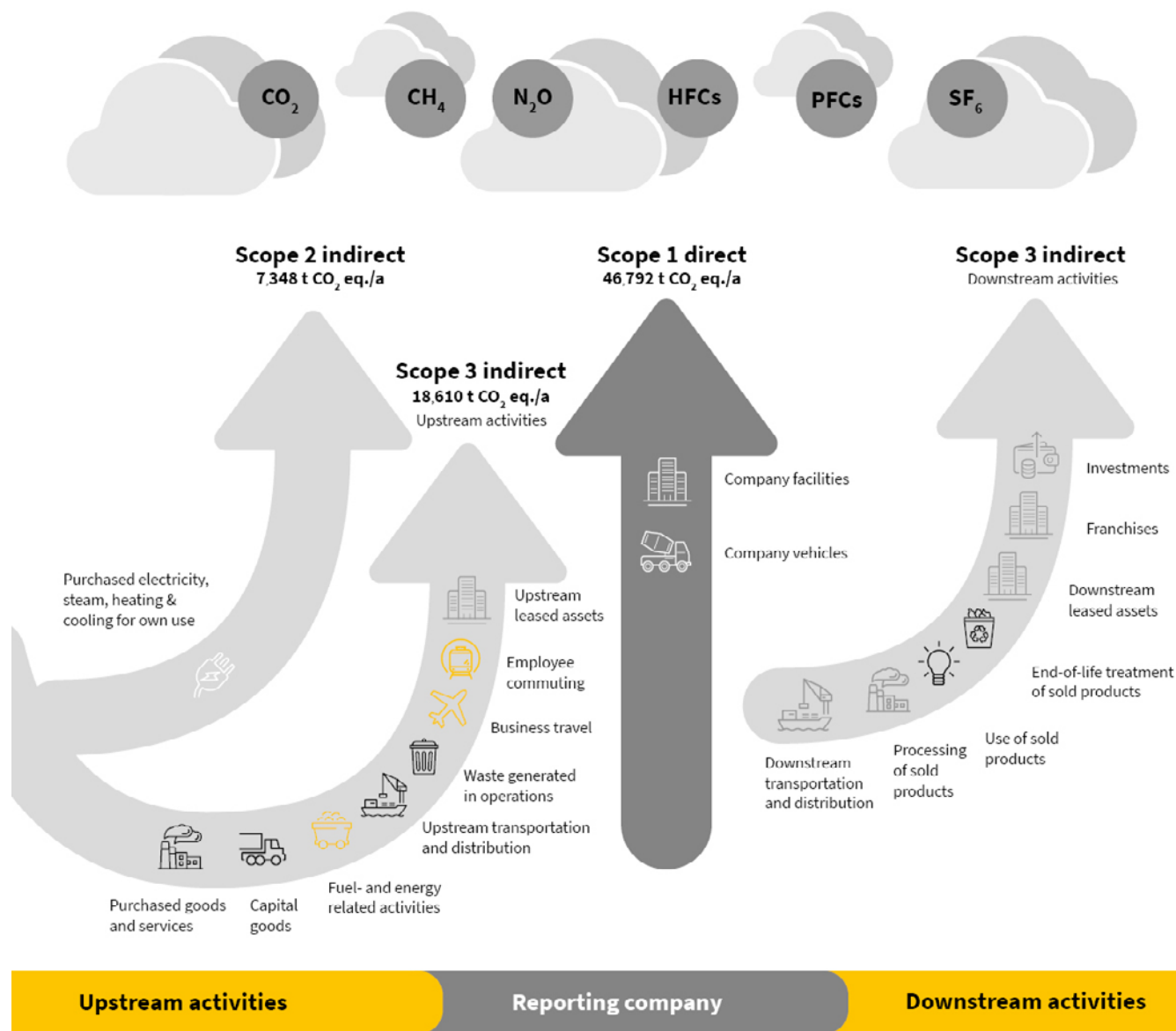
Most of Implenia's Scope 1 and 2 greenhouse gas emissions are caused by its construction sites and production facilities. Around 65 percent of emissions are generated by diesel combustion. In comparison between the countries, the absolute CO<sub>2</sub> emissions in Switzerland are almost twice as high, at 58 percent of the Group total, as in Germany, which accounts for 30 percent. The remaining 12 percent is generated in Norway, Sweden, Austria and France.

Implenia defined 2020 as the base year for its 2025 sustainability goals. In Switzerland, Germany, Norway, Sweden, Austria and France, the Group emitted 16.7 tonnes of CO<sub>2</sub> equivalents per million Swiss francs of revenue in 2020. This figure now serves as the benchmark for the reduction trajectory up to 2025. For example, the company now wants to reduce its Scope 1 and 2 revenue-adjusted emissions by 3 percent per year across the Group. This represents a 15 percent decrease over the entire period compared to 2020.

After the absolute CO<sub>2</sub> footprint was successfully reduced for two years in a row, there was a slight increase from 50,672 tonnes of CO<sub>2</sub> equivalent in 2022 to 54,140 tonnes of CO<sub>2</sub> equivalent in 2023. The 3 percent reduction target for revenue-adjusted emissions was also not achieved. On one hand, this was influenced by an increase in production output at some production facilities in Switzerland. On the other hand, some major construction sites, such as the TELT project in France, were in energy-intensive phases and contributed to the increase. Various measures have been evaluated as part of the group-wide decarbonization strategy, so that Implenia is well on track to achieve its target by the end of 2025 despite the temporary stagnation.

## Implenia's greenhouse gas emissions

Overview of value creation chain



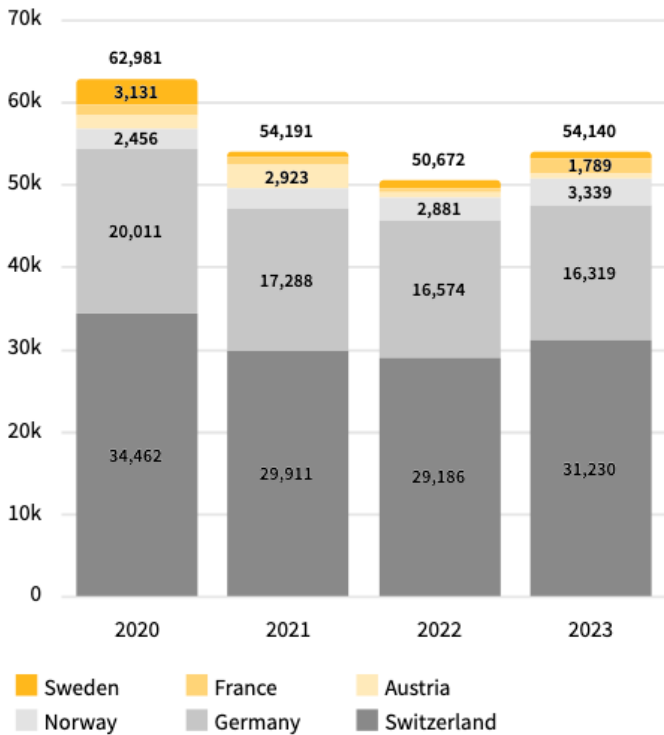
Source: Greenhouse Gas Protocol, Corporate Value Chain (Scope 3) Accounting and Reporting Standard



Status: end 2023

### GREENHOUSE GAS EMISSIONS, IMPLENIA GLOBAL (SCOPES 1 + 2)

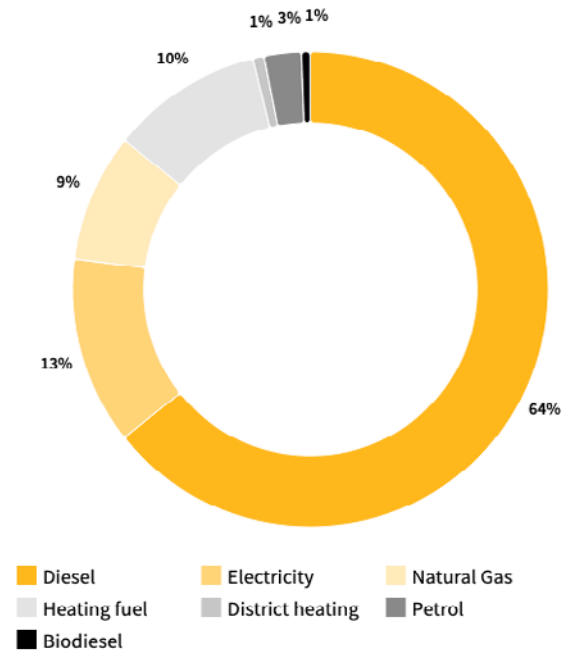
in tonnes of CO<sub>2</sub> equivalents



Status: end 2023

### GREENHOUSE GAS EMISSIONS, IMPLENIA GLOBAL (SCOPES 1 + 2)

by energy source and in %

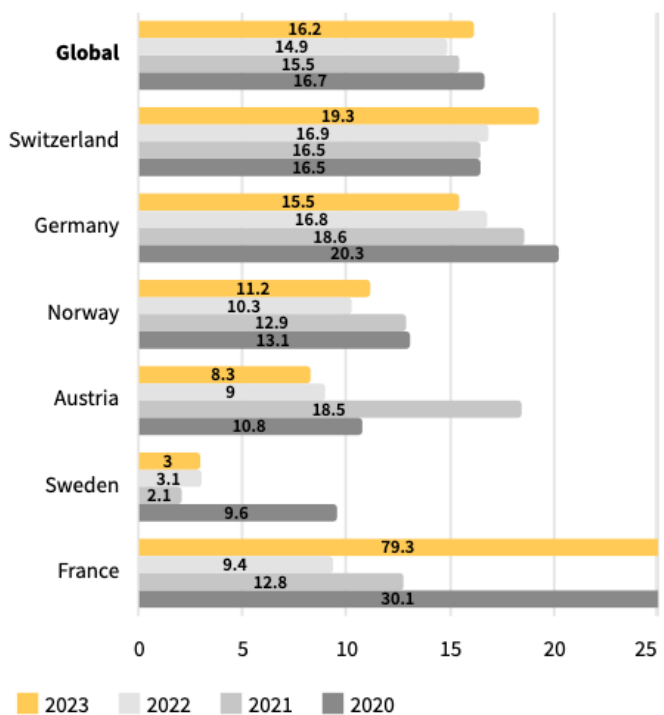


Status: end 2023

### REVENUE-ADJUSTED GREENHOUSE GAS EMISSIONS, IMPLENIA GLOBAL (SCOPES 1+2)

in tonnes of CO<sub>2</sub> equivalent / Mio. CHF

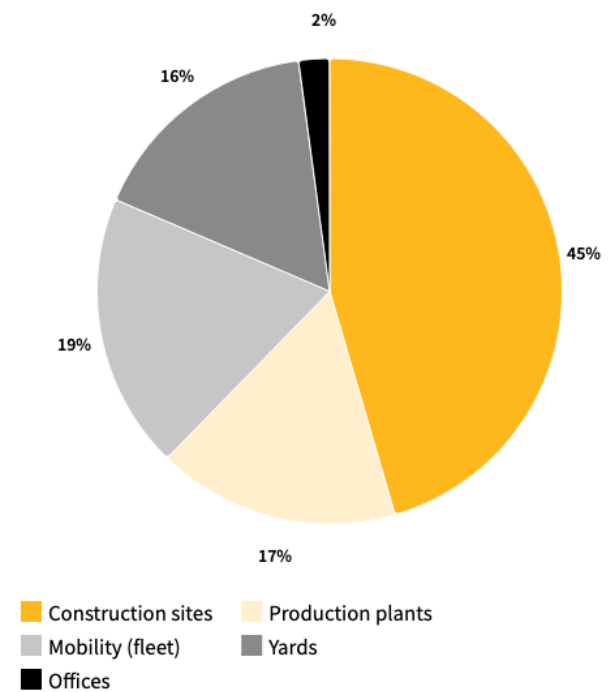
Due to the smaller number of construction projects and depending on the construction phase or choice of energy sources, emissions can fluctuate more in the smaller markets like Austria or France.



Status: end 2023

### GREENHOUSE GAS EMISSIONS, IMPLENIA GLOBAL (SCOPES 1 + 2)

in % by usage



### Scope 3 emissions

With regard to its target of achieving net zero by 2050, Implenía is continuously expanding its reporting on the indirect emissions generated in up- and downstream process chains (Scope 3). In particular, the sourcing, production and transportation of construction materials and the subsequent use of buildings and structures cause significant emissions, which obviously affect a construction project's overall impact. These emissions can be many times higher than those recorded under Scope 1 and 2. Although Implenía's influence over these processes is generally low and although it is difficult to gather the relevant information, the company is seeking to expand its database and reporting in this area in the following years, thus laying the foundations for further CO<sub>2</sub> reductions.

Implenía has already identified the key factors that affect the company's CO<sub>2</sub> footprint along the value chain. It has also assessed how relevant the fifteen Scope 3 categories are to the company's activities based on the GHG protocol, internal and external databases and the construction industry benchmark. The following categories have been found to be relevant to Implenía:

- Category 1: Purchased goods and services
- Category 2: Capital goods
- Category 3: Fuel & energy related activities
- Category 4: Upstream transportation and distribution
- Category 5: Waste generated in operations
- Category 6: Business travel
- Category 7: Employee commuting
- Category 11: Use of sold products
- Category 12: End-of-life treatment of sold products

Implenía has collected data on the following categories at Group level since 2022: "Fuel and energy-related activities", "Business travel" and "Employee commuting". However, the most relevant categories for the construction industry in general are "Purchased goods and services" and "Use of sold products"; these make up the majority of Scope 3 emissions. The Global Sustainability Team has therefore begun to collect data about "Purchased goods and services". The largest emissions are in the area of concrete and steel used.

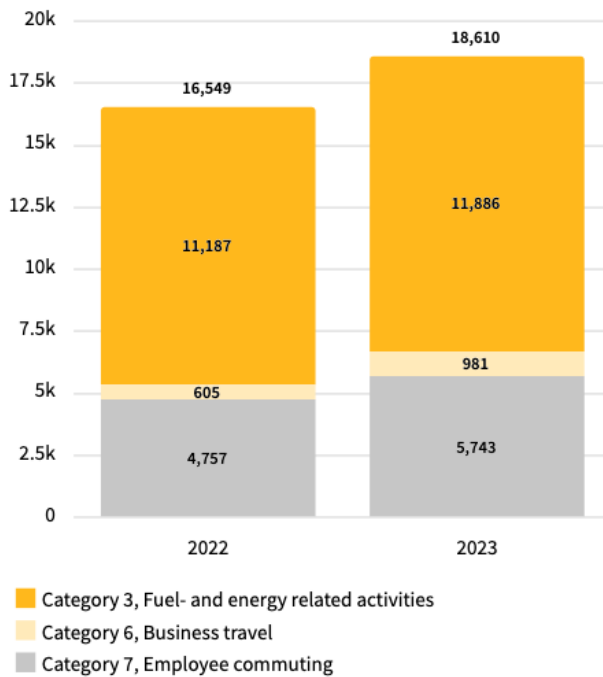
Implenía has made a rough estimate of its relevant Scope 3 emissions based on the Carbon Disclosure Project (CDP), benchmarking within the construction industry, and internal reference projects. This leads Implenía to believe that its Scope 3 emissions are around twelve times higher than calculated Scope 1 and 2 emissions.

Status: end 2023

## GREENHOUSE GAS EMISSIONS, IMPLENIA GLOBAL (SCOPE 3)

by category and in tonnes of CO<sub>2</sub> equivalents

Further relevant categories will follow.

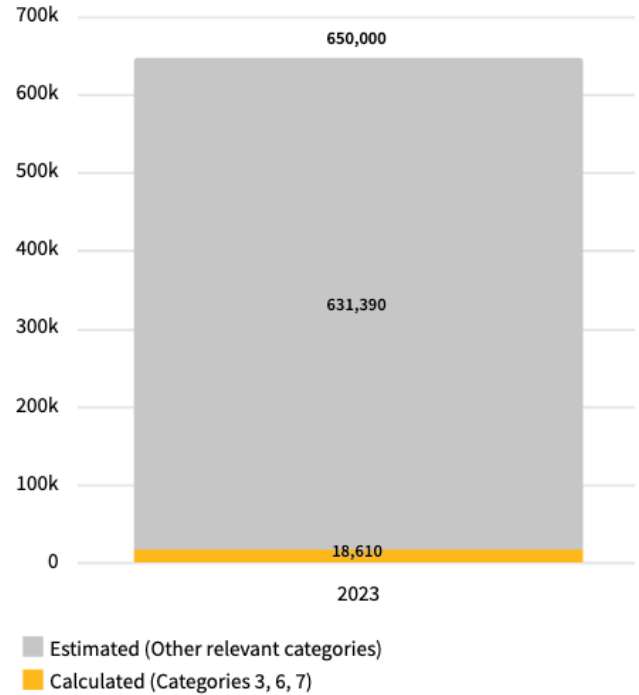


Status: end 2023

## GREENHOUSE GAS EMISSIONS, IMPLENIA GLOBAL (SCOPE 3)

in tonnes of CO<sub>2</sub>-eq by category

Estimations for relevant categories (1, 2, 4, 5, 11, 12) are based on benchmarks from CDP and competitors. The categories 3, 6 & 7 are calculated.



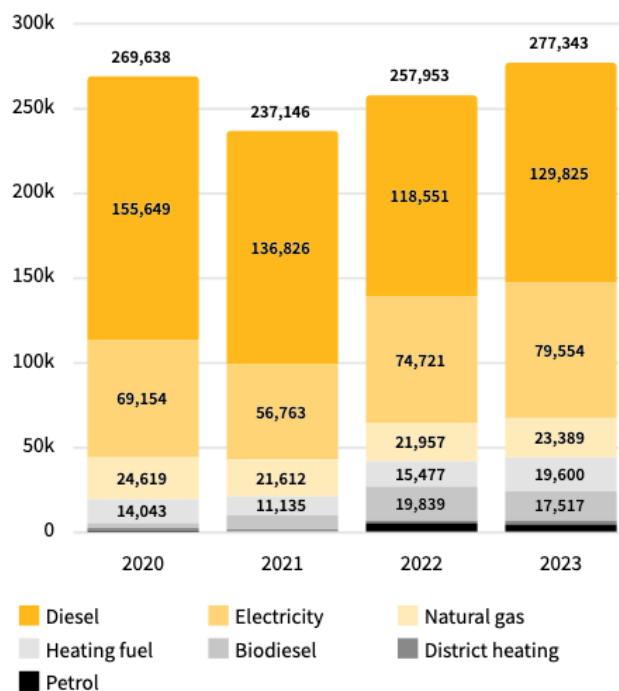
### Energy consumption

In 2023, the Implenia Group consumed around 277 gigawatt hours of energy. The company's biggest energy source by far (final energy) is the diesel it uses as fuel for machinery, commercial vehicles and cars. Next come electricity and fuels that are used mainly for generating process heat in its surfacing works, such as natural gas and heating oil.

Status: end 2023

## ENERGY USAGE, IMPLENIA GLOBAL

by energy source in MWh



## ELECTRICITY CONSUMPTION

Implenia optimises its energy consumption wherever it can and prioritises clean energy sources. An analysis in 2023 found that 85 percent of the electricity that Implenia buys in Switzerland came from renewable sources. The other 15 percent will be covered hydropower offsets (certificates of origin). Therefore, 100% of the consumed electricity in Switzerland is renewable.

Implenia Germany uses hydropower certificates of origin to offset electricity consumption at most of its construction sites and offices. Implenia Sweden does this for all its construction projects. In Norway, certificates of origin are being purchased for some initial projects that account for around 45 percent of consumption.

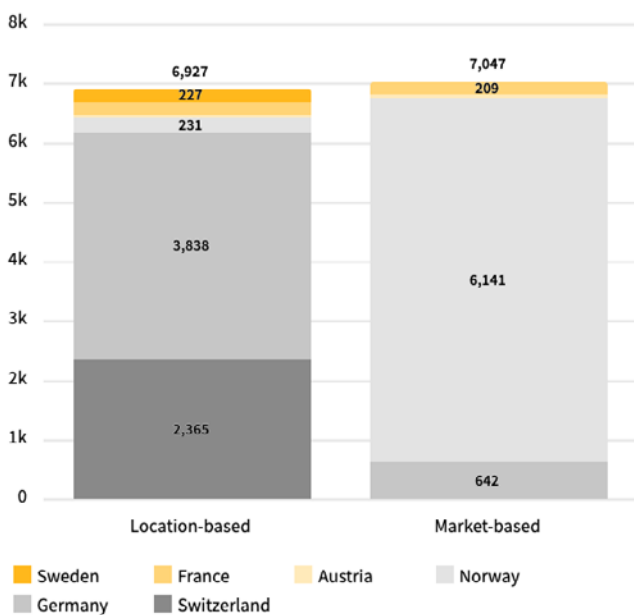
In total, around 80 percent of the electricity consumed by Implenia comes from renewable sources or is offset by certificates of origin.

Since 2022, in line with the Greenhouse Gas Protocol, Implenia has reported Scope 2 emissions using the "market-based"<sup>1</sup> method in addition to the "location-based"<sup>2</sup> method

Status: end 2023

## GREENHOUSE GAS EMISSIONS ELECTRICITY, IMPLENIA GLOBAL

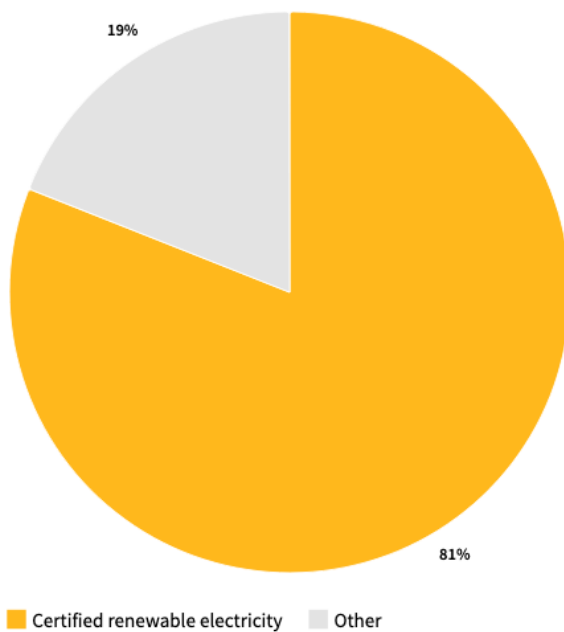
market-based versus location-based in tonnes of CO<sub>2</sub> equivalent



Status: end 2023

## ELECTRICITY USAGE, IMPLENIA GLOBAL

by renewable energy and grid mix in %



A well as predominantly using clean electricity, Implenia also harnesses its buildings to generate its own electricity. Solar systems on the roofs of its Swiss yards near Satigny (GE), Vétroz (VS) and Schattdorf (UR) and at the Ecublens asphalt plant (VD), for example, have been supplying solar power for years. The 2,500 square metres of photovoltaic modules on the roof of the Ecublens plant produce almost half a gigawatt hour of electricity per year.

In Germany, a photovoltaic system on the roofs of Implenia's subsidiary BBV Systems GmbH in Bobenheim-Roxheim (RP) produces more than 400 megawatt hours of electricity per year. Almost half the energy generated is consumed on site. In total, the company's own solar systems generate more than 1.25 gigawatt hours of green electricity per year. The target for 2025 is to generate three gigawatt hours of solar power a year.

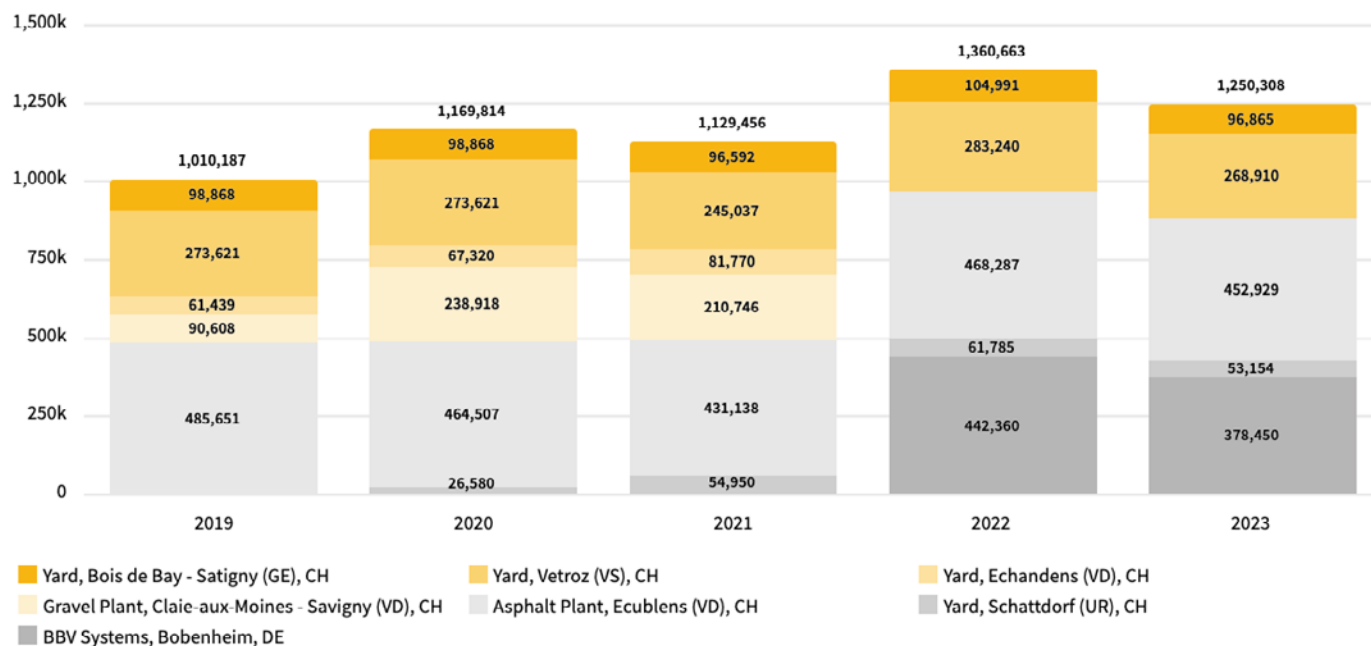
<sup>1</sup> Market-based figures including certificates of origin and emission factors of the electricity suppliers where available

<sup>2</sup> Location-based figures calculated using country-specific emission factors given by the International Energy Agency (IEA)

## PV ELECTRICITY GENERATED, IMPLENIA GLOBAL

in kWh

The photovoltaic plant installed in Bobenheim in 2022 made up for the sale of the plants in Savigny and Echandens and slightly increased the total production volume



### Energy efficiency in yards

Implenia runs 24 or so large yards across Europe. They function primarily as repair and maintenance centres and material storage depots. But many of these sites also have office premises. Running these complexes, some of which are very large, requires a lot of heat and electricity.

To find out more about energy-saving potential at its yards, Implenia has put eight of them under the microscope in past years. A specialist company subjected the consumption data to a detailed examination.

Its analysis showed that the greatest optimisation potential is during downtimes – at night and over the weekend when no work is being done. A number of other efficiency measures were also identified, including the use of modern lighting and heating technology.

In response to this analysis, Implenia has taken various measures to improve energy efficiency. In 2023, for example, new programmable radiators were installed in the Satigny and Echandens workshops, and electric heating systems were replaced by heat pumps.

# Circular economy

GRI 301-2, 301-3

To become more sustainable, the economy as a whole has to move away from linear production chains and start thinking in cycles. In concrete terms, products should not be destroyed or deposited in landfills after use. Instead, the materials contained in these products should wherever possible be recovered, reprocessed and returned to the production cycle as secondary raw materials. The concept of “urban mining” goes one step further: when buildings are demolished, entire components are removed and reused in new construction projects.

By 2025 Implemia plans to develop further circular business models and use innovative methods to close its material cycles. Each business unit is working to implement specific circular principles. Implemia aims to develop and evaluate the widest possible range of practices, always with the aim of minimising material turnover and resource consumption, extending the life of built structures, and reusing or recycling building materials. For its new construction projects, the company wants to use ever larger amounts of secondary raw materials sourced from demolition work elsewhere. Wherever possible, Implemia already tries to ensure that at least half the concrete it uses for its own projects is recycled concrete made in a concrete works situated close to the construction site, for example.

Gravel that Implemia excavates from building pits is – if conditions permit – immediately processed on site and used to make concrete or to backfill within the same project. This avoids waste and saves on transport. It is a particularly effective approach in tunnelling, where Implemia can use the rock it excavates to make concrete locally (**Closing material cycles on site**).

Implemia Austria is currently participating in a research project run by the Austrian Building Technology Association. Researchers from the Technical Universities of Vienna and Graz and the University of Natural Resources and Life Sciences Vienna are working on reducing CO<sub>2</sub> emissions generated in the production of tunnel linings by using recycled building materials and optimised cements. Other project partners include the railway company ÖBB, the motorway company ASFINAG and Wiener Linien.

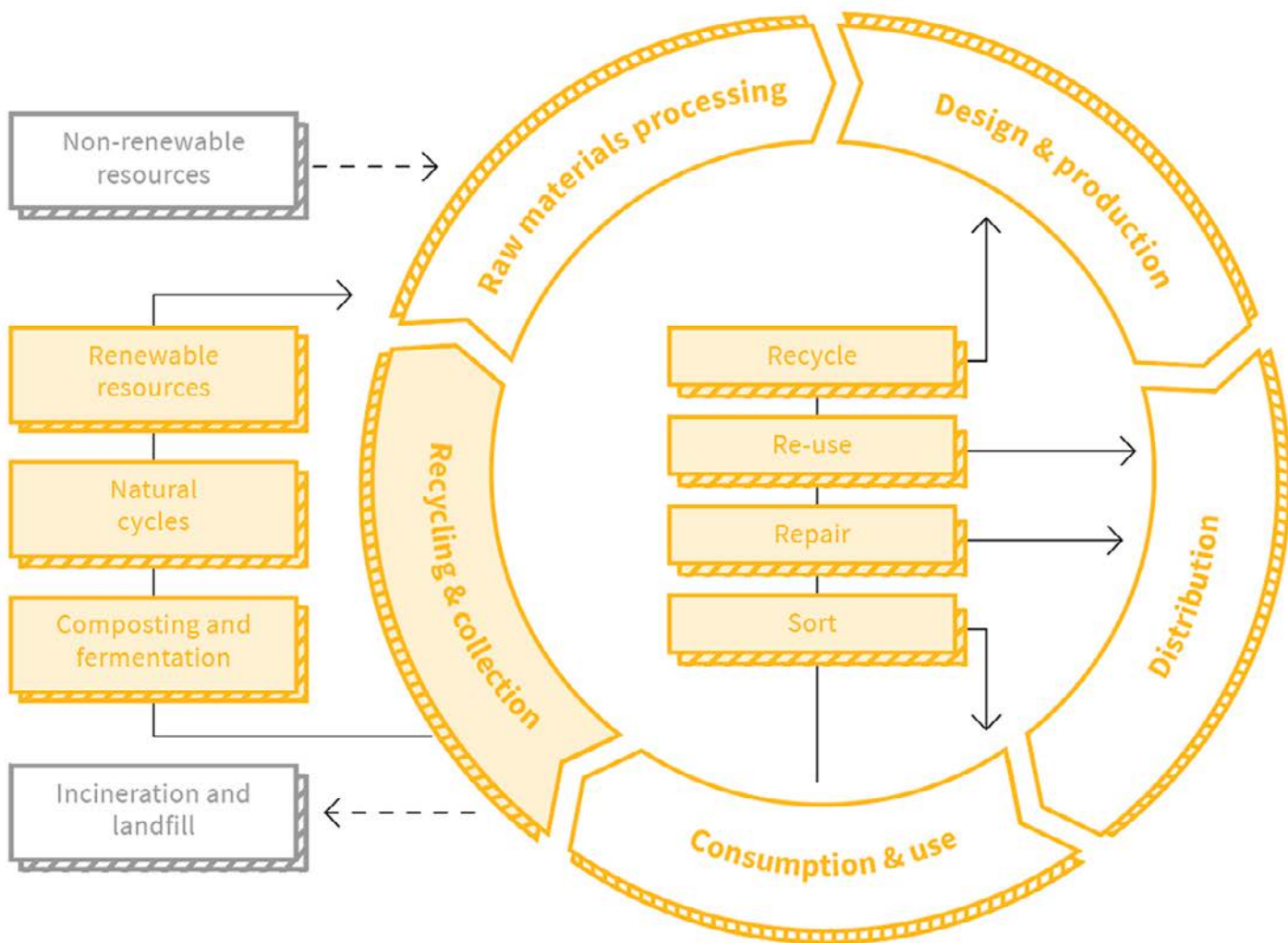
In order to close cycles, it is important in the long term not just to optimise the recycling process, but also to optimise product design. New products have to be manufactured in such a way that the component materials can later be separated out and sorted without excessive use of mechanical processes, energy or chemicals. In the construction industry, the use of mechanical joints, for example, makes it easier to separate and reuse individual elements subsequently. Once a component has reached the end of its life, the individual material layers can be separated from each other and returned to the cycle as secondary raw materials.

Division Real Estate is increasingly following this approach through the work done by its new **Real Estate Products** unit. Instead of developing each project anew, we look for flexible, cost-efficient and environmentally friendly solutions and create standardised real estate products. These products are optimised for the entire building lifecycle. They are based on prefabricated elements designed to prioritise criteria such as ease of disassembly, durability, flexibility and re-usability.

The aim is to improve both the quality and sustainability of the buildings compared to traditional construction methods, to shorten delivery times and to reduce cost uncertainties. Using a configurator, planners combine prefabricated elements with the help of parametric design methods to give customers an optimised building design very quickly.

The Real Estate Products (REP) business unit has defined its own circular strategy along with a set of circular principles. These are being systematically integrated into the development and production of three products: **Green Hospitality**, Subsidised Housing and “**Best Age**”. Since 2021, REP has subjected itself to external assessment by Circular Globe to measure its own progress on the road towards a circular economy. Implemia became the first company in the property sector to achieve the “Advanced” maturity level.

# Concept of circular economy



# Water Consumption

Building sites don't just use solid materials like concrete, wood and composites. Water is an equally important basic material for building. It is used in great quantities for drilling, for mixing concrete, mortar and plaster, for cleaning and humidification of building elements and processes, as well as for sanitary facilities.

Careful handling of water is becoming increasingly important in the construction industry. Implenía does various things to reduce its water consumption. One of these is to use meticulous water treatment processes and another is to reuse wastewater directly on site.

In Sweden and France, Implenía has been measuring water consumption on all construction sites for several years. In 2023, for example, around 20,000 m<sup>3</sup> of water was consumed in France and around 290,000 m<sup>3</sup> in Sweden. As well as showing consumption values, the measuring system also indicates where and how water could be saved. Comprehensive data is not yet available from other countries, but Implenía is currently extending reporting of water consumption to its other markets.



# Waste and hazardous substances

The construction industry accounts for around half of all the waste generated in Europe. Much of Implenía's environmental impact is also due to waste. Most of this is created when buildings and structures are demolished, though considerable amounts of waste are also generated when building new structures.

Through improved processes and good planning, Implenía optimises the quantity of waste it produces; it is working on components and processes that allow materials to be separated easily and recycled at the end of their life cycle (see **Circular Economy**).

Implenía practises systematic waste management on its sites; it makes considerable efforts to dispose of construction waste by type and to promote recycling. For example, in Switzerland it uses separate containers for different waste materials, such as concrete, metal, wood and plaster.



This means that subcontractors can separate waste directly on site and achieve recycling rates of up to 90 percent. Implenía is well on track to achieve its target for 2025, which is to increase the recycling rate to 100 percent for materials that can be sensibly recycled.

The company takes special care with hazardous materials on its sites, such as diesel, petrol, bitumen, gas cylinders, lithium batteries and spray cans. To protect people and the environment, Implenía regularly trains its construction site personnel on how to store and transport hazardous materials.



# Biodiversity

Biodiversity – the variety of life on earth – plays a crucial role in maintaining the health and resilience of natural cycles. In addition to its ecological importance, biodiversity also has economic value. The construction sector, for one, depends on nature and what it produces. At the same time, construction activity often significantly affects natural habitats and takes valuable areas away from the natural world.

So when its major projects have an impact on the natural world, Implenía places great emphasis on preserving biodiversity; and it follows European and national biodiversity strategies in all its markets. The company carefully assesses the ecosystems at its project sites and surrounding areas. If necessary, it takes measures to minimise impacts and protect natural habitats. Special attention is paid to species listed on the IUCN Red List as threatened, endangered or highly endangered.

Implenia is conscious of the great importance of biodiversity and actively sensitises its employees to this topic. From 2024, the **Sustainability Academy**, Implenía's internal continuing education platform, is offering a special module on biodiversity.

At the E39 Lyngdal project in Norway, for example, local flower seeds were collected before the soil was removed; these will be re-sown after the project is completed and the topsoil replaced. In another project, ancient oak trees were fenced off to avoid damaging them during the work, with additional measures taken to preserve their root systems.

Implenia Sweden is building a road bridge in Stockholm close to the Igelbäcken nature reserve. Igelbäcken is home to several protected species including the greenling, a rare type of fish. Implenía has taken various steps to protect the area and is adapting its operations so that no work is carried out in or next to the protected water.

In another project in Sweden, there was an invasive plant species growing on the construction site. Special measures were taken to combat this undesirable, non-native species, prevent its further spread and protect biodiversity. Employees were also given specific training on how to handle the plant correctly.



# On-site environmental management

GRI 2-23, 2-24

## Environmental standard and environmental concept

An internal environmental standard has been applied across all areas of Implenia's business since 2017. This includes Group-wide minimum requirements for waste disposal, soil protection, water treatment, noise reduction, clean air and energy consumption. These requirements – summarised on an information sheet for ease of use – must be followed by project teams on all construction sites.

In addition to its general environmental standards, Implenia applies project-specific environmental concepts to its building construction and infrastructure projects. These concepts govern the way construction sites are organised and include comprehensive sustainability criteria. Project managers are given a module-based handbook to work with, which gives them background information to help assess environmental risks correctly and take precautionary action early.

Checklists help project teams reduce energy consumption and noise pollution, optimise waste management and reduce impacts on air, soil and water. This makes it easier to comply with legal requirements, but also to meet additional criteria set by clients or necessitated by the desire to achieve a particular sustainability certification.




## OUR ENVIRONMENTAL STANDARD

Our environmental standard is derived from the Implenia sustainability strategy and the focus topic "Respect for the environment". It defines the minimum requirement in terms of environmental protection on construction sites for the topics of water, soil, energy, air, noise and waste. These requirements address all operative business units. The respect of local environmental regulations is always to be treated with priority.

### ENVIRONMENTAL INCIDENTS

- Emergency measures for the prevention of environmental incidents and measures for the restoration of proper operation must be laid down according to risk evaluation (emergency concept). The construction site is to be equipped and the construction personnel to be trained accordingly.
- In case of any contamination, an environmental specialist must be consulted.
- Environmental incidents (as well as personal incidents) and non-conformities must be reported as quickly as possible and recorded in the group-wide reporting system.

#### WATER

- If water is contaminated on the construction site (sediments, alkaline water), it must be treated in a sewage treatment plant with regard to turbidity and pH before being discharged into an on-site prefilter. The choice of prefilter is made in consultation with the responsibilities. It is always necessary to comply with the applicable regulations of the discharge permit.
- Contaminated demolition materials, including reclaimed asphalt, should be disposed of promptly and in accordance with applicable regulations. They may only be stored on solid, impermeable or covered surfaces. Any water that comes into contact with these materials must be collected, treated and drained in accordance with legal requirements.
- The cleaning of construction machines and vehicles takes place over a sealed wash zone. If required by legislation, the wash zone must also be equipped with an oil, gasoline or coalescence separator.
- The refueling of vehicles and machines must be carried out in accordance with regulations.
- Water polluting chemicals and substances must be stored in a sealed, marked and weatherprotected container with collecting basin (IBC container). Prohibition of combined storage must be respected. The corresponding PSE (personal safety equipment) and emergency equipment must be provided.
- To reduce water consumption, water-saving technologies must be used, staff must be trained in efficient water management and water consumption must be monitored regularly.

#### AIR

- Construction machines and equipment with diesel combustion engines have to have a particle filter, are to be regularly maintained and have to meet the applicable emission values. Corresponding proofs can be provided if requested.
- Dust is reduced with appropriate measures (for example, moistening, machines with suction, driver's cabins with protective ventilation, wheel washers, low discharge height, lower driving speed on the construction site).
- Wherever possible, solvent-free products (with low VOC content) are to be used.

#### SOIL

- Whenever possible, check the re-use of material on own or adjacent construction sites to avoid unnecessary transport.
- The removal and installation of individual soil layers must be carried out for each layer separately, with a minimum damage to the soil and soil consolidation. Example: The topsoil must be removed and stored so that it retains its physical and biological properties.

#### ENERGY

- When purchasing new or used construction machines, low energy consumption is taken under consideration for the purchasing decision.
- Wherever possible and reasonable measures are taken to reduce energy consumption.

#### NOISE

- Applicable working hours and operating restrictions for the construction are to be strictly followed.
- Noise-intensive activities are, if possible, carried out simultaneously and are adapted to local residents' needs. The local residents are informed accordingly by the project managers.
- Motors are switched off when not in use.
- Where possible, low-noise construction machines and equipment are used. These are equipped with a noise tag and the maintenance papers.
- If required and possible noise-absorbing walls, noise enclosures or noise shadows (containers or material storage) are to be used.

#### CONSTRUCTION WASTE

- Construction waste is not burnt on the construction site.
- Construction site waste is collected and correctly sorted on the construction site, except if it's technically impossible (because of poor space conditions or accessibility) or if excessively high additional costs incur.
- Special waste (e.g. waste oil, foams, spray cans, residual colors, glues and so forth) must always be collected separately and disposed of according to the applicable regulations and with the necessary caution. The documents regarding control and traceability must be kept in accordance with local regulations.
- Various well-marked containers are provided. The construction site personnel are trained and regular inspections of the waste separation are carried out.
- If possible, an authorized disposal company with a near-by disposal site is selected.
- If there is a risk due to hazardous substances, specialists are to be consulted.








Implenia, January 2024

## Smart construction logistics

Only about 30 percent of working time on construction sites leads directly to value creation. The remaining 70 percent is indirectly productive and spent on things like distribution and preparation: e.g. locating materials, maintenance, transportation, disposal and troubleshooting.

Well-organised construction logistics can significantly improve value creation and sustainability on a construction site. Implenia's subsidiary **Building Construction Logistics GmbH (BCL)** specialises in precisely this field. It optimises logistics processes in order to minimise wastes of time and resources, as well as to reduce costs and the risk of missing deadlines.

Good construction logistics can decrease waste and dust, noise and air pollution by doing things like cutting out unnecessary transport and increasing the recycling rate. Using a tailor-made logistics concept, BCL ensures, for example, that 70 percent less mixed construction waste is generated at the Telli construction site in Aarau (CH) compared to similar projects.

## Sensitising employees

Implenia regularly informs and educates employees about environmental issues, knowing that this has a positive influence on energy and resource consumption. Three awareness-raising campaigns are carried out each year on construction sites in Switzerland, addressing key environmental issues such as soil protection, water purification, air pollution, noise reduction, waste disposal and CO<sub>2</sub> emissions. Two e-learning courses were also offered on these topics in 2023 (see **Sustainability Academy**)

Awareness campaigns use different communication channels at different levels: site personnel receive a quarter-hour training session, and a multilingual information poster is hung up in highly visible places on the construction site for several weeks. Project managers receive additional training and detailed documentation.

GRI 2-23, 2-24

**Implenia**

**MANIPULATION RESPONSABLE DES MACHINES DE CONSTRUCTION**

- **Révision et entretien**  
Réviser régulièrement et entretenir de façon professionnelle
- **Sécurité des machines**  
Corriger immédiatement les défauts
- **Sécurité au travail**  
Toujours maintenir un contact visuel
- **Efficacité**  
Éteindre les machines inutilisées

**Implenia**

**ENTSORGEN, ABER RICHTIG!**

- Möglichst Abfälle **vermeiden**
- Individuelle Abfälle **korrekt entsorgen**
- Bauabfälle korrekt und direkt entsorgen, Anwenden des **Mehr-Mulden-Konzepts**
- Sondermüll sammeln und **fachgerecht entsorgen**

## Reporting of environmental incidents

Implenia has been recording incidents on construction sites for many years, with a particular focus on accidents involving people. In 2020, the Group introduced a standardised system for all countries and divisions to investigate every type of incident in a structured manner. Environmental incidents are recorded separately in this system and classified into categories. In line with the Group's sustainability goals, the consistent reporting of incidents will be anchored in all countries and business units by 2025. In 2023, 247 environmental incidents were reported across the Group; no serious incidents with significant or long-term effects were identified.

A lot can happen on a construction site. Diesel or hydraulic oil can accidentally enter the ground or water, nearby roads can be polluted, or a protected tree might be damaged. To identify the cause of such incidents and learn from mistakes, the responsible managers (usually assisted by safety officers) carry out a “root-cause analysis”. Any measures that are needed can then be taken and their effectiveness monitored.

## Mobility

Implenia uses hundreds of vehicles every day. Across the Group, its cars, trucks and vans, but also excavators, rollers and other specialised vehicles and machinery consume a total of approximately 16 million litres of fuel a year.

When procuring vehicles and machinery, Implenia prioritises low-emission options. In Switzerland, Germany and Sweden, internal vehicle and leasing regulations encourage the use of electric cars. In France, Austria and Norway, Implenia has small fleets of electric delivery and passenger vehicles. Many offices provide their employees with e-bikes.

Technology has progressed to the point where alternatives to the traditional internal combustion engine are available not just for cars but also for heavy construction machinery. For example, Implenia operates several hybrid excavators in Switzerland. In Norway the company has gone a step further and has completed its first projects using purely electric-powered construction site vehicles. Implenia Sweden, together with Finnish manufacturer Sandvik, has developed a dumper fuelled by fully biodegradable hydraulic oil for use on an underground railway construction site in Stockholm. The use of bio-fuels to drive construction machinery is steadily increasing. Implenia Sweden already mainly uses biofuels for its own machines.

Implenia uses incentives and awareness campaigns to encourage employees to use public transport for business travel. Employees who regularly travel by train to appointments or who do not use a company car can apply for discount cards and rail passes. Employees at head office receive a monthly mobility bonus in addition to their salary, which they can use to travel by public transport.



# Green offices

The biggest levers with which Implenía can control its environmental impact are to be found on our construction sites. However, environmentally friendly approaches in our office buildings can also make a difference. In 2020, therefore, Implenía launched its “Sustainable Office” initiative, which applies a series of measures relating to mobility, waste and materials in our countries and divisions.

The initiative includes employee awareness campaigns, analysis and proposals for improvements at specific locations, and various pilot projects. Implenía’s basic principle here is that even small measures can have a positive effect. And that sustainable habits can lead to sustainable thinking.





## Attractive working environment

Around 9,500 employees from 92 nations work at Implenia. The company provides them with a safe and modern working environment and is continuously expanding its in-house education and training offering.



# Diverse employees

GRI 2-6, 2-7, 2-9, 3-3, 401-1, 405-1

At the end of 2023, Implenia Group employed a total of 9,617 people from 92 countries. About half of all employees are between 30 and 50 years of age. Over the past few years, the average age of the Implenia workforce has decreased slightly. Around 58 percent of employees are office-based while 42 percent work on construction sites.

The great diversity of Implenia’s workforce is one of its strengths, enriching the company with different experiences and perspectives. Implenia has therefore established the promotion of employee diversity, equality and integration as a corporate goal (see **Sustainability Goals**); it introduced a new global guideline in 2023 that sets clear goals and directions (see **Diversity, Equality and Inclusion Directive**).

The proportion of women employees has been rising steadily for a number of years and in 2023 again exceeded the previous year’s level at 23.4 percent. The proportion of women in management roles was 19 percent (previous year: 11.2 percent).

12.8 percent of all employees work part-time. 65 percent of these are women. In total, 90.6 percent of all employees are in permanent employment (all figures as at end-2023).

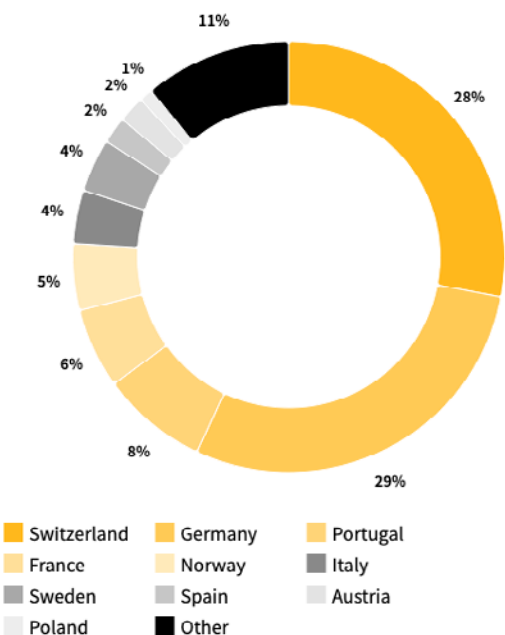
The employee fluctuation rate across the company in 2023 came to 18.9 percent (excluding Wincasa), which is 4.3 percentage points higher than in the previous year. Even after the completed transformation, which had an impact on staff turnover from 2019 to 2023, Implenia is implementing several measures to be an attractive employer.

In line with its sustainability goals, Implenia aims to improve employee satisfaction continuously up to 2025 – through, among other things, modern, flexible and family-friendly working environments. In 2022, the company introduced a decentralised survey tool to check employee well-being and satisfaction in all areas and functions.

Status: end 2023

## EMPLOYEES

in % by country of origin

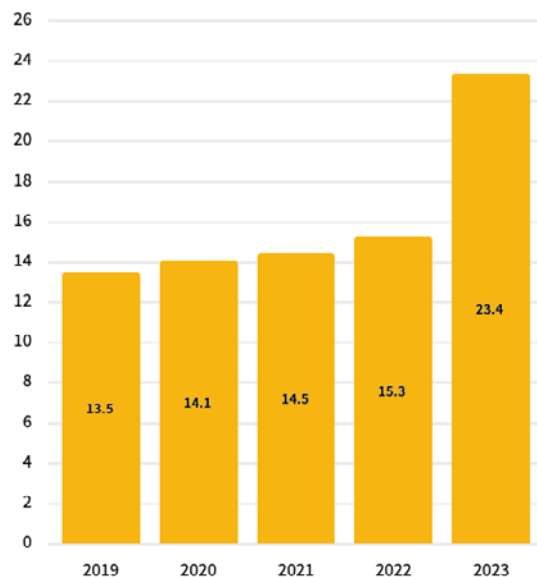


Status: end 2023

## PROPORTION OF WOMEN

in %

2023 influenced by integration of Wincasa



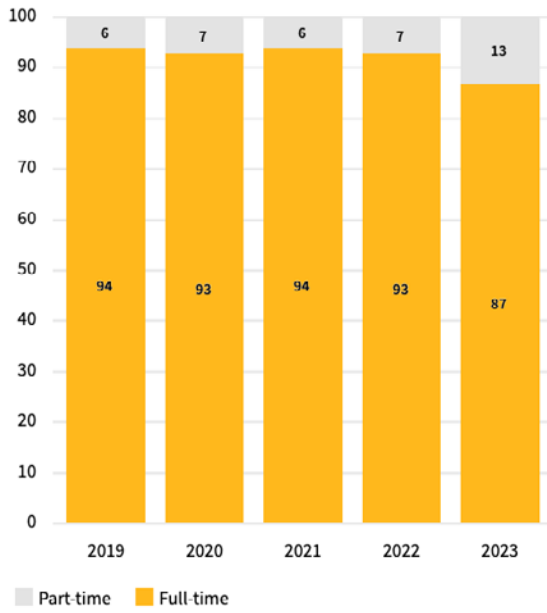


Status: end 2023

### PART-TIME AND FULL-TIME JOBS

in %

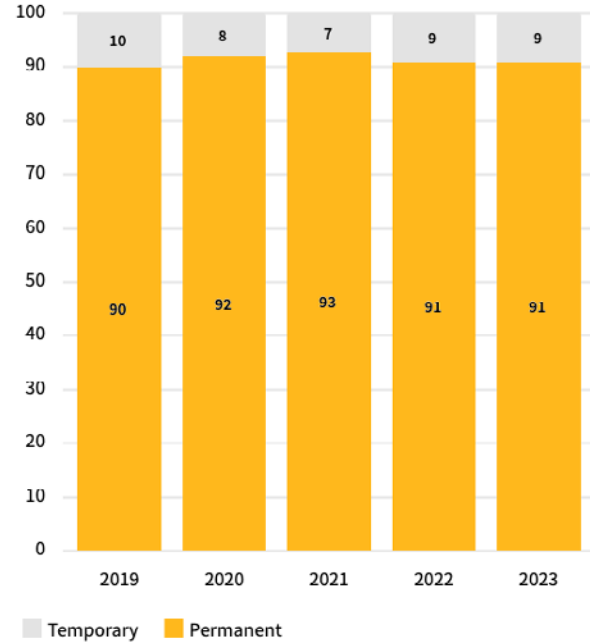
2023 influenced by integration of Wincasa



Status: end 2023

### PERMANENT AND TEMPORARY JOBS

in %

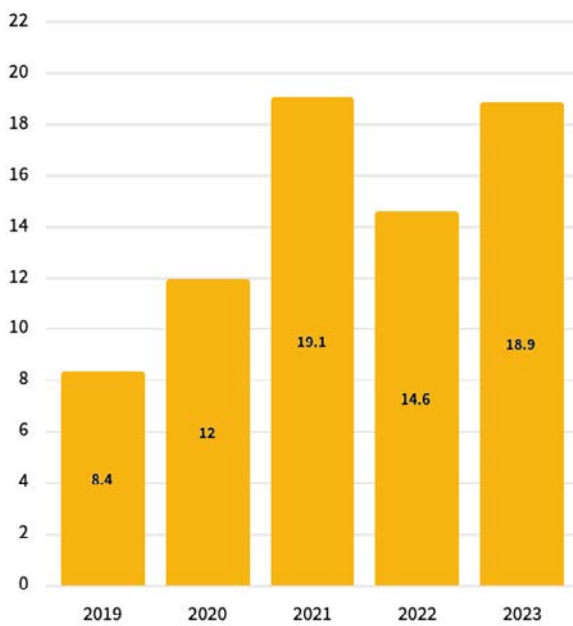


Status: end 2023

### FLUCTUATION RATE

in %

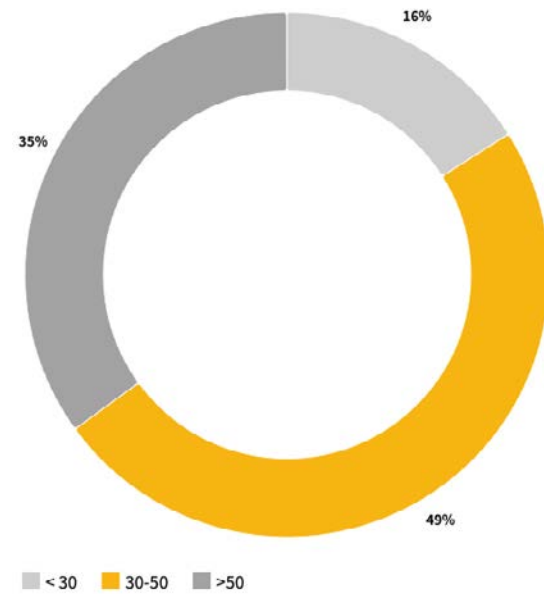
2020-2023 influenced by transformation



Status: end 2023

### AGE STRUCTURE

in % for the year 2023



# Equal opportunities

GRI 405-1

Implenia has worked intensively for many years to provide equal opportunities for women and men. The company is not satisfied with the current percentage of female employees, and it is continuing its work to attract more women across all job categories.

Implenia established a women's network in 2023 to promote diversity, equality and integration. The network organises regular events at local and global level.

At the end of 2023, Implenia also signed the UN Women Empowerment Principles. The WEP established by UN Women and the UN Global Compact are based on international labour and human rights standards and recognise that companies have an interest in and a responsibility for gender equality and for strengthening the role of women. The WEP are an important tool for businesses trying to implement the gender aspects of Agenda 2030 and the United Nations Sustainable Development Goals. Its involvement in the WEP community demonstrates the company's desire to focus on business practices that empower women ([read more](#)).

Implenia is a member of «[Advance](#)», a broad-based Swiss programme established by a group of well-known companies to actively help women advance their careers. One of its aims is to increase the proportion of women in management positions through skills-building workshops, mentoring and networking events.

Implenia also works on bringing talented young people into many different careers within the construction industry, directing its efforts equally at women and men.



# Fair pay

GRI 2-30, 401-2, 401-3, 405-2

Implenia pays transparent, fair and competitive wages and salaries. Salary setting is gender-neutral and specific to each position. Where there are no collective agreements, Implenia complies with statutory minimum wage requirements. In 2023, around 62 percent of the Group's workforce worked under a collective employment contract. For employees not covered by a collective employment contract, Implenia follows the standard practices in its markets in accordance with local labour laws.

Regardless of pay guidelines, salaries of men and women in comparable positions still sometimes differ. The Human Resources Department is constantly working to eliminate unjustified pay differentials. For example, it makes targeted use of the budget for salary increases to rebalance gender differences, and it conducts quantitative analyses during pay reviews to ensure that gender pay gaps are minimised or eliminated.

In 2022, Implenia Switzerland had its wage equality analysed externally using "Logib", the Swiss government's respected analysis tool. Taking into account personal and location-specific circumstances, a slight gender wage gap of 5.3% was found – in favour of women.

By national comparison, the company is therefore doing very well: according to the **Federal Statistical Office**, the average wage gap in Switzerland is almost 11 percent in favour of men (as of 2022).

Implenia also adjusts wages individually on the basis of performance assessments and relative wage positions. As well as the employee's contribution, such adjustments are based on the complexity and scope of their role, as well as local market conditions.

Since 2021, employees with a flexible salary component have been obliged to set their own individual goals each year, based on the company's values. In addition to their agreed basic salary, these employees receive a variable salary component linked to the achievement of these personal goals.

Since the beginning of 2023, compensation for members of the Implenia Executive Committee (IEC) has also been linked to the achievement of goals based on the company's sustainability targets. IEC members receive a potential percentage bonus on top of their salary if they make the required progress. Implenia sets targets for each IEC member individually in accordance with their area of influence.

All permanent employees have the opportunity to purchase Implenia registered shares on favourable terms after six months of employment at the company.

Conditions of employment and social benefits meet the latest standards at the very least, and in some instances go far beyond the statutory requirements. For example, employees in Switzerland benefit from attractive pension arrangements, an extra week's holiday and 16 weeks of maternity leave – two weeks longer than the statutory minimum.

All employees in Switzerland are insured by Implenia's pension fund in accordance with statutory requirements. Implenia also runs the "Fondation Patronale" pension foundation, which has capital of CHF 11 million. The foundation was set up to mitigate the financial consequences of illness, disability and death by paying out pension benefits and voluntary inflation supplements, or by helping people who have been affected by restructuring measures.

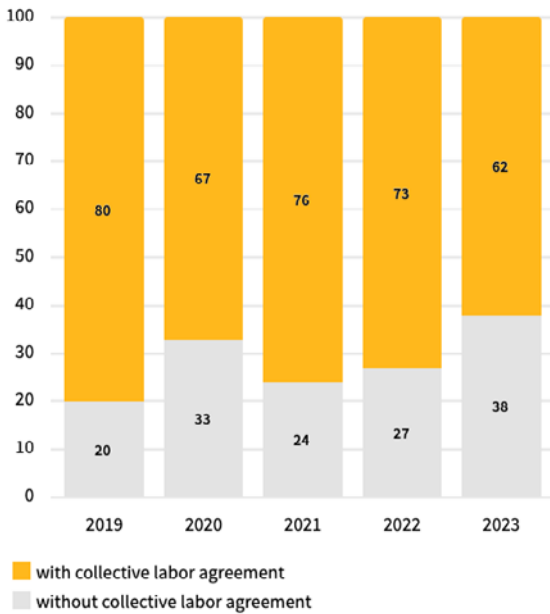
In Germany, Implenia employees receive a company pension and anniversary bonuses. Nearly all permanent employees are members of the "2005 retirement and risk insurance plan" which provides added security in old age. In addition to old-age benefits, employer contributions cover the risk of disability and death.

In the wake of the Covid pandemic, Implenia continues to encourage a sensible balance between office-based work and remote working, providing flexibility and attractive working conditions for its employees. Provided the nature of the job allows, there are agreements on mobile working for employees in all markets.

## Employees with and without collective labor agreement

in %

2023 influenced by integration of Wincasa



## Advice and support

GRI 403-6, 406-1

Implenia provides a supportive work environment that enables employees to do their demanding jobs well. The company nurtures a culture of open dialogue, in which important developments and decisions are communicated in a prompt and transparent manner. The CEO regularly addresses employees in a newsletter and at “town hall” events, telling them about changes in the company and its operating environment. There is also a “Meet and Greet” event once a month, at which employees get a chance to talk freely with the CEO and CHRO.

Implenia is committed to treating all employees equally, regardless of their gender, place of origin, colour, religion, sexual orientation or political views. The company follows the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work and its follow-up procedure. These focus for example on equal pay and preventing discrimination of any sort.

In order to protect all employees from sexual harassment and discrimination, Implenia has set out clear rules in its **Code of Conduct** “How we work”. It runs several different reporting channels, including the **Implenia Speak Up Line** introduced in 2023, which provides advice and support on any issues or problems employees may encounter, as well as a place to report critical incidents in confidence and anonymity.

Where in-house advisory and support services are not sufficient, Implenia offers employees and dependants in the same household the opportunity to access external agencies free of charge and in confidence. Consultants from external service provider ICAS offer professional help in cases of bullying or harassment, for example. They also help employees at an early stage with any family problems, anxieties or psychological issues – before worries and problems start to have a negative effect on health, concentration and performance.

# Training and continuing professional development

GRI 404-1, 404-2, 404-3

## INDIVIDUAL DEVELOPMENT

In order to implement its strategy, Implenia wants to attract highly talented people and instil in them a long-term commitment to the company. It offers employees a wide variety of training and development opportunities, allowing them to build up their knowledge and skills and to progress within the business.

Just as employees' personal and professional progress is encouraged, the training and development programme itself is constantly being expanded. Training courses are subject to constant quality control. In 2023, Implenia launched a new and improved digital learning platform in all markets to provide and monitor global and local training.

Training is coordinated and carried out at Group, national and local levels, and specialist training is provided by experts from the operational units. The success of the training programme is due in part to the fact that it addresses all levels of the hierarchy, reaching every employee from top management to project level.

Implenia wants to support all employees equally in their careers, and so in 2019 it tested a new standard for assessing the organisation and its talents and for targeted succession planning: the "Organisation Capabilities Review". Following its successful introduction for managers, this has gradually been applied to the whole Group.



## SUSTAINABILITY ACADEMY

Implenia established the Sustainability Academy in 2022. Each segment of the digital training programme covers one of the Group's sustainability goals, thus informing employees about the most important sustainability issues. The first four modules have been released and are steadily being integrated into training plans and the onboarding process for new employees. Nearly 2,500 of the approximately one-hour training courses on environmental protection, CO<sub>2</sub> reduction, circular economy and sustainable development and construction were completed in 2023.

## MANAGEMENT TRAINING

In order to achieve a consistent approach to management, Implenia uses various leadership programmes to develop managers in all its markets.

Implenia also trains managers from all markets under the Group-wide "WE LEAD" programme, which is based on the Executive MBA Continuing Education Programme "embaX" offered by ETH Zurich and the University of St. Gallen. WE LEAD consists of several modules on topics such as change management, leadership and collaboration.

In addition to conveying common values and leadership principles, the programme promotes Group-wide networking between present and future managers. 200 employees benefited from the extended training and development offer in the first round. Since 2023, WE LEAD has also been open to promising employees who seem suited to a management role in future. The second round is currently under way, with 250 people taking part.

In Germany, up-and-coming managers are trained within the year-long "Winning Potential" programme, which teaches key social, communications and methodological skills.

## PROMOTION OF YOUNG TALENT

Implenia prefers to fill vacant positions whenever it can with the most suitable people from within its own ranks, and uses a systematic talent management process to help it do this. The increasing shortage of skilled specialists within the industry means, however, that the company also has to recruit external talent. For example, Implenia offers graduates the opportunity to complete a 12-month trainee programme to prepare them for a commercial or technical career.

Implenia Switzerland has also been offering the “**Junior Construction Management Programme**” since 2022. Aimed specifically at apprentices and students in the construction field, this year-long course prepares young professionals for construction manager or technical training. Participants currently take nine modules, 90 percent of which involve practical placements on projects and construction sites. The valuable experience they gain puts them in a good position to start a further course of study as a junior construction manager.



## VOCATIONAL TRAINING

Implenia also wants to be a leading company in the construction industry for promoting young talent. The company has always trained young professionals – to secure its own future and at the same time to fulfil its social responsibility. Around 250 young people were doing an apprenticeship in a commercial or technical field at Implenia in 2023.

As well as offering its apprentices in Switzerland a training place, Implenia also strengthens their professional and social skills by running regular apprenticeship projects. In 2023, for example, second-year apprentices built three bridges for the municipality of Goms and performed work assignments for the Furka steam railway in Oberwald, Canton Valais ([more on this](#)).

Implenia Norway has awarded its “Mentor of the Year” and “Trainee of the Year” prizes since 2019 to show its appreciation of exceptional achievement in talent development. Not least thanks to these efforts, the number of trainees is steadily increasing.

Since the end of 2019, Implenia Sweden has run its own training programme for on-site staff called “Blue Collar Worker”. Ten of the first twelve newly trained specialists were offered a job within the Group at the end of the programme.

# Health and safety

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-7, 403-8

Health & Safety is right at the top of Implenia's priorities. The topic thus forms a fixed point on the agenda of every Implenia Executive Committee meeting and of all meetings of the divisional management teams. In recent years the company has launched numerous initiatives and created various structures to minimise risks on its construction sites. Almost a 100 percent of all business units (excluding Wincasa) now have ISO 45001 certification.

Implenia has a well developed Health & Safety organisation with clearly defined responsibilities and processes. If accidents do occur, they are systematically recorded and investigated, and corrective measures are introduced. These measures are based on an obligatory discussion between the people involved and their line managers to clarify the causes of the accident.



## SAFETY CULTURE

GRI 403-5

A good safety culture encompasses all the norms and values that define how people work and interact with each other safely. Implenia promotes its safety culture on many levels. This culture includes being constructive about errors, exchanging experiences and applying established models and concepts of work psychology. For many years, Implenia's number one safety rule has been that everyone has the right and duty to stop work immediately if a situation seems unsafe.

The **Code of Conduct** obliges all employees without exception to comply with the **Safety Rules**. Thanks to the Implenia Code of Conduct for External Business Partners, this also applies to subcontractors operating on Implenia construction sites. Implenia doesn't just impose rules and regulations however; it also actively tries to heighten its employees' awareness of health and safety. In Switzerland, for example, this already starts during the induction week for new trainees, where more than half of teaching time is devoted to health and safety at work.

Regular meetings and workshops designed to identify risks, improve risk management and share experiences are embedded into everyday working life. In past years, Implenia has carried out various programmes and campaigns, most of them at local level and in the operational units. A "15-Minute Safety" internal training session is held at least once a month at all projects, for example.



At management level, the company uses leadership workshops to create an even greater awareness of the Group-wide safety culture. The guiding principle is: “safety at work is a management issue!”. Another vital component is the regular reporting that gives managers of relevant operational units an overview of the latest safety performance. Annual goals set for senior managers and executives include site inspections with a focus on health and safety.

Implenia is continuously strengthening its international cooperation on health and safety. A regular exchange of information within the Group-wide Health & Safety organisation helps different teams learn from each other, identify potential for improvements and exploit synergies. By sharing examples of best practice from different countries, all parts of the company can help bring safety up to the same high level across the Group.

Implenia is a member of the "Health & Safety" working group of the European construction industry network **encord**, which allows it to exchange ideas with other companies.



## SAFETY RULES

-  1. I care for myself and my colleagues. In case of doubt I say STOP!
-  2. I only start my work after assessing any risk and taking mitigation actions
-  3. I always wear the required Personal Protective Equipment (PPE)
-  4. I strictly adhere to zero tolerance regarding alcohol and drugs
-  5. I take fatigue and stress seriously
-  6. I report all incidents immediately and inform my colleagues

### HEALTH & SAFETY-AWARD

Implenia’s annual Health & Safety Award recognises outstanding achievements in occupational health and safety by three teams or individuals across the Group. The award is designed to encourage the search for innovative solutions and publicise good ideas throughout the Group.

The 2023 Health & Safety Award was won by a unit of Division Buildings in Switzerland. This unit developed a modular “SOS station” that contains a first aid kit, a defibrillator, a fire extinguisher, instructions and other emergency equipment. The SOS station is mobile and has attachment points so it can be lifted by a crane. Second place went to a unit that has brought in a whole series of ideas to improve safety. Third place was awarded to a tunnel construction project in Germany, where BIM was used very effectively to model and update a constantly changing network of safe walkways through the construction site ([read more](#)).

## HEALTH & SAFETY DAY

The second Group-wide Health & Safety Day was held in September 2023. Every employee in all the different countries and departments, on construction sites and in offices, took a break from their day-to-day work to discuss and learn about how they can make a personal contribution to reducing accidents further and creating a healthy working environment. The main focus in 2023 was on a team-level discussion about the question: “What will I do?”. Animated discussions within the teams ended with all employees stating their intention to improve the health and safety situation by doing small things. Thousands of proposals came together. Other activities during on the day included workplace visits, first aid and fire-fighting training, as well as workshops on specific topics.



## ACCIDENTS AND ABSENCES

The number of accidents at Implenias has thankfully fallen sharply over the years. In 2023, the accident rate was 41 accidents per thousand full-time jobs. The most common types of accident include trips, injuries when lifting loads by hand, and eye injuries.

However, the accident rate is only one of several health and safety indicators. It does not adequately capture rare but serious incidents. Alongside the accident rate Implenias therefore also includes the number of serious incidents in its annual health & safety targets and works to reduce both values. Unfortunately, in 2023 three fatal accidents involving subcontractors and temporary employees occurred on Implenias construction sites and in joint ventures led by Implenias.

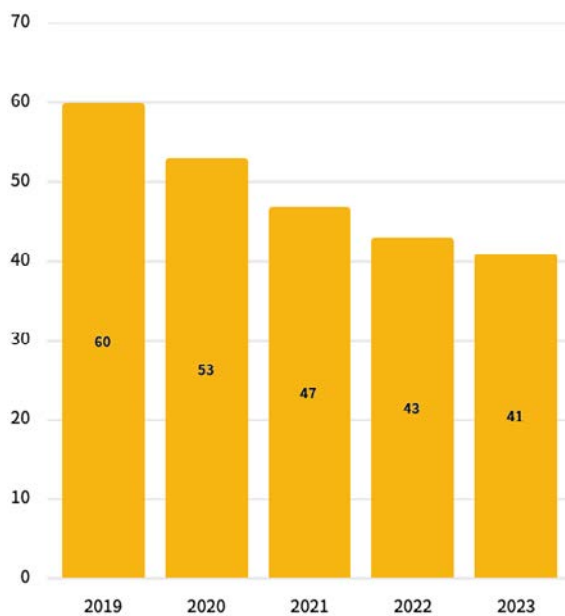
Days of absence due to occupational accidents fell to 6,722 in 2023 (2022: 8,285). The number of non-occupational accidents fell slightly between 2022 and 2023. Most accidents in people's private lives happened when playing ball sports, on the roads, or as a result of slips and trips in the home or garden.

When its employees have serious accidents or are seriously ill, Implenias works with internal health managers on their rehabilitation and reintegration. In 2023 the team supported 166 such cases in Switzerland.

Status: end 2023

### OCCUPATIONAL ACCIDENTS

in number of incidents per 1,000 full-time positions







## Social commitment and compliance

Implenia acknowledges its social responsibilities. The company is committed to ethical principles; its Code of Conduct and associated processes ensure that employees comply with these principles. It is also involved in social projects well beyond its own business activities.



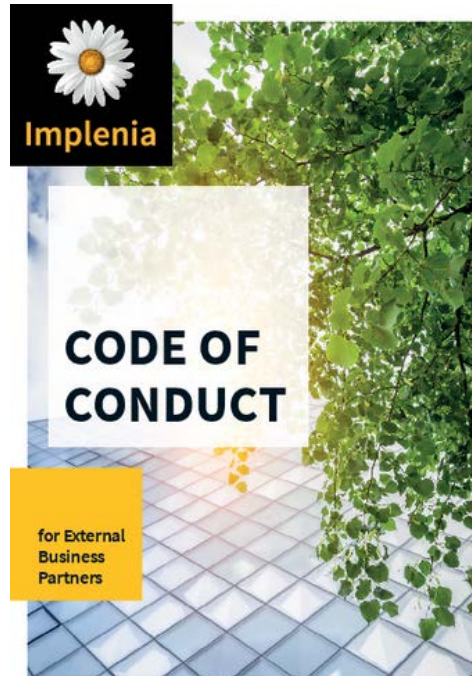
# Code of Conduct

GRI 2-23, 2-24, 2-25, 3-3

Implenia sets out its underlying values as a responsible corporation in its **Code of Conduct**. These values are: excellence, collaboration, agility, integrity and sustainability. The Code governs the way employees relate to each other, but also the way they act towards business partners, authorities and the environment.

The Code of Conduct forms an integral component of Implenia's employment contracts and is binding on all staff. All new employees complete an e-learning course or face-to-face training about the Code. More than 900 new employees completed the e-learning course in 2023, while longstanding employees also receive regular internal training.

In addition, Implenia introduced a new, independent **Code of Conduct for External Business Partners** in 2023, which sets out the main principles and concrete conditions for cooperation with its external business partners. It centres on working conditions, human rights, fair and respectful treatment of employees, ethical practices, supply chains, environmental protection and responsible procurement. The Code of Conduct for External Business Partners is an integral part of the agreements concluded between Implenia and its business partners.



[Code of Conduct](#)



[Code of Conduct for external business partners](#)

GRI 2-25, 2-26, 205-1, 205-3, 406-1

Implenia has appointed a Country Compliance Officer for each country; they are the first point of contact for legal and regulatory compliance issues. Employees can also go to the Compliance Officer if they suspect or actually witness malpractice. They can also report observations directly to the central compliance department.

Each country also has a Data Protection Coordinator for questions relating to data protection. In Germany, a Data Protection Officer, appointed in accordance with national regulations, performs the statutory data protection tasks.

The Group's Chief Compliance Officer is General Counsel German Grüniger, who also has responsibility for this subject on the Implenia Executive Committee. He is supported by Stephanie Männl, the Global Head of Compliance & Data Protection, who is responsible among other things for implementing the Compliance Management System.

Implenia encourages anyone who notices a possible violation of the Code of Conduct, other internal policies

or legal regulations to report the suspected misconduct. There are several channels available for this purpose, including the newly introduced Implenía Speak Up Line. This whistleblower platform, operated by an external organisation, enables anonymous reporting via a publicly accessible website, and offers a facility for communicating with the whistleblower. Every incident is investigated comprehensively and neutrally. The protection of whistleblowers from discrimination or punishment is a central feature of the process.

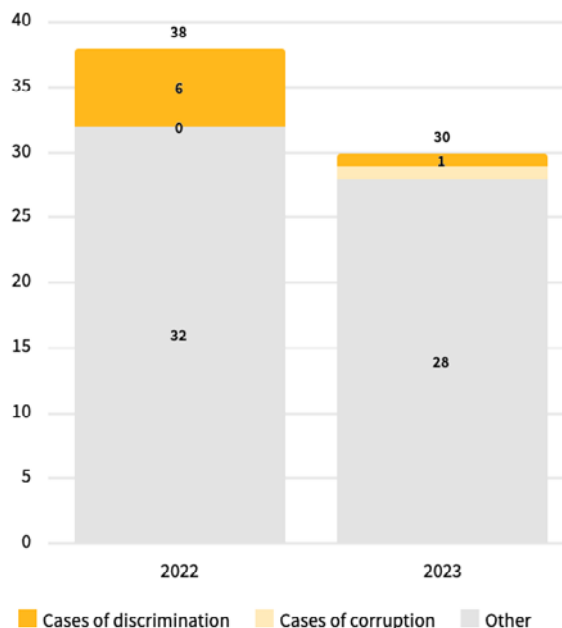
If suspicions are confirmed by the initial investigation, the relevant Country Compliance Officer or Global Head Compliance & Data Protection will conduct an in-depth investigation in consultation with the Chief Compliance Officer. A member of Procurement will be brought in if there is a complaint about Implenía's suppliers or supply chain. Results are documented and presented to the responsible body for them to make a decision.

There were 30 compliance cases across the group in 2023. For example, one case of discrimination was reported, which was investigated, and the necessary measures were taken. In addition, a suspected case of corruption was reported, which was not confirmed following an internal investigation in cooperation with an external specialist.

Status: end 2023

## Compliance cases

In number of reported cases by incident type



## Human rights

GRI 2-23, 2-24, 2-25

Respect for human rights is a central concern for Implenía as it meets its corporate responsibilities. Its commitment to respecting human rights is based on the United Nations Universal Declaration of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work and its follow-up procedure. Implenía respects internationally recognised human rights and upholds them in its business activities and along the entire value chain.

The following human rights topics are particularly relevant to the construction industry and to Implenía as a major employer:

- Gender equality
- The right to work and adequate remuneration
- Right to establishment of unions
- The right to social security
- Protection of families, pregnant women, mothers and children
- Right to an adequate standard of living, including adequate food, clothing and housing
- Right to the highest attainable standard of physical and mental health

Implenía has implemented the following effective due diligence procedures to stop possible human rights violations within its supply chain:

- Internal, global purchasing rules ensure that human rights and selected environmental criteria are applied when selecting and evaluating suppliers; audits are conducted to ensure compliance
- The Code of Conduct for External Business Partners is integrated into existing and future supplier agree-

ments, which ensures there is a contractual obligation to comply with human rights and environmental due diligence obligations in the supply chain

- Consistent implementation of measures to ensure that every employee is working in a safe working environment. This includes regular training to raise awareness of potential risks, and the provision of protective equipment
- Extremely strict controls and policies are applied to minimise accidents and risks to health
- From 2024, regular training on supply chain due diligence processes is being conducted in the relevant business units

With its “How we work” **Code of Conduct**, which is part of every employment contact, Implenía has also established clear rules relating to its zero-tolerance of child and forced labour. Particularly in countries where there may be an increased risk of human rights violations, there are regular, unannounced inspections of Implenía construction sites and production plants.

Detailed regulations and information about legal requirements along the value chain are set out in Implenía’s Declaration of Principles on the Human Rights Strategy ([more on this](#))

Implenía promotes a culture that encourages all people, whether permanent staff or not, to report possible cases of misconduct, including concerns or suspicions about human rights violations within the company. The anonymous Speak Up line is one way of reporting such concerns (see previous chapter).

Following an internal risk analysis, no reasonable suspicion of child labour at Implenía and its supply chain was identified, meaning that the company is exempt from the due diligence and reporting obligations in the area of child labour in accordance with Article 5 paragraph 2 DDTro and Article 964j et seq. CO.

## Fighting corruption anti-competitive behaviour

The construction and real estate industry is highly competitive, but Implenía always acts fairly, has a zero-tolerance policy towards anti-competitive behaviour and will not tolerate any form of bribery or corruption. Implenía has very clear rules on responsibilities, and it applies the dual control principle to prevent corruption. As part of the standard auditing process, auditors regularly check the books for any irregularities.

Implenía has formulated Group-wide competition regulations to help familiarise employees with competition law and protect them from infringements. These regulations are unequivocal. All forms of agreement that could breach competition law are banned, for example, and the rules make it very clear to employees what behaviour is expected of them.

Additional integrity guidelines flesh out the principles of the “How We Work” **Code of Conduct** as they apply to corruption. These guidelines contain binding rules on the prevention and active fight against corrupt practices and bribery. The Integrity Directive also sets out specific guidelines for giving and receiving personal gifts or invitations to events. It stipulates country-specific financial thresholds, above which such gifts and events either have to be approved or are forbidden. Implenía expects all employees to adhere conscientiously to the applicable laws and internal rules.

Implenía makes its employees aware of compliance issues as soon as they join the company. Throughout their career, they undergo repeated compliance training and are regularly informed about the latest compliance issues. Implenía does this to give its workforce a deeper understanding of the topic.

In 2023, several trainings were conducted to prevent corruption according to a risk-based approach, reaching around 1,200 office-based employees. There has been a particular focus on training everyone who works in procurement, because this has been identified as an area that is susceptible to corruption risks. The topic has also been discussed in numerous divisional meetings.

In order to raise employee awareness, Implenía regularly addresses important aspects in accordance with the internal compliance communication plan – highlighting the roll-out of the revised “How we work” **Code of**



**Conduct**, for example, or staging campaigns on matters such as personal gifts. The company produces “Quick Guides” to frequently raised issues – rules of conduct at meetings with competitors, or how to handle personal gifts and gratuities correctly, for example – and distributes these to employees.

Corruption risks are covered as part of corporate risk management.



## Infringement of competition law

GRI 2-27, 206-1

If Implenia is implicated in investigations or lawsuits relating to competition law, it cooperates fully with the authorities and provides transparent information about the matter concerned. In the past ten years, a total of four official investigations have taken place, two of which were completed some time ago. Implenia dealt with two outstanding cases during the period under review, one of which is still being investigated.

In Switzerland, the Competition Commission carried out several investigations between 2010 and 2019 in Canton Grisons. These concerned suspicions of illegal collusion in the road construction market as well as in building construction and civil engineering prior to 2010. The Competition Commission finished its final investigation in mid-2019. Implenia gave the Competition Commission its unreserved cooperation throughout the process and thus helped to clarify the agreements on price and territories that were being investigated. The investigating authorities therefore refrained from imposing a fine on Implenia in the main investigation. The main investigation was divided into various sub-cases. In two of these, the Competition Commission would not grant Implenia the status of a key witness and therefore imposed two fines on Implenia for alleged collusion on two smaller building projects. Implenia lodged an appeal with the Federal Administrative Court against the subsequent division of proceedings, and against the refusal to grant Implenia the status of key witness in the sub-cases. The Federal Administrative Court dismissed the appeal, so Implenia has appealed to the Federal Supreme Court. The cases are still pending.

In Austria, the Central Public Prosecutor’s Office for Combating Economic Crime and Corruption in Vienna has been conducting an investigation into suspected collusive bidding since 2017; Implenia Baugesellschaft GmbH is one of the companies it is looking at. The investigation is still under way.

Information on older cases can be found in previous **sustainability reports**.

# Working with universities

Implenia works closely with universities to strengthen knowledge transfer between academia and business, and to help develop skilled professionals. In Switzerland, for example, the company works with the University of Applied Sciences and Arts Northwestern Switzerland (FHNW), and the Federal Institutes of Technology in Lausanne (EPFL) and Zurich (ETH).

Implenia has maintained close relations with the EPFL since 2019. Implenia executives meet regularly with the President of the EPFL to discuss potential cooperation and closer institutional links. The aim is to identify each other's needs and make the most of each partners' specific strengths. Since 2021, Implenia has also hosted the Innovation Leadership Seminar at the ETH Zurich in order to showcase the latest innovations.

Implenia works with various universities in Germany too. The company supports research projects at the Technical University (TU) Darmstadt, supporting degree theses at RWTH Aachen University and awards scholarships at the Technical University of Dortmund. Implenia experts also give lectures at the Biberach University of Applied Sciences.

In Norway, Implenia works with NTNU Trondheim, offers summer internships and supports master's theses.

Implenia is proud of its wide university network and its longstanding commitment to teaching and research, which has consistently delivered results in the form of knowledge sharing, joint initiatives and projects, master's theses and graduate employment.



# Social commitment and sponsorship

As the leading construction and real estate services provider in Switzerland, Implenía has a responsibility to make a positive contribution to society. The company's commitments in this regard go beyond the real estate and construction industry to embrace culture, innovation and education, as well as social projects. With all its commitments, Implenía attaches great importance to sustainable, partnership-based relationships.

It has, for example, worked for many years as a partner of “**Smiling Gecko**”, an aid organisation that works to improve conditions for people in rural Cambodia. Employees from all over Implenía go out to Cambodia to support locals with their expertise and help out with construction and infrastructure projects.

Other recent examples of local sponsorship and social commitments include:

- Young Stage Circus Festival
- Integration of disadvantaged people into the world of work in Sweden
- **AFB Germany & Viskogen Sweden**

Implenía adheres to high ethical standards when it sponsors or makes donations. Its own competition rules stipulate that the company can only support political organisations or individual politicians if this is done transparently and within the bounds of statutory regulations. Payments to other organisations have to be transparent and cannot be made with the intention of influencing their decisions.

**MORE ABOUT IMPLENIA'S COMMITMENT**





## Community engagement

Construction work – especially on large sites and infrastructure projects – can cause problems relating to things like noise, dust, vibrations, waste, environmental impact or quality and safety issues. Communication with local communities becomes even more important in such situations. Implenia is committed to reducing negative impacts on local people and to encouraging dialogue through consultation processes during planning, for example, and through regular communication with residents during the construction phase. Wherever possible, Implenia tries to create positive added value for local people.

It regularly arranges guided tours and site visits for residents and school children, and organises workshops to give locals a better understanding of what it is doing.

In Switzerland, Implenia participates in the “**CAS Reconstruction Ukraine**”, which is trying to make a concrete and sustainable contribution to the reconstruction of Ukraine. This training programme helps people help themselves, enabling Ukrainians with a connection to the construction industry to actively shape their country’s reconstruction. Bern University of Applied Sciences BFH, working with the Swiss government and the construction industry, is responsible for this innovative initiative.

In the Swiss canton of Vaud, Implenia is a partner of the disability insurance scheme and has recruited new employees via various reintegration programmes (**more on this**).

# Participation in green economy initiatives

GRI 2-12

The term “green economy” is shorthand for an economy that uses energy and raw materials prudently. There are many different green economy initiatives in many different countries, as well as at international level. Implenía supports such efforts wherever possible, whether at government level or within the private sector.

Implenia Norway is a member of the Green Construction Sector network within **SINTEF**. SINTEF is one of the largest independent research organisations in Europe. It promotes close collaboration between members, and backs innovations that contribute to sustainable development.

Implenia Sweden has been part of the national “Fossil Free Sweden” initiative since 2020, and is collaborating on its roadmap for the building and civil engineering sector. The initiative and roadmap both aim for a climate-neutral value chain, with the goal of cutting all greenhouse gas emissions from the construction sector by 2045.

In Switzerland, Implenía works in major industry associations, such as “**öbu**”, that lobby for a sustainable economic policy. As part of the **CEO4Climate** campaign, Implenía’s CEO André Wyss personally advocates for effective Swiss CO<sub>2</sub> legislation.





## Financial and operational excellence

Implenia continuously adapts its structures and processes in response to market developments in order to stay competitive and exploit market opportunities. Carefully weighing up opportunities and risks, the company exploits its entrepreneurial freedom and creates sustainable value for its shareholders and stakeholders.



# Creating value

Consolidated Financial Statements 2023



## Value Assurance

The success of the entire company is affected by the development, planning, execution and management of large projects, so it is very important for Implenla to exploit opportunities and control risks in every phase. This is the only way to secure sustainable growth for the whole Group, which is why Implenla operates according to the Value Assurance model. Each project undergoes a predefined process in which its profitability is checked several times. This model is applied as soon as projects are selected and tenders prepared. It then continues across all the major stages up to and including actual construction.

Implenla divides its projects into classes on the basis of various parameters, including size, complexity and contractual conditions. Depending on the class, a specific decision-making body (Value Assurance Committee – VAC) will be responsible for overseeing the project. The VAC approves the tender and regularly reviews early warning indicators to determine whether a project is progressing according to plan. If problems become apparent, proactive measures are taken to prevent major losses.

## BIM

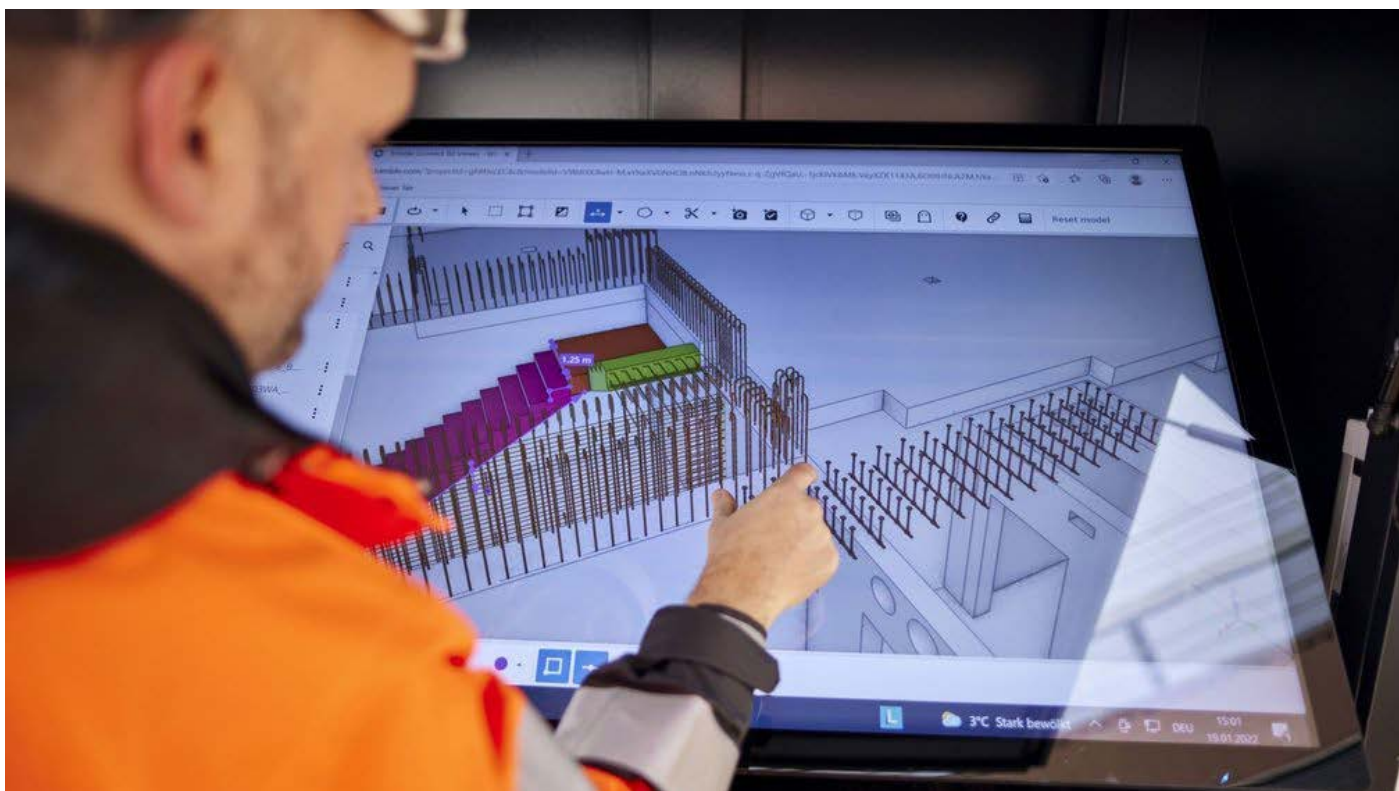
It is hard to think of anything that has changed the construction industry in recent years as much as Building Information Modeling, or BIM. This new technology creates a digital 3D model that brings together all of the planning, execution and subsequent management of a building or structure.

Implenla has invested significant funds in its Group-wide BIM infrastructure. Local BIM units help the divisions implement the new methods in their operational business. These local teams train project workers, provide support and develop technology.

Implenla is constantly expanding its use of model-based work in the various phases and areas of its construction projects. Nearly all planning is done digitally these days. An increasing number of Implenla construction sites are now paperless, with all the information needed to execute the project available on digital devices only.

The company is also working on linking the environmental profile of the materials it uses to its BIM models. This will make it possible in future to calculate the grey energy of building components and whole buildings automatically, compare data and choose the most sustainable option.





## Cybersecurity

As more and more processes within the company become digitally networked, the risk of hacker attacks and data theft increases. In response, Implenia uses state-of-the-art cloud technologies and is continuously expanding its cybersecurity strategy. This strategy is based on the international ISO 27001 standard and includes an integrated risk management approach centred on the protection of employees and systems.

Implenia works with internal and external specialists to ensure all digital processes are implemented in a professional manner. A partner company monitors the systems round-the-clock, registers any irregularities immediately and responds without delay. Regular internal and external audits ensure that vulnerabilities are identified promptly and corrected.

Employees receive regular training to sensitise them to risks associated with the internet. They tackle the latest cybersecurity topics and practice how to defend against virtual attacks.

## Sustainable finance

Sustainability is an integral part of Implenia's business and value system. This makes the Group's shares and bonds attractive to investors who want to invest responsibly. It is important to Implenia, therefore, whether and how the Group's engagement is perceived and valued by the financial sector. The company also attaches great significance to transparent communication, in particular of its objectives and key indicators.

A raft of positive ratings reflects the external recognition that Implenia's commitment to sustainability has received in recent years. MSCI ESG – one of the world's leading credit rating agencies – gave Implenia an AAA rating in 2023, for example. Implenia also received above-average sustainability scores from rating companies Sustainalytics and Inrate.

## “GREEN” CREDIT FINANCING

In 2018 Implenia became the first industrial company in Switzerland to link its credit margin to its sustainability performance. This performance is determined annually by Sustainalytics, a leading international provider of ESG ratings. In 2023, Implenia consolidated its leadership position – both overall and in the three individual areas – among a total of 61 companies in the “Construction & Engineering” sector, scoring 86 points. This was an improvement of one point on the previous year ([download report](#)). The Sustainalytics “ESG Risk Rating” also puts Implenia in the top five percent of companies ([download report](#)). Thanks to its consistent high ratings Implenia benefits from favourable conditions on the capital market.



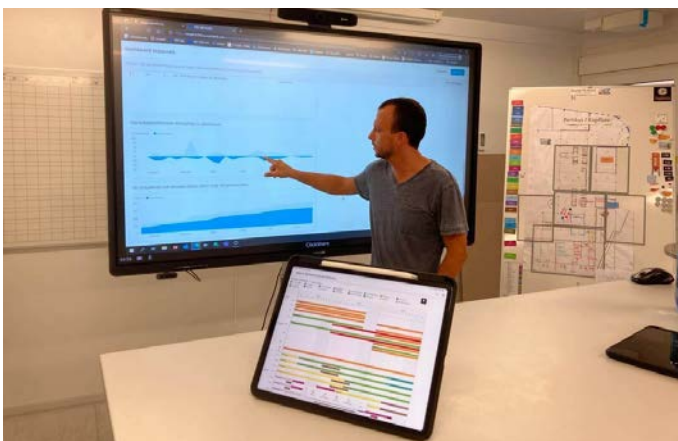
## Lean Construction

Implenia uses Lean Construction methods to preserve resources and ensure efficiency in the planning, management and execution of construction projects. Alongside efficient planning and production processes, the main objectives are to promote transparency and communication in the projects, and encourage learning among those involved.

Lean methods also help bring all stakeholders into the project at an early stage, shorten decision-making processes and achieve common goals on schedule in collaboration with partners, customers and subcontractors. This increases agility, prevents empty runs and conserves resources at all levels of a construction project. As well as improving material and energy efficiency, it also ultimately leads to greater safety and greater satisfaction for all involved.

Working with operational project departments, Implenia’s Lean experts have put together a toolbox that brings methods developed specifically for the company together as internal standards. This toolbox is continuously evolving and enriched by the addition of specific best practices based on experience.

In 2021, Implenia also developed an extended, multi-month Lean training programme for operational staff. This is recognised externally and certified under the Lean Competency System. The programme forms the basis for a growing internal community of Lean users, who continue to embed the understanding of Lean values more and more into Implenia’s corporate culture.



# Quality strategy

In order to stay competitive for the long term, Implenía continuously adapts its structures, as well as its management and control processes, to market requirements, the latest academic insights and the latest technology. Almost 100% of all business units (excluding Wincasa) are subjected to the ISO 9001 continuous improvement process.

Implenia's quality strategy is based on three pillars:

- Excellent process management with clear processes and responsibilities;
- Continuous improvement by learning from experience and maintaining a positive error culture;
- Increased quality awareness through training and a clear definition of responsibilities.

Implenia thus ensures that the company can achieve the desired results with regard to products and services, customers, employees and society at large.

A central element of process management is the Implenía Management System (IMS), which has developed over many years and was completely revised in 2020. It serves as a reliable reference for all standards ("single source of truth"). Thanks to the IMS, all employees can access the relevant processes whenever necessary. Roles and responsibilities are clearly set out at document level as well as for the different areas and processes.

In 2022, the Implenía Executive Committee defined and adopted an overarching quality policy. "Quality Principles" for day-to-day work were derived from this policy – simple phrases that help instil quality into the work employees do every day on construction sites and in offices.



# Customer satisfaction

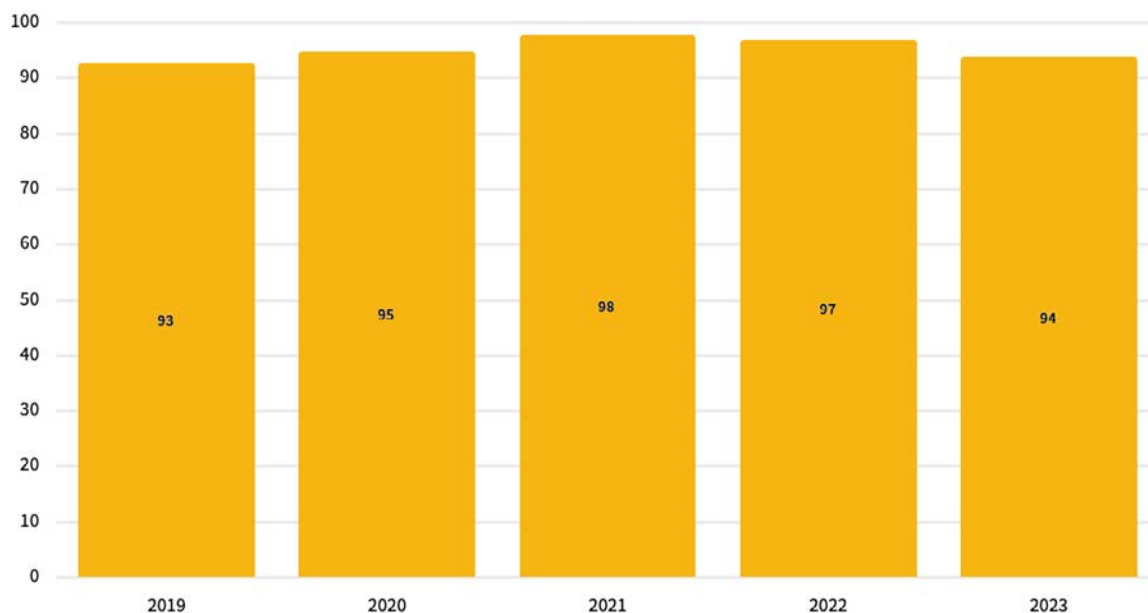
Implenia's long-term success is built on satisfying its customers. Implenia regularly assesses how they feel about its services. As well as talking to them directly about their experience, Implenia carries out systematic customer satisfaction surveys. Questions are asked through a web interface on the management system, thus giving customers a user-friendly process and, at the same time, increasing the response rate.

Implenia receives feedback from numerous customers each year. Around 95 percent of the feedback is from professional clients, and the rest from private customers such as people who have bought apartments built by the company. In 2023, 94 percent of business customers said they were satisfied with Implenia's services and would recommend Implenia to others (previous year: 97 percent, numbers without Wincasa).

Status: end 2023

## CUSTOMER SATISFACTION

in % of satisfied customers that would recommend Implenia









## About this report

Implenia reports in accordance with the globally recognised GRI Sustainability Reporting Standards. It is also transparent about how it consolidates the report's content.



# Compiling the report's content

## SCOPE AND STANDARD

GRI 2-2

The statements in this Sustainability Report generally relate to the whole Implenla Group. However, the scope is naturally more limited for some of the reported topics. If data or statements relate only to individual divisions and/or countries, this is explicitly shown in the text and charts.

GRI 2-5

Reporting is carried out in line with GRI standards. The contents were compiled with the greatest care and were reviewed by the Sustainability Committee, but they have not been externally verified. A limited assurance audit is planned for the 2024 report (publication 2025).

GRI 2-3

Implenla has continuously reported on sustainability topics on this web platform since 2012. Indicators are updated annually (current status: reporting year 2023).

Information about new projects and initiatives is continuously communicated here [sustainability.implenla.com](https://sustainability.implenla.com). The company revises all the content every year. Readers thus always have an up-to-date picture of the Group's sustainability efforts. For environmental reasons we do not produce a printed version.

## DETERMINING THE MATERIAL TOPICS

GRI 3-1

Implenla's Sustainability Department is responsible for the company's global sustainability reporting. Working closely with the Sustainability Committee, relevant functions and divisions, it has defined the main content of the strategy and reporting in accordance with the Group's five sustainability priorities.

The selection of themes to be reported on was also determined by a materiality analysis based on the GRI Sustainability Reporting Standards and the European Sustainability Reporting Standard (ESRS), as well as by an online survey conducted with internal and external stakeholders ([more on this](#)). Texts were edited in the light of the GRI's qualitative principles, and all content was subject to final review and approval by the Group's Sustainability Committee and Board of Directors.

GRI 2-4, 2-6

## PRINCIPLES OF GREENHOUSE GAS REPORTING

Reporting of greenhouse gas emissions accords with the international Greenhouse Gas Protocol Standard. Since 2020, the collection of CO<sub>2</sub> data has covered all markets (Switzerland, Germany, Austria incl. Romania until mid-2022, France, Norway, Sweden).

Data is based on invoices, information from suppliers and partner companies (e.g. electricity providers and leasing partners) as well as Implenla's own measurements at its production facilities.

In 2022, an updated methodology was used to recalculate our footprint for 2020, thus defining the baseline against which our 2025 sustainability goals are measured. The new method was also used to calculate the 2021 footprint, but it has not been applied to data from before the new baseline year of 2020.

The footprint for 2020 now includes all home markets and energy sources. The following emission factors were used uniformly: Scope 1 = Defra, Scope 2 = IEA (electricity) & MLC (district heating). This resulted in overall higher reported emissions than the old methodology, which omitted France and some other sites and energy sources. The following emission factors have been used for Scope 3 since 2022: Defra (private & business travel), Defra / MLC / IEA (energy & fuel related activities).

GRI 305-1, 305-2

Implenla calculates greenhouse gas emissions using the "operational control" approach. Emissions from all operations managed by Implenla are entirely attributed to the company regardless of its financial participation. Emissions from all leased and rented assets (properties, vehicles, machinery, etc.) are also treated as Scope 1 and 2 emissions accordingly.



# Significant sustainability-related memberships and partnerships

GRI 2-28

| Organisation                                  | Type of support  |
|---|--|
| Öbu – Netzwerk für nachhaltiges Wirtschaften  | Corporate membership, since 2009   |
| Minergie                                      | Corporate membership and specialist partner, since 2014  |
| NNBS, Netzwerk Nachhaltiges Bauen Schweiz     | Founding and funding member, since 2012  |
| WWF SEED - Next Generation Living             | Founder member, member since 2010  |
| CEO4Climate                                   | Member of the campaign, since 2020   |
| ETH Partnership Council                       | Industrial partner for creation of an assistant professorship for innovative and industrialised construction, since 2016 |
| Sustainable Switzerland Entrepreneurs Club    | Corporate membership, since 2022   |
| ECORE (ESG Circle of Real Estate)             | Corporate membership, since 2023   |
| NEST research and innovation platform at Empa | Implementation partner, since 2024   |

## Compliance with external guidelines

GRI 2-23

Implemia generally focuses its activities on the following national and international guidelines, norms and standards:

- United Nations Universal Declaration of Human Rights, International Covenant on Civil and Political Rights
- International Covenant on Economic, Social and Cultural Rights
- International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work and its follow-up procedure
- Ten principles of the UN Global Compact
- United Nations Guiding Principles on Business and Human Rights
- OECD Guidelines for Multinational Enterprises
- United Nations' Sustainable Development Goals
- ISO standards 9001, 14001, 27001, 45001
- GRI standards
- SIA norms in Switzerland

# Swiss Code of Obligations Art. 964b content index

This report was subject to approval by the Implenia Board of Directors prior to publication.

Following an internal risk analysis, no reasonable suspicion of child labour at Implenia and its supply chain was identified. Furthermore, no minerals and metals are imported from conflict and high-risk areas. Accordingly, the company is exempt from the due diligence and reporting obligations under Article 3 and Article 5 paragraph 2 of the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO) according to Article 964j-l of the Swiss Code of Obligations (CO).

The nonfinancial matters in accordance with Art. 964b of the Swiss Code of Obligations are described in the following chapters.

| <b>Swiss Code of Obligations<br/>Art. 964b requirement</b> | <b>Chapter</b>   |
|--|--|
| General information  | <b>Implenia at a glance</b><br><b>Sustainability organisation</b><br><b>Sustainability management</b>  |
| Description of the business model                          | <b>Implenia at a glance</b>  |
| Environmental matters*                                     | <b>Sustainability goals: 4. CO<sub>2</sub> Reduction</b><br><b>Environmental management</b><br><b>Climate and Energy</b><br><b>Environmental standard</b>  |
| Social issues*   | <b>Sustainability goals: 9. Implenia without borders</b><br><b>Sustainability goals: 10. Ethical Governance</b><br><b>Code of Conduct</b><br><b>Social commitment and sponsorship</b><br><b>Community Engagement</b> |
| Employee-related issues*                                   | <b>Sustainability goals: 8. Engaged employees</b><br><b>Sustainability goals: 10. Ethical Governance</b><br><b>Code of Conduct</b><br><b>Attractive working environment</b>  |
| Respect for human rights*                                  | <b>Sustainability goals: 10. Ethical Governance</b><br><b>Code of Conduct</b><br><b>Human rights</b>   |
| Combating corruption*                                      | <b>Sustainability goals: 10. Ethical Governance</b><br><b>Code of Conduct</b><br><b>Fighting corruption</b>  |
| Risk management  | <b>Material topics</b><br><b>Risks and opportunities</b>   |
| Main performance indicators                                | <b>Indicators</b>  |

\* including a description of policies, due diligence, measures and assessment of the effectiveness of these measures



# GRI Content Index



For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the English version of the report.

|  |  |
|--|--|
| <b>Statement of use</b>                  | Implenia AG has reported in accordance with the GRI Standards for the period January 1st 2023 to December 31st 2023. |
| <b>GRI 1 used</b>                        | GRI 1: Foundation 2021   |
| <b>Applicable GRI Sector Standard(s)</b> | No sector standard available for construction and real estate yet  |

## General Disclosures

### GRI 2: General Disclosures 2021

| <b>Disclosure</b>  | <b>Location</b>   | <b>Comment</b>  |
|--|---|---|
| 2-1 Organizational details   | <b>Implenia at a glance</b>   |   |
| 2-2 Entities included in the organization's sustainability reporting | <b>Implenia at a glance</b><br><b>Scope and Standard</b>                                |   |
| 2-3 Reporting period, frequency and contact point                    | <b>Scope and Standard</b><br><b>Contacts</b>  | The sustainability report for the reporting year 2023 was published on February 28th 2024. The reporting period corresponds with the 2023 annual report published on the same date. |
| 2-4 Restatements of information                                      | <b>Indicators</b><br><b>2025 Goals</b><br><b>Principles of Greenhouse gas reporting</b> |   |
| 2-5 External assurance   | <b>Scope and Standard</b>   |   |

|  |   |   |
|--|---|---|
| 2-6 Activities, value chain and other business relationships                     | <b>Implenia at a glance</b><br><b>Sustainability strategy</b><br><b>Supplier management</b><br><b>Diverse staff</b><br><b>Creating value</b><br><b>Principles of Greenhouse gas reporting</b> |   |
| 2-7 Employees  | <b>Attractive working environment</b>   | All numbers are reported in headcounts or percentage of headcounts per end of 2023  |
| 2-8 Workers who are not employees  | Not available   | Omission: Implenia hires freelancers directly in projects, there is currently no systematic reporting on global level available |
| 2-9 Governance structure and composition   | <b>Implenia at a glance</b><br><b>Sustainability organisation</b><br><b>Diverse staff</b>   |   |
| 2-10 Nomination and selection of the highest governance body                     | <b>Annual Report: Board of Directors</b><br><b>Implenia at a glance</b>   |   |
| 2-11 Chair of the highest governance body  | <b>Annual Report: Board of Directors</b><br><b>Implenia at a glance</b>   |   |
| 2-12 Role of the highest governance body in overseeing the management of impacts | <b>Sustainability organisation</b><br><b>Stakeholder groups</b><br><b>Material topics</b><br><b>Commitment to a green economy</b>   |   |
| 2-13 Delegation of responsibility for managing impacts                           | <b>Sustainability organisation</b>  |   |
| 2-14 Role of the highest governance body in sustainability reporting             | <b>Sustainability organisation</b>  |   |
| 2-15 Conflicts of interest   | <b>Annual Report: Board of Directors</b><br><b>Organizational Regulations</b><br><b>Implenia at a glance</b>  |   |
| 2-16 Communication of critical concerns  | <b>Annual Report: Board of Directors</b><br><b>Organizational Regulations</b>   |   |
| 2-17 Collective knowledge of the highest governance body                         | <b>Sustainability organisation</b>  |   |
| 2-18 Evaluation of the performance of the highest governance body                | <b>Organizational Regulations</b>   |   |
| 2-19 Remuneration policies   | <b>Compensation Report</b>  |   |
| 2-20 Process to determine remuneration   | <b>Articles of Association</b>  |   |

|   |   |  |
|---|---|--|
| 2-21 Annual total compensation ratio                    | Not available   | Omission: Calculation of the compensation ratio not available for the reporting year |
| 2-22 Statement on sustainable development strategy      | <b>Editorial</b>  |  |
| 2-23 Policy commitments                                 | <b>Vision, Mission and Values</b><br><b>Sustainability organisation</b><br><b>Sustainable Development Goals</b><br><b>Supplier management</b><br><b>Environmental standard</b><br><b>Sensitising employees</b><br><b>Code of Conduct</b><br><b>Human rights</b><br><b>Compliance with external guidelines</b> |  |
| 2-24 Embedding policy commitments                       | <b>Sustainability organisation</b><br><b>Supplier management</b><br><b>Environmental standard</b><br><b>Sensitising employees</b><br><b>Human rights</b><br><b>Code of Conduct</b>  |  |
| 2-25 Processes to remediate negative impacts            | <b>Supplier management</b><br><b>Human rights</b><br><b>Code of Conduct</b>   |  |
| 2-26 Mechanisms for seeking advice and raising concerns | <b>Code of Conduct</b>  |  |
| 2-27 Compliance with laws and regulations               | <b>Infringement of competition law</b>  |  |
| 2-28 Membership associations                            | <b>Significant sustainability related memberships and partnerships</b>  |  |
| 2-29 Approach to stakeholder engagement                 | <b>Stakeholder Groups</b>   |  |
| 2-30 Collective bargaining agreements                   | <b>Fair pay</b>   |  |

# Material Topics

## GRI 3: Material Topics 2021

| Disclosure                                 | Location                               | Comment  |
|--|--|--|
| 3-1 Process of determining material topics | <b>Determining the material topics</b> |  |
| 3-2 List of material topics                | <b>Material topics</b>                 | <p>Material topics:</p> <ul style="list-style-type: none"> <li>■ Health &amp; safety (GRI 403: Occupational Health and Safety 2018)</li> <li>■ Internal working conditions (GRI 401: Employment 2016, GRI 405: Diversity and Equal Opportunity 2016, <b>GRI 404: Training and Education 2016</b>)</li> <li>■ Circular economy (<b>GRI 301: Materials 2016, GRI 306: Waste 2020</b>)</li> <li>■ Integrity (GRI 205: Anti-corruption 2016, GRI 206: Anti-competitive Behavior 2016, GRI 406: Non-discrimination 2016)</li> <li>■ Environmental protection (<b>GRI 306: Waste 2020</b>)</li> <li>■ Energy &amp; CO2 (GRI 302: Energy 2016, GRI 305: Emissions 2016)</li> <li>■ Supply chain (GRI 308: Supplier Environmental Assessment 2016, GRI 414: Supplier Social Assessment 2016)</li> <li>■ Economic performance (GRI 201: Economic Performance 2016)</li> <li>■ External workers (GRI 401: Employment 2016)</li> </ul> <p>The GRI topics in bold were first identified as material in the double materiality analysis conducted at the end of 2023, this report does not yet include complete concepts and indicators for these topics.</p> |

# Economic performance

## GRI 3: Material Topics 2021

| Disclosure                                 | Location  | Comment |
|--|---|---------|
| 3-1 Process of determining material topics | <b>Creating value</b><br><b>Sustainability management</b> |         |

## GRI 201: Economic Performance 2016

| Disclosure   | Location   | Comment |
|--|--|---------|
| 201-1 Direct economic value generated and distributed                                | <b>Creating value</b>                                    |         |
| 201-2 Financial implications and other risks and opportunities due to climate change | <b>Risks and opportunities created by climate change</b> |         |

|   |                              |   |
|---|------------------------------|---|
| 201-3 Defined benefit plan obligations and other retirement plans | <b>Implenia pension fund</b> | Implenia AG pension fund in accordance with the Swiss 3-pillar model. Key figures, including the funding ratio (2022: 138.2%) |
| 201-4 Financial assistance received from government               | Not applicable               | Omission: No financial assistance received in the reporting period  |

## Anti corruption

### GRI 3: Material Topics 2021

| Disclosure                        | Location  | Comment |
|-----------------------------------|---|---------|
| 3-3 Management of material topics | <b>Sustainability Goals:<br/>10. Ethical Governance<br/>Sustainability management<br/>Code of Conduct</b> |         |

### GRI 205: Anti-corruption 2016

| Disclosure   | Location                   | Comment |
|--|----------------------------|---------|
| 205-1 Operations assessed for risks related to corruption                      | <b>Code of Conduct</b>     |         |
| 205-2 Communication and training about anti-corruption policies and procedures | <b>Fighting Corruption</b> |         |
| 205-3 Confirmed incidents of corruption and actions taken                      | <b>Code of Conduct</b>     |         |

## Anti-competitive behavior

### GRI 3: Material Topics 2021

| Disclosure                        | Location  | Comment |
|-----------------------------------|---|---------|
| 3-3 Management of material topics | <b>Sustainability Goals:<br/>10. Ethical Governance<br/>Sustainability management<br/>Code of Conduct</b> |         |



GRI 206: Anti-competitive Behavior 2016

| Disclosure  | Location                               | Comment |
|---|--|---------|
| 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | <b>Infringement of competition law</b> |         |

## Materials

GRI 3: Material Topics 2021

| Disclosure                        | Location  | Comment |
|-----------------------------------|---|---------|
| 3-3 Management of material topics | <b>Sustainability Goals:<br/>6. Circular Economy<br/>Sustainability Management<br/>Environmental Management</b> |         |

GRI 301: Materials 2016

| Disclosure  | Location                | Comment  |
|---|-------------------------|--|
| 301-1 Materials used by weight or volume              | not available           | Omission: For the reporting year there is no systematic global calculation of material used by weight or volume. As this material topic was only defined in 2023, more reporting will be available in the following years.   |
| 301-2 Recycled input material used                    | <b>Circular economy</b> | Partial omission: Information unavailable/incomplete. Implenia uses recycled materials in many projects, (mainly recycled asphalt and concrete). However, the percentage of recycled input materials used to manufacture the organization's primary products and services is currently only available for selected projects and not yet calculated on a global level. As this material topic was only defined in 2023, more reporting will be available in the following years |
| 301-3 Reclaimed products and their packaging material | <b>Circular economy</b> | Partial omission: Implenia has started using reclaimed materials in several projects. However, the percentage of reclaimed input material is not yet calculated on a global level. As this material topic was only defined in 2023, more reporting will be available in the following years.   |

# Energy

## GRI 3: Material Topics 2021

| Disclosure                        | Location  | Comment |
|-----------------------------------|---|---------|
| 3-3 Management of material topics | <b>Sustainability Goals:<br/>4. CO<sub>2</sub> reduction<br/>Sustainability management<br/>Environmental Management</b> |         |

## GRI 302: Energy 2016

| Disclosure   | Location                  | Comment  |
|--|---------------------------|--|
| 302-1 Energy consumption within the organization                 | <b>Energy and climate</b> |  |
| 302-2 Energy consumption outside of the organization             | not available             | Omission: For the reporting year there is no systematic calculation of energy consumption outside of the organization available                |
| 302-3 Energy intensity   | <b>Energy and climate</b> |  |
| 302-4 Reduction of energy consumption                            | <b>Energy and climate</b> |  |
| 302-5 Reductions in energy requirements of products and services | not available             | Omission: For the reporting year there is no systematic calculation of the reduction in energy requirements of products and services available |

# Emissions

## GRI 3: Material Topics 2021

| Disclosure                        | Location  | Comment |
|-----------------------------------|---|---------|
| 3-3 Management of material topics | <b>Sustainability Goals:<br/>4. CO<sub>2</sub> reduction<br/>Sustainability Management<br/>Environmental Management</b> |         |

## GRI 305: Emissions 2016

| Disclosure                           | Location   | Comment |
|--------------------------------------|--|---------|
| 305-1 Direct (Scope 1) GHG emissions | <b>Energy and climate<br/>Principles of Greenhouse Gas Reporting</b> |         |

|   |  |  |
|---|--|--|
| 305-2 Energy indirect (Scope 2) GHG emissions   | <b>Energy and climate<br/>Principles of Greenhouse Gas Reporting</b> |  |
| 305-3 Other indirect (Scope 3) GHG emissions  | <b>Energy and climate</b>  | Partial omission: Information unavailable/incomplete. The gross other indirect (Scope 3) GHG emissions in metric tons of CO <sub>2</sub> equivalent are not yet complete. For the reporting year, three out of twelve categories of Scope 3 emissions are reported on a global level: "Energy and fuel treatment", "Business travel" and "Employee commuting". Further categories will be added in future reports. |
| 305-4 GHG emissions intensity   | <b>Energy and climate</b>  |  |
| 305-5 Reduction of GHG emissions  | <b>Energy and climate</b>  |  |
| 305-6 Emissions of ozone-depleting substances (ODS)                                   | not applicable   | Omission: Due to the limited use of chemicals in the construction process and strict European regulations, ODS emissions are not considered relevant for Implenia  |
| 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | not applicable   | Omission: All emission data is reported in CO <sub>2</sub> e, Implenia did not report individual gases for the reporting year  |

## Waste

### GRI 3: Material Topics 2021

| <b>Disclosure</b>                 | <b>Location</b>   | <b>Comment</b> |
|-----------------------------------|---|----------------|
| 3-3 Management of material topics | <b>Sustainability Goals:<br/>5. Environmental Protection<br/>Sustainability Management<br/>Environmental Management</b> |                |

### GRI 306: Waste 2020

| <b>Disclosure</b>  | <b>Location</b>                       | <b>Comment</b> |
|--|---------------------------------------|----------------|
| 306-1 Waste generation and significant waste-related impacts | <b>Waste and hazardous substances</b> |                |

|   |  |  |
|---|--|--|
| 306-2 Management of significant waste-related impacts | <b>Waste and hazardous substances</b><br><b>Circular economy</b> |  |
| 306-3 Waste generated                                 | not available  | Omission: Implenla operates in countries with high overall recycling rates. For the reporting year there is no systematic global calculation of waste diverted from disposal. As this material topic was only defined in 2023, more reporting will be available in the following years |
| 306-4 Waste diverted from disposal                    | not available  | Omission: Implenla operates in countries with high overall recycling rates. For the reporting year there is no systematic global calculation of waste diverted from disposal. As this material topic was only defined in 2023, more reporting will be available in the following years |
| 306-5 Waste directed to disposal                      | not available  | Omission: Implenla operates in countries with high overall recycling rates. For the reporting year there is no systematic global calculation of waste directed to disposal. As this material topic was only defined in 2023, more reporting will be available in the following years   |

## Supplier Environmental Assessment

### GRI 3: Material Topics 2021

| Disclosure                        | Location   | Comment |
|-----------------------------------|--|---------|
| 3-3 Management of material topics | <b>Sustainability Goals:</b><br><b>2. Sustainable Supply Chain</b><br><b>Sustainability management</b><br><b>Supplier management</b> |         |

### GRI 308: Supplier Environmental Assessment 2016

| Disclosure   | Location  | Comment |
|--|---|---------|
| 308-1 New suppliers that were screened using environmental criteria        | <b>Supplier management</b>                                |         |
| 308-2 Negative environmental impacts in the supply chain and actions taken | <b>Supplier management</b><br><b>Innovative solutions</b> |         |

# Employment

## GRI 3: Material Topics 2021

| Disclosure                        | Location   | Comment |
|-----------------------------------|--|---------|
| 3-3 Management of material topics | <b>Sustainability Goals:<br/>8. Engaged Employees<br/>Sustainability management<br/>Attractive working environment</b> |         |

## GRI 401: Employment 2016

| Disclosure   | Location             | Comment  |
|--|----------------------|--|
| 401-1 New employee hires and employee turnover   | <b>Diverse staff</b> | Partial omission: Information unavailable/incomplete. The total number and rate of new hires and employee turnover are reported on group level for the reporting year and are therefore not yet available on a regional level. Further data will be collected for future reports.  |
| 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | <b>Fair pay</b>      |  |
| 401-3 Parental leave   | <b>Fair pay</b>      | Partial omission: Information unavailable/incomplete. While the conditions of parental leave are reported, there was no global data available for the reporting year on total number of employees that were entitled to, took parental leave, returned to work after parental leave, returned to work after parental leave ended that were still employed 12 months after their return to work. Further data will be collected for future reports. |

# Occupational health and safety

## GRI 3: Material Topics 2021

| Disclosure                        | Location  | Comment |
|-----------------------------------|---|---------|
| 3-3 Management of material topics | <b>Sustainability Goals:<br/>8. Engaged Employees<br/>Sustainability management<br/>Health and safety</b> |         |

## GRI 403: Occupational Health and Safety 2018

| Disclosure  | Location  | Comment  |
|---|---|--|
| 403-1 Occupational health and safety management system  | <b>Health and safety</b>                            |  |
| 403-2 Hazard identification, risk assessment, and incident investigation  | <b>Health and safety</b>                            |  |
| 403-3 Occupational health services  | <b>Health and safety</b>                            |  |
| 403-4 Worker participation, consultation, and communication on occupational health and safety                       | <b>Health and safety</b>                            |  |
| 403-5 Worker training on occupational health and safety   | <b>Safety culture</b>                               |  |
| 403-6 Promotion of worker health  | <b>Health and safety day<br/>Advice and support</b> |  |
| 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | <b>Health and safety</b>                            |  |
| 403-8 Workers covered by an occupational health and safety management system  | <b>Health and safety</b>                            | Partial omission: Information unavailable/incomplete. Freelancers (workers who are not employees but whose work and/or workplace is controlled by the organization) are currently not included in the calculation of the percentage of employees covered by an occupational health and safety management system. It is planned to collect further data on external workers for future reports. |
| 403-9 Work-related injuries   | <b>Accidents and absences</b>                       |  |
| 403-10 Work-related ill health  | <b>Accidents and absences</b>                       |  |

# Training and education

## GRI 3: Material Topics 2021

| Disclosure                        | Location   | Comment |
|-----------------------------------|--|---------|
| 3-3 Management of material topics | <b>Sustainability Goals: 8. Engaged Employees</b><br><b>Sustainability management</b><br><b>Attractive working environment</b> |         |

## GRI 404: Aus- und Weiterbildung 2016

| Disclosure   | Location  | Comment  |
|--|---|--|
| 404-1 Average hours of training per year per employee                                      | <b>Training and continuing professional development</b><br><b>Code of Conduct</b> | Partial omission: Information unavailable/incomplete. The average hours of training that the organization's employees have undertaken during the reporting period by gender and employee category are not yet available on a global level. The report includes the training hours for the "Sustainability Academy" and the Code of Conduct trainings. As this material topic was only defined in 2023, more reporting will be available in the following years   |
| 404-2 Programs for upgrading employee skills and transition assistance programs            | <b>Training and continuing professional development</b>                           |  |
| 404-3 Percentage of employees receiving regular performance and career development reviews | <b>Training and continuing professional development</b>                           | Partial omission: Information unavailable/incomplete. The percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period is not yet available on a global level. Systematic, yearly performance reviews are conducted at least for all white collar workers, which make up 58% of the workforce. For blue collar workers the percentage is currently not tracked. |

# Diversity and Equal Opportunity

## GRI 3: Material Topics 2021

| Disclosure                             | Location   | Comment |
|--|--|---------|
| 3-3 Management der wesentlichen Themen | <b>Sustainability Goals:<br/>8. Engaged Employees<br/>Sustainability management<br/>Attractive working environment</b> |         |

## GRI 405: Diversity and Equal Opportunity 2016

| Disclosure   | Location                                     | Comment  |
|--|--|--|
| 405-1 Diversity of governance bodies and employees           | <b>Diverse staff<br/>Equal opportunities</b> |  |
| 405-2 Ratio of basic salary and remuneration of women to men | <b>Fair pay</b>                              | Partial omission: Information unavailable/incomplete. Gender pay gap (ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation) is calculated on regional level and was not reported systematically on a global level for the reporting year. It is planned to collect further data on equal pay for future reports. |

# Non-discrimination

## GRI 3: Material Topics 2021

| Disclosure                        | Location  | Comment |
|-----------------------------------|---|---------|
| 3-3 Management of material topics | <b>Sustainability Goals:<br/>10. Ethical Governance<br/>Sustainability management<br/>Code of Conduct</b> |         |

## GRI 406: Non-discrimination 2016

| Disclosure   | Location                                      | Comment |
|--|---|---------|
| 406-1 Incidents of discrimination and corrective actions taken | <b>Code of Conduct<br/>Advice and support</b> |         |



# Contacts/impressum

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