



Implenia

**SUSTAINABILITY
REPORT 2022**

**Publication
April 2023**





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Summary of the report



Summary of indicators





Sustainability at Implen

Sustainability is one of Implen's five corporate values and is therefore since 2009 firmly anchored in its culture. Implen's aspiration is to think holistically about sustainability and to be a leader in all dimensions – environment, economy and society.



Implenia at a glance

As Switzerland's leading construction and real estate service provider, Implenia develops and builds homes, workplaces and infrastructure for future generations in Switzerland and Germany. It also offers tunnelling and related infrastructure projects in the markets Norway, Sweden, France, Austria and northern Italy. Formed in 2006, the company can look back on around 150 years of construction tradition. Implenia 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, employs more than 7,600 people across Europe and posted revenue of CHF 3.6 billion in 2022. The company is listed on the SIX Swiss Exchange (IMPN, CH0023868554). All the financial figures can be found in the **Annual Report**.





CEO Statement

GRI 2-22

Dear stakeholder

As a leading construction and real estate services company, we are helping shape our industry's approach to sustainability. We are well aware of the great impact the industry has on the environment, society and the economy, which is why sustainability is one of our five Corporate Values.

We have set ourselves ambitious sustainability goals for 2025 and are constantly striving to achieve them. We show our customers the benefits of sustainable construction and are able to implement more and more projects in line with sustainability standards. At Group level, we are targeting net zero by 2050. To help us achieve this goal, we are working on an advanced decarbonisation strategy for our development portfolio – at the overall portfolio and individual property level. We train our employees on sustainability topics through the Sustainability Academy, which was launched in 2022. And in the effort to establish a sustainable supply chain, we continuously refine the standards we require of our business partners.

Our efforts are paying off: In the ESG ratings provided by Sustainalytics and MSCI, we are listed as an industry leader, while EcoVadis raised us to Gold status in 2022.

We have a social responsibility to contribute to real change – which we have to do anyway if we want to remain a viable business. Thanks to the experts we have in the company, we are at the forefront of shaping our industry in a sustainable way.

I feel very motivated to continue on this path alongside the Implenia team, our customers and investors.

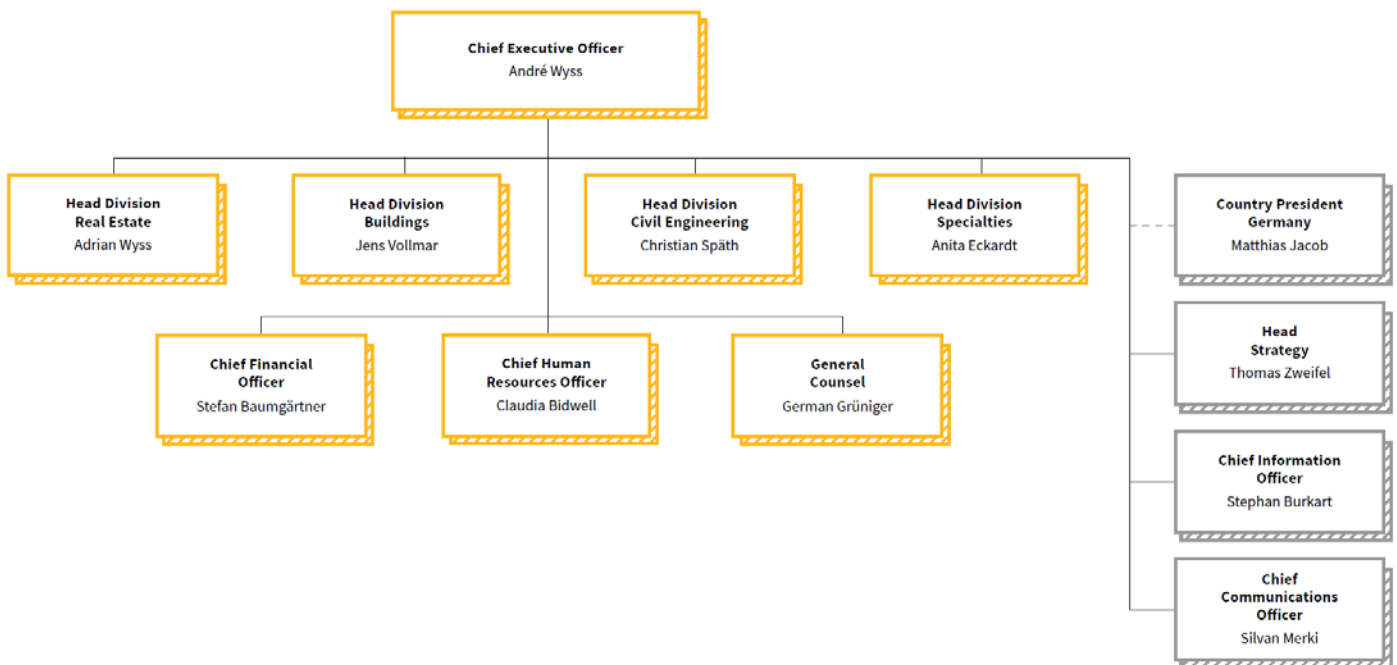
André Wyss,
CEO

VISION, MISSION AND VALUES



To achieve success in various market segments, Implenia has organised itself into four divisions, each of which can use its collective expertise to operate with entrepreneurial independence: Real Estate, Buildings, Civil Engineering and Specialties. The global functions (Finance/Procurement, HR, Legal/Compliance, 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 that provide services from all divisions.

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 highest supervisory body is the **Board of Directors**. This bears financial responsibility, appoints and monitors management and defines the Group's 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 2022

Sustainability organisation

Implenia has set up 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 specialists from the divisions and countries, the experts at Global Sustainability are in charge of sustainability management and reporting; they support sustainability measures within construction projects and promote initiatives at Group level. The Global Sustainability team provides both project-specific services (Sustainable Construction and Environmental Protection) and internal services (Sustainable Implenia). The head of the team, the Global Head Sustainability, reports directly to the member of the Implenia Executive Committee (IEC) responsible for sustainability.

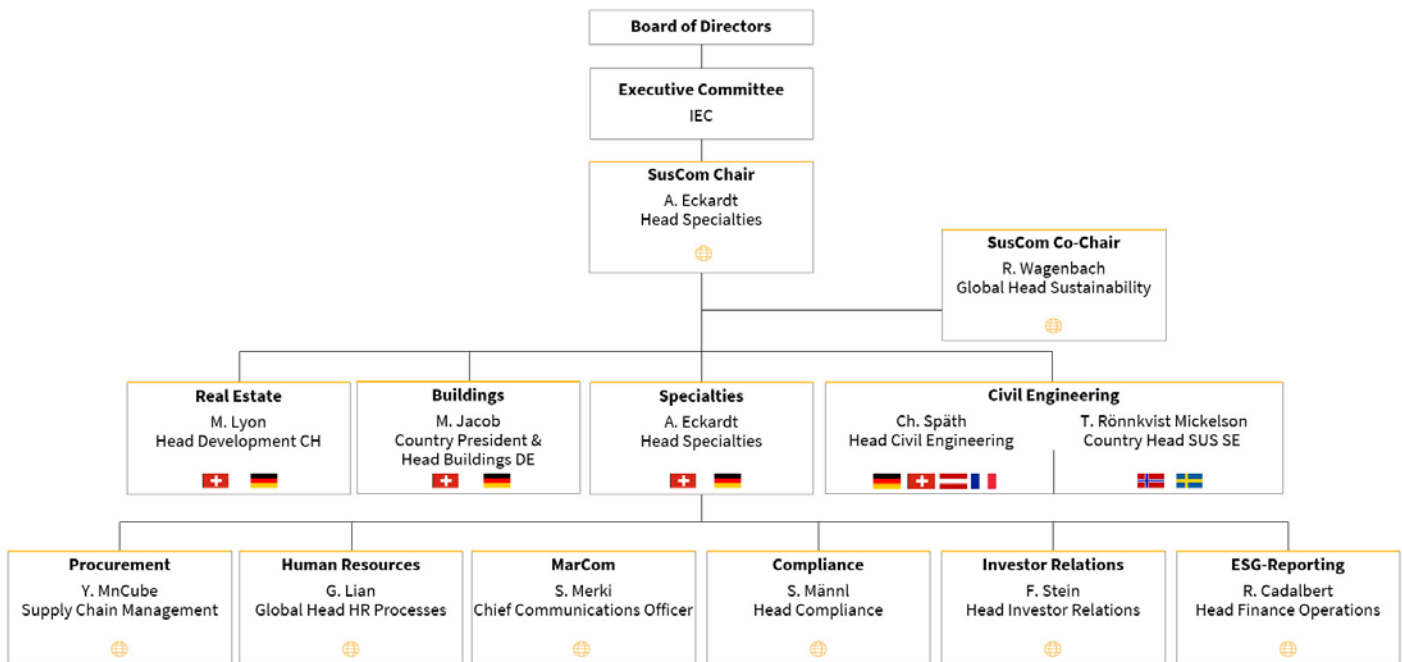
The Global Sustainability Department is supported and overseen by the Sustainability Committee (SusCom), which is made up of representatives from all the divisions and global functions. The Global Head Sustainability functions as co-chair of the Sustainability Committee. SusCom meets four times a year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

The company’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 Specialities Division and also chairs the Sustainability Committee. She advocates for sustainability-related matters as delegate to the management.

The Board of Directors also deals with the company’s sustainable development. It approves the sustainability strategy and corresponding long-term Group objectives. The CEO reports to the Board of Directors on sustainability issues about eight times a year. The Chair of SusCom also provides detailed information to the Board of Directors three times a year.

GRI 2-9, 2-12, 2-13, 2-14, 2-17, 2-23, 2-24

Sustainability Committee



Sustainability management

GRI 3-3

The concept of sustainable development is implemented across all areas and put into practice 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.

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. Defined measures are implemented in collaboration with the relevant divisions and global functions.

Responsibility for implementation normally rests directly with operational line managers or with the global functions, rather than with the Global Sustainability Department itself. Each division has at least one person responsible for safety, quality and sustainability. Implenia thus ensures that all business units engage intensively with sustainability issues and works to achieve the goals.

At the beginning of each year, the divisions and global functions work with the Global Sustainability Department to define their annual goals, which are based on the company-wide Sustainability Goals. Over the course of the year, the Executive Committee 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 most recent rating (2022) by EcoVadis, the world's largest provider of sustainability ratings, Implenia achieved 67 out of a possible 100 points (**Scorecard**). This result pushes the company up from last year's silver status to gold, making it one of the top five percent of the over 100,000 businesses rated by EcoVadis.

In 2022, Implenia also received very good scores from other rating agencies that focus 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.

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

2018



Support of “Smiling Gecko”



Sustainable supply chain management

6. Sustainability Report (Reporting year 2022)



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



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



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

3. Sustainability Report 2014/2015



2013



CO₂-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

GRI 2-6, 3-3

Around 90,000¹ people work in the Swiss construction sector, and each year they generate around CHF 36 billion² of added value, which is equivalent to around five percent of Switzerland's GDP. In doing so they process more than 60 million tonnes of material³ in total.

The construction sector's annual environmental impact comes to a total of 57 trillion environmental impact points⁴, of which energy consumption is the main cause (56%).

¹ Schweizerischer Baumeisterverband SBV (2022): Zahlen und Fakten 2022

² SECO, dargestellt in "Schweizerischer Baumeisterverband SBV (2022): Zahlen und Fakten 2022"

³ EMPA (2019): Synthesis report on "Projekt MatCH"

⁴ EMPA (2016): Projekt MatCH



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

These Swiss figures give an idea of the construction sector's immense significance for the economy, society and environment. Implenia's activities also have a major impact on all three spheres of sustainability. The company accepts the obligation this creates and has made a long-term commitment to the welfare of current and future generations.

Implenia's opportunity to influence a construction project's environmental impact varies depending on where its products and services sit within the value chain. For example, if it is planning a project from the start, the company can make fundamental decisions about using more environmentally friendly materials and ensuring the building is energy efficient once in operation. If it brought in just to build, however, it will focus carrying out the work involved with the least possible environmental impact ([see next chapter for more information](#)).

Implenia uses its leading position in the Swiss construction sector to gain broader acceptance for sustainable approaches – by carrying out pilot projects, for example, by collaborating on standards and by compelling business partners to comply with its [Code of Conduct](#).

Implenia seeks to mitigate climate change and works systematically to reduce its greenhouse gas emissions. In its own projects the Group does this by using innovative techniques and materials that use less grey energy, and by minimising direct consumption of fossil fuels at building sites, depots and production facilities.

WHERE THE COMPANY CAN HAVE AN INFLUENCE

GRI 3-3

With buildings that it develops itself from scratch, Implenia can design and plan sustainably right from the start. In these cases it follows the relevant external guidelines, labels and standards and uses its in-house evaluation tool “Gesamtbewertung Nachhaltiges Bauen” (GeNaB® “overall assessment for sustainable construction”).

With many projects, however, Implenia tenders for private and public sector contracts as general or total contractor, meaning that it has to follow plans made prior to its involvement. In these projects, the environmental impact of the building in its operational phase – energy intensity for example – will already have been largely determined by the client. Implenia can only have an indirect influence here, perhaps by suggesting more socially and environmentally friendly options and materials. Ultimately, however, the decision rests with the client.

When it plans exactly how to carry out the work, though, Implenia still has plenty of opportunity to influence the social, environmental and economic impact of a construction project. The company can make most of the decisions about what machinery to use, how to separate and dispose of waste, and what working conditions should apply on site. However, the emissions produced during construction itself are relatively low compared to the total emissions of a building across its entire life cycle.

As a major buyer of construction materials such as concrete, steel, gypsum, natural stone and glass, Implenia is highly dependent on the availability of these resources; but the company can make a big difference by taking sustainability criteria into account in its procurement. It can favour locally sourced construction materials, or only choose those that have a low grey energy profile. This requires buy-in from the client and a transparent supply chain (see [the Supplier management chapter](#)).

RISKS AND OPPORTUNITIES CREATED BY CLIMATE CHANGE

GRI 201-2

Proactive management of opportunities and risks is a crucial element of successful corporate management. Implenia uses a comprehensive Enterprise Risk Management (ERM) system based on integrated processes and clearly defined responsibilities. ERM also helps Implenia assess opportunities and risks relating to sustainability and climate change.

Implenia has defined a series of five-level 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. The probability of a risk occurring is also rated alongside its potential impact.

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, however, increasingly extreme weather can pose real problems for companies and make it more difficult for them to make plans.

It is almost impossible from the current standpoint to predict what the ultimate effect of climate change will be on businesses. What is certain, however, is that Implenia needs to prepare for the expected change and be ready for future developments.

When managing climate risks and opportunities, Implenía is guided by the recommendations of the International “**Task Force on Climate-related Financial Disclosures**” (TCFD)¹.

Regulations	<ul style="list-style-type: none"> ■ Risk: Failure to meet ESG criteria ■ Risk: Increase in planning risks and more stringent requirements for building permits
Technology	<ul style="list-style-type: none"> ■ Risk: More complex construction methods owing to more complex requirements ■ Opportunity: Greater demand for renewable energy infrastructure (e.g. pumped storage power plants) ■ Opportunity: Stricter energy efficiency requirements for buildings necessitate specialist know-how
Law	<ul style="list-style-type: none"> ■ Risk: Sanctions for non-compliance with sustainability requirements ■ Risk: Environmental incident / non-compliance with environmental standards
Market	<ul style="list-style-type: none"> ■ Risk: Volatile commodity prices and supply difficulties ■ Risk: Unsustainable supply chains ■ Opportunity: Sustainable solutions as a distinguishing feature in private and public tendering processes
Reputation	<ul style="list-style-type: none"> ■ Risk: Non-compliance with ESG criteria, non-compliance with sustainability requirements ■ Risk: Environmental incident / non-compliance with environmental standards
Acute physical risks	<ul style="list-style-type: none"> ■ Risk: Extreme weather events have a negative impact on employees and construction processes ■ Opportunity: Increase in natural disasters pushes demand for high-quality, robust infrastructure (roads, tunnels, bridges, buildings)
Chronic physical risks	<ul style="list-style-type: none"> ■ Opportunity: Greater demand for building renovation due to climate change

¹ 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.

STAKEHOLDER GROUPS

Implenia’s **Code of Conduct** defines the company’s most important stakeholders. Our dealings with our stakeholders are briefly described below.

Employees

All of Implenía’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

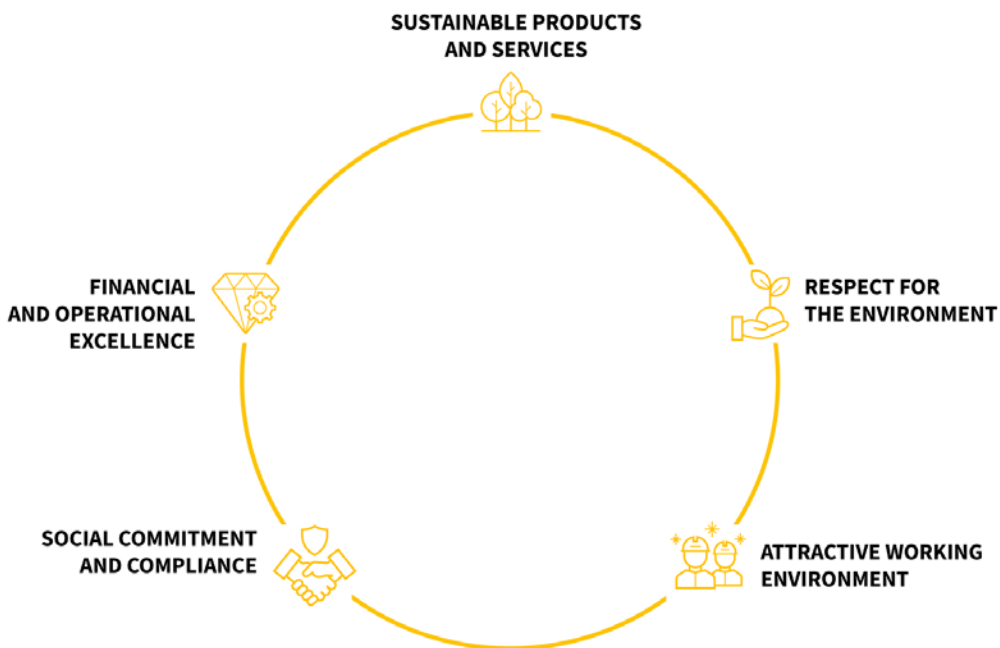
Implenia runs an active and open communications policy. Corporate Communications provides the media with timely and comprehensive information about important events. Journalists are regularly invited to information events designed to keep them up-to-date (in person or virtually) with the company's activities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

Society

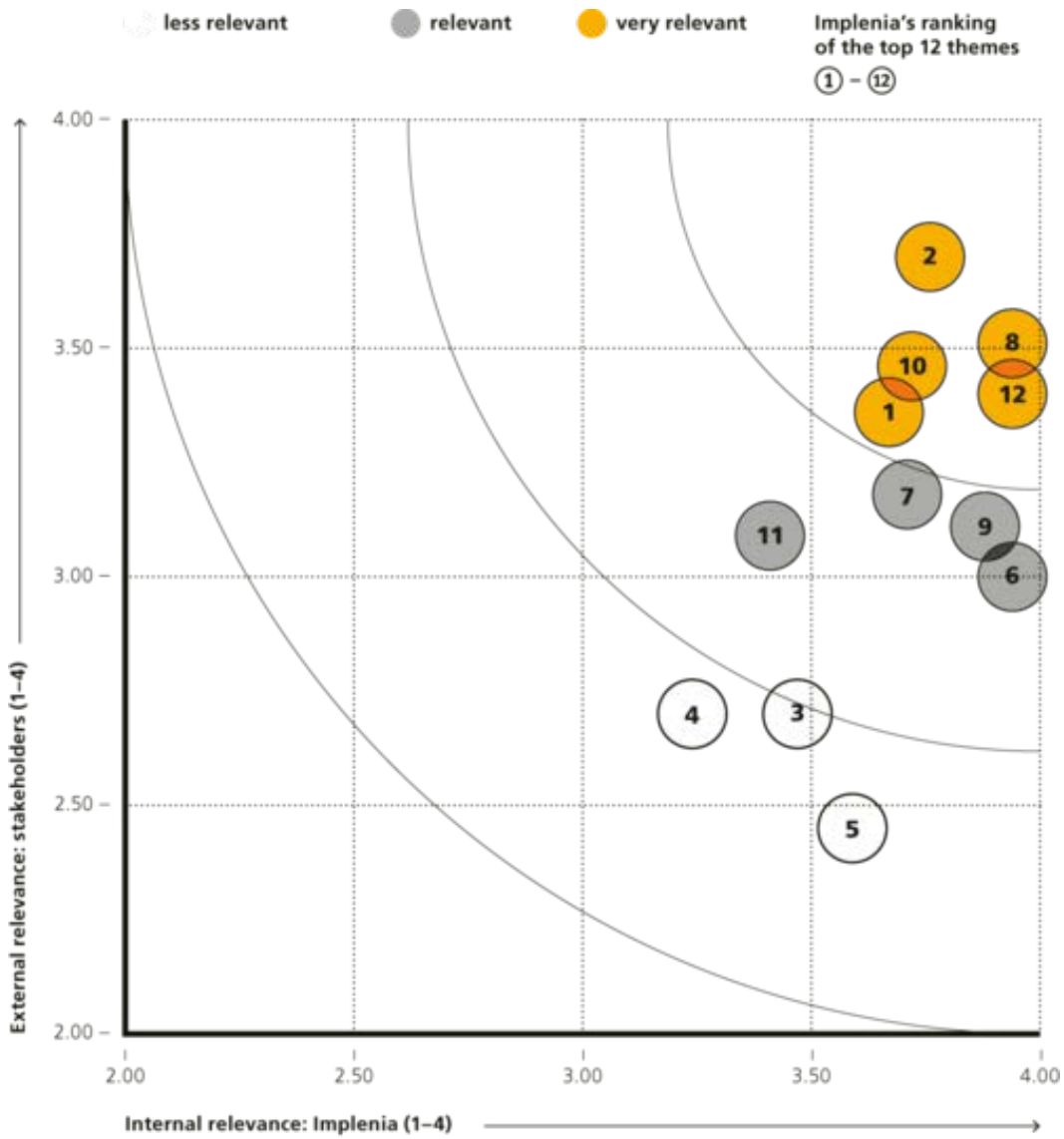
Media work is only one part of the Group's information sharing efforts. Another important pillar of communication is direct contact with people to give them an insight into the world of Implenia. For example, the company invites school children to visit construction yards and projects in Switzerland 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.

MATERIAL TOPICS

Implenia's sustainability strategy 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 a materiality analysis based on guidelines set by the Global Reporting Initiative (GRI). The analysis confirmed that the company and its sustainability strategy were on the right track. Two years later the materiality analysis was updated and clarified as part of a management workshop. The last review of the main sustainability issues took place in 2020, when Implenia developed its sustainability goals for 2025.



The internal and external groups both stated that use of resources, energy efficiency and climate change, health and safety, dealing with stakeholders, and integrity were all very relevant.

- 1 Use of resources
- 2 Energy efficiency and climate change
- 8 Health and safety
- 10 Working with stakeholders
- 12 Integrity
- 6 Waste
- 7 Employment conditions
- 9 Employee development
- 11 Economic impact
- 3 Managing water use
- 4 Biodiversity
- 5 Noise pollution

Based on this analysis, the following material topics were identified in accordance with the GRI Standards::

- Economic Performance
- Anti-corruption
- Anti-competitive Behavior
- Energy
- Emissions
- Supplier Environmental Assessment
- Employment
- Occupational Health and Safety
- Diversity and Equal Opportunity
- Non-discrimination
- Supplier Social Assessment

Why is the topic relevant and what are the risks and opportunities?



Sustainable products & services

- Construction projects impact the natural world and cause environmental emissions. The way Implenia builds may also indirectly affect the emissions generated once the completed building is being used (energy consumption for heating and cooling, for example).
- A large proportion of emissions are generated in the production and procurement of construction materials. It is important, therefore, to raise awareness among suppliers and subcontractors and, where possible, to work with sustainable partners.



Respect for the environment

- The construction industry generates considerable quantities of building waste. It is also one of the largest consumers of energy and, consequently, one of the largest generators of CO₂ emissions.
- Knowledge about the environment is sometimes lacking on construction sites. Environmental protection is not yet consistently embedded in all core processes.



Attractive working environment

- Construction is an industry in which there is a high risk of accidents, so ensuring a safe working environment is Implenia's highest priority.
- There is a shortage of skilled personnel in the construction industry. Training and developing its own professional staff is therefore crucial to the Group's long-term effectiveness.
- 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, employee-awareness measures need to be continued and the principles set out in the Code need to be embedded 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 wider environment.
- Knowledge of our own impact is essential if we are to assess and continually develop our mitigation efforts.



Financial & operational excellence

- As an international group, it is important for us to share experiences and know-how within and between all business units.
- Clear processes and instructions can help prevent errors and increase efficiency. Owing to the high risks and generally lower margins associated with building projects, efficient and intelligent processes are absolutely critical.

SUSTAINABLE DEVELOPMENT GOALS

GRI 2-23

Implenia is guided in its sustainability work by the UN's Sustainable Development Goals (SDGs). The company wants to help the world achieve these goals. Implenia covers the following SDGs with its sustainability focus areas:



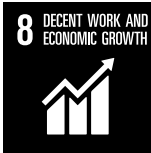
Sustainable products & services



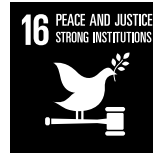
Respect for the environment



Attractive working environment



Social commitment & compliance



Financial & operational excellence



2025 goals

GRI 3-2, 3-3

Implenia has set itself long-term sustainability goals based on a comprehensive materiality analysis with internal and external stakeholders and taking into account the UN's Sustainable Development Goals. The current goals have been set for achievement by the end of 2025. To ensure transparency, Implenia uses the **goal dashboard** to report regularly on the latest status of the work and the degree to which the goals have been met. The dashboard also shows the sub-goals, derived from the main objectives, for each division and global function.

STANDARDS & REGULATIONS

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

Implenia is particularly affected by the new regulations shown below. These are currently being analysed by working groups made up of representatives of all affected departments and the Implenia Executive Committee. The company is gradually implementing the necessary measures. This includes disclosing the legally required information as part of its corporate communications.

- 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
- Swiss Ordinance on Climate Reporting
- German Supply Chain Due Diligence Act
- Norwegian Transparency Act


































































2025 goals

At the end of 2020, Implenia set itself five-year sustainability goals for the first time. We will use this dashboard to report transparently on the latest status of our goals and sub-goals.

Implenia is sticking to the defined global sustainability goals until the end of 2025, but ongoing work has shown that clarifications and additions are needed. Goal 4 “CO₂ reduction” was therefore supplemented regarding scope 1, 2 and 3 in consultation with the Board of Directors and some sub-goals were specified in consultation with the Sustainability Committee.

 planned
  on Track
  not on Track
  critical





Group target 2025	Processing period and status				
	2021	2022	2023	2024	2025
 1. Sustainable Development & Construction 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 ₂ 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 ₂ emissions), water and waste in our own development projects.					
 2. Sustainable Supply Chain We work with sustainable partners and continuously improve together.					
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.		 ¹			
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.					
 3. Eco Construction Site 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.		 ²			
3.2 We define our own standard for sustainable construction site management and audit and award our best projects annually.					
3.3 We offer consulting services on sustainable construction as part of our range of services.					

¹ Data collection to identify number of sustainable subcontractors and suppliers needs to be refined per country and aligned on group level.

² Currently no systematic handling of sustainability topics in our acquisition projects yet.

 <h4>4. CO₂ 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 CO₂ emissions in scope 1 and 2 by 15% by 2025 in comparison to 2020.</p>	!	✓	●	●	●
<p>4.1 We consistently pursue our decarbonization strategy, reduce our annual sales-related CO₂ 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 CO₂ footprint from each country in which we operate, increase our CO₂ offsetting by 10% annually and define country-specific CO₂ reduction paths.</p>	!	✓	●	●	●
<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>		✓	●	●	●
<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>	✓	! ³	●	●	●
 <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>	✓	✓	●	●	●

³ The global certified renewable electricity share is currently 55%. The specific value for the production facilities and properties has not yet been determined.

 <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>	!	✓	●	●	●
<p>8.1 Until end of 2025 we reduce the group-wide accident rate by at least 50% on the base year 2020.</p>	✓	! ⁵	●	●	●
<p>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.</p>	!	✓	●	●	●
<p>8.3 We create a modern and family-friendly work environment and continuously increase employees' satisfaction within 5 years.</p>	✓	✓	●	●	●
<p>8.4 We promote diversity & inclusion within our company and define a plan in each country with binding annual goals for this purpose.</p>	!	✓	●	●	●
<p>8.5 Based on our group-wide sustainability goals, we define at least one binding annual sustainability goal with all our employees.</p>			●	●	●
 <h2>9. Implemia without Borders</h2> <p>We engage in social partnerships and collaborate with our stakeholders beyond the construction site.</p>	!	✓	●	●	●
<p>9.1 We stand in our industry exemplarily for a successful "Corporate Social Responsibility" strategy.</p>	✓	✓	●	●	●
<p>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.</p>	!	✓	●	●	●
<p>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.</p>			●	●	●
 <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>	✓	✓	●	●	●
<p>10.1 We raise awareness of compliance among our employees through e-learning and personal training, thus minimizing the occurrence of compliance incidents.</p>	✓	✓	●	●	●
<p>10.2 We create structures and processes to maintain incident investigation and to handle compliance incidents professionally and promptly.</p>	✓	✓	●	●	●
<p>10.3 We require our partners to comply with our own compliance requirements and carry out targeted audits.</p>	!	✓	●	●	●
 <h2>11. Sustainable Finance</h2> <p>We integrate ESG-criteria in our business and investment decisions for clients, investors and society at large.</p>	✓	✓	●	●	●
<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.</p>	✓	✓	●	●	●
<p>11.2 We define specific ESG-criteria that are incorporated into all investment decisions, awards of contracts and project bids.</p>		✓	●	●	●

⁵ The accident rate for end of 2022 was 43, whereas we were aiming for an ambitious goal of 40. For more information on safety, see "Attractive working environment"



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.







Sustainable products and services

Implenia always aims for sustainable solutions when working on building 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 LEED, DGNB, SNBS and Minergie set different requirements and focus on different aspects. Implenía Buildings had around 50 building construction projects with sustainability certificates under way in Switzerland and Germany in 2022. This is over two times more than ten years ago. Since 2020, around 15 projects were certified per year. In 2022, Implenía’s Division Buildings generated around 45% of its revenue from certified building construction projects. This percentage has been growing continuously over the past years.

As well as its great experience in implementing sustainability standards, Implenía 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 Implenía has 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.

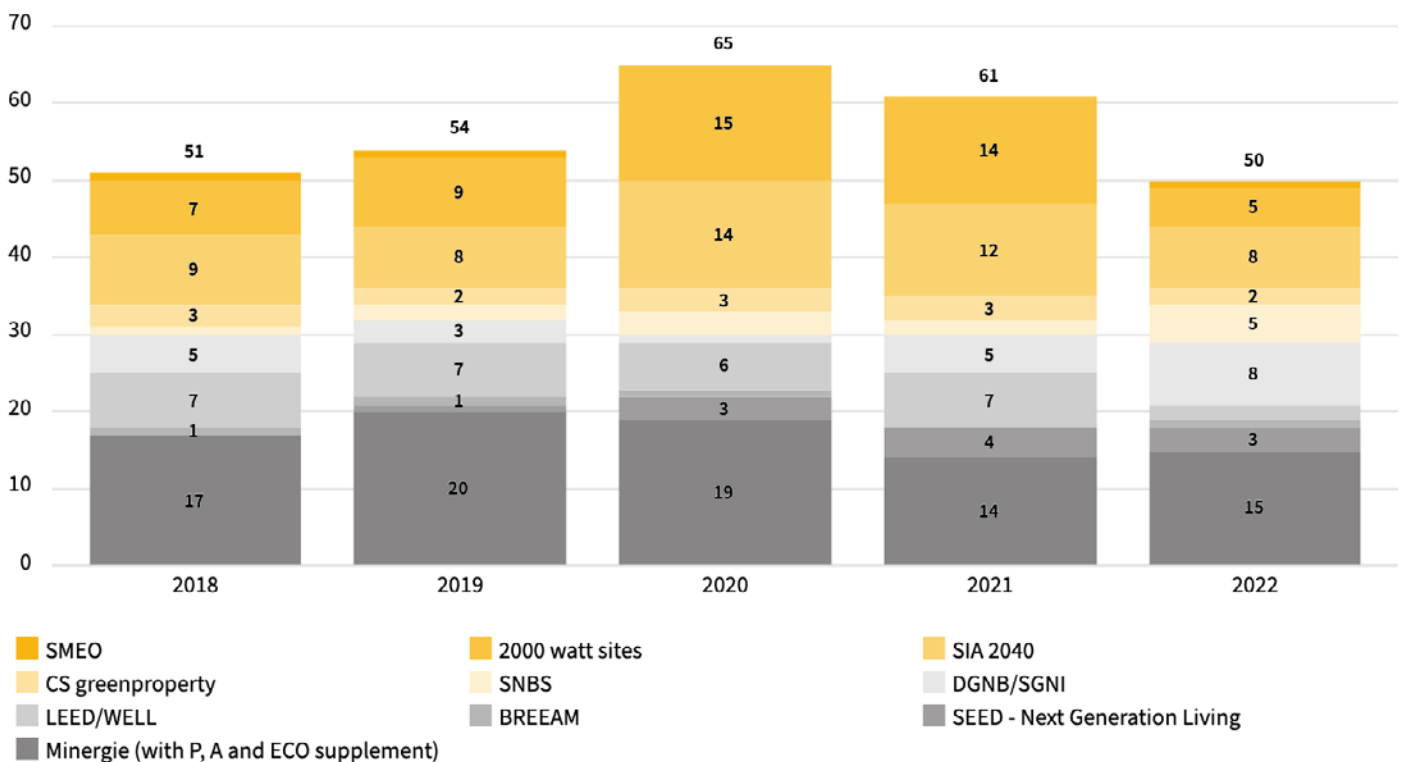
In 2020 Implenía signed the Swiss Building Label Charter, signalling its support for Switzerland’s efforts to achieve its energy and climate goals. Charter signatories aim to carry out every construction project in accordance with a high energy or sustainability standard while also delivering high quality.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

Sustainability standards are still less common in civil engineering than in building construction. In Switzerland, Implenía applies SNBS sustainability criteria when tendering for infrastructure projects. In Norway and Sweden, the company is gaining initial experience with the BREEAM Infrastructure Label (formerly CEEQUAL). The “Hagalund” and “**Londonviadukten**” projects have achieved very good BREEAM ratings.

Status: end 2022

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 with 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, CO₂ 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 funding member of the network, and has had a place on its board since 2012.

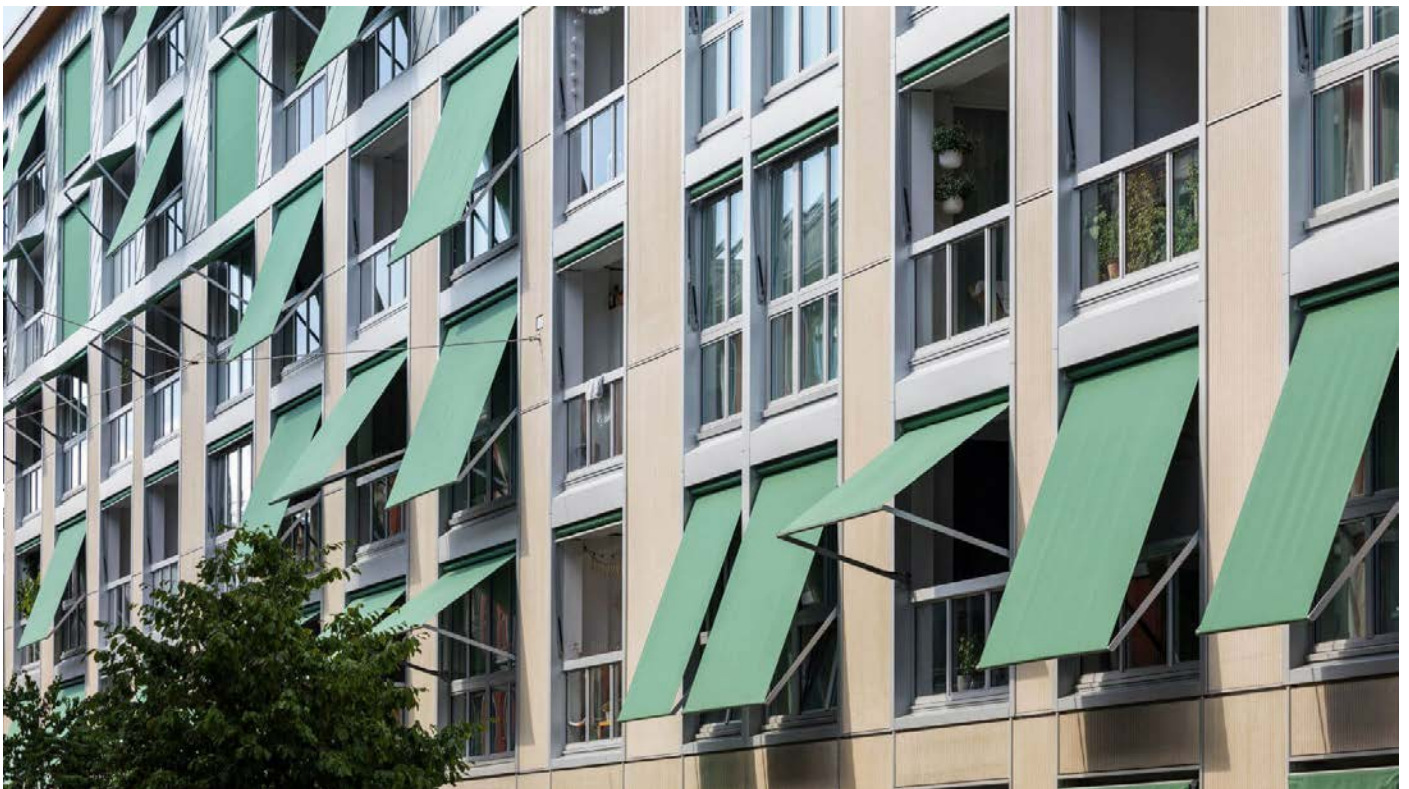
NNBS developed the Swiss Sustainable Building Construction Standard (SNBS), which can be applied to almost any type of project. The industry standard takes into account approaches such as the 2000-Watt society and Minergie-ECO. NNBS has also created a practical tool that can be used to evaluate and compare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

Implenia contributed its expertise to the development of this standard, and uses it regularly on its own construction projects. The 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 sustainability standards are set by them, not by us. Nevertheless, our experts try wherever possible to introduce sustainability concepts that exceed the original project specifications – and to do so right from the tendering phase.

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 has not thought about 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

Implenia Real Estate analysed the entire portfolio of its more than 40 development projects in Switzerland in 2022 and calculated the carbon footprint. The analysis was carried out on the basis of the “SIA-Effizienzpfad Energie“ (SIA Energy Efficiency Path 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 CO₂ 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 meet the SIA 2040 target on average. There is still room for improvement in the residential buildings, however, particularly in terms of the actual structures. The whole portfolio’s CO₂ footprint from construction and operation comes to 14.3 kilograms of CO₂ per square metre per year. This is 15% higher than the supplementary requirement set out in the SIA efficiency path. Optimisations have been initiated in specific projects in order to reduce greenhouse gas emissions.

Decarbonisation strategy of the division Real Estate, Switzerland

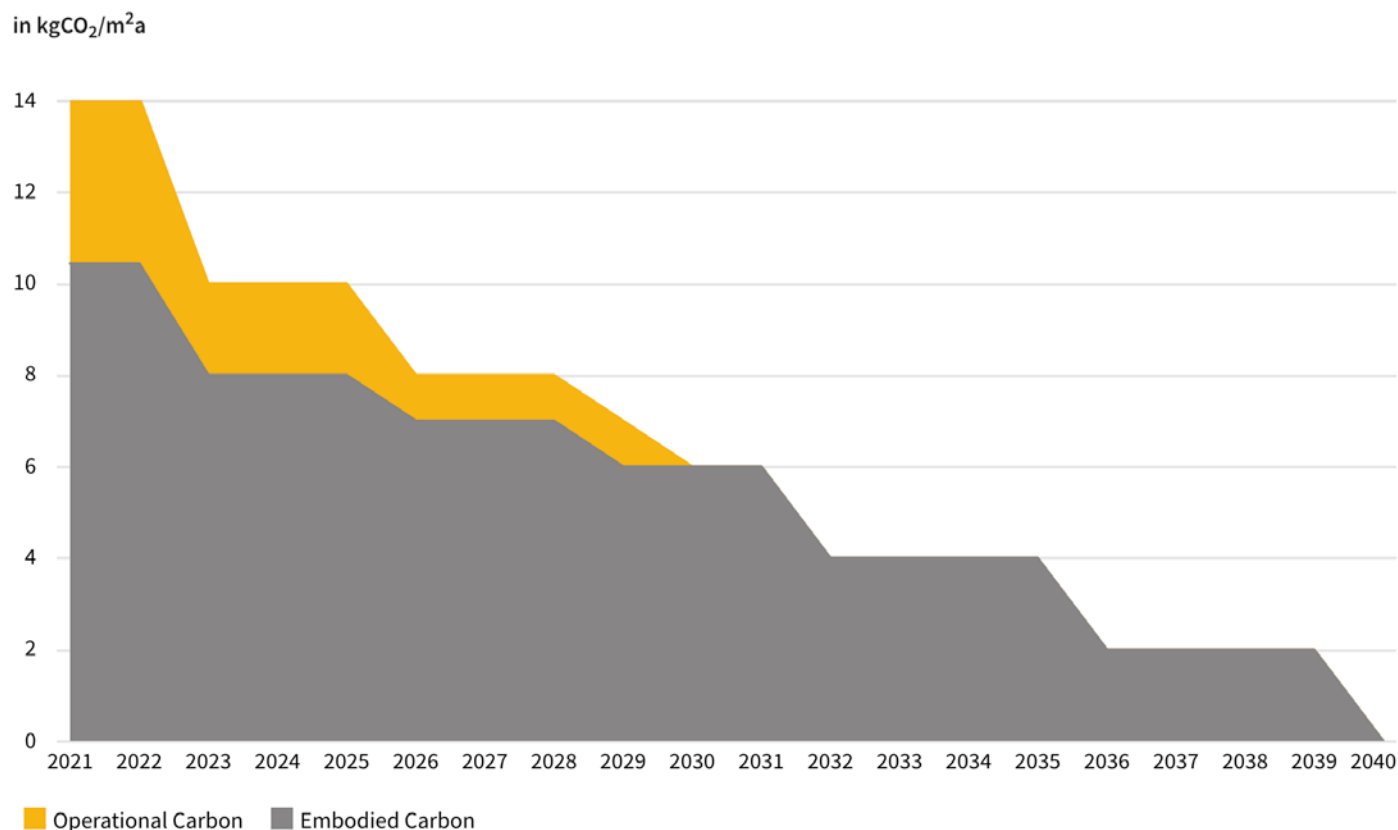
The portfolio analysis has enabled Division Real Estate to identify the key levers for decarbonisation and define an ambitious decarbonisation strategy, taking into account the 1.5 degree target of the Paris Climate Agreement.

For all new buildings in Implenia Real Estate's development portfolio, the target is net-zero emissions by 2030. The target for existing buildings is 2050. Emissions from the construction process and materials will be gradually reduced in all new building development projects by 2040. From 2040 at the latest, emissions over the entire life cycle of new construction projects will therefore be at net zero.

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).

The decarbonisation strategy will present Implenia Real Estate with challenges in terms of design, choice of materials and technical systems. The following applies here: the earlier and more consistently the specifications regarding CO₂ emissions are incorporated into the development, the lower the possible additional costs of the project. In the long term, Implenia Real Estate is aiming for regenerative properties that not only produce fewer emissions, but also make a positive ecological and social contribution.

IMPLENIA REAL ESTATE: CO2 LIMIT VALUES FOR DEVELOPMENT BUILDINGS USING THE EXAMPLE OF RESIDENTIAL BUILDINGS (NEW BUILDINGS, SWITZERLAND)



Sustainable real estate portfolio

In 2020, Implenla 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 Implenla, focusing on the long term and adding new acquisitions.

Minimum environmental standards for materials

Implenla uses a "materials exclusion list" when selecting construction materials to ensure that minimum environmental standards are met. The list is based on the same exclusion criteria as the Swiss Minergie-ECO standard, so if Implenla 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. This list is regularly updated and adapted as new information comes to light.



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 enjoying a renaissance as a natural construction material.

Government authorities have also recognised the trend. In Switzerland, for example, revised fire protection regulations allow the construction of wooden buildings up to 100 metres high. 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 of these benefits make wood an ideal building material within a closed cycle.

In the projects it develops itself, Implenia only uses 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. The FSC standard is still not as widespread in construction as it is in the paper and printing industries.

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.

Its execution of pioneering projects has made Implenia one of the leading players in the wooden construction segment in Switzerland.



Krokodil

At the Lokstadt development in Winterthur, Implenia has built a wooden high-rise residential building known as “Krokodil”. With 254 apartments, this building, completed at the end of 2020, contains 7,700 cubic metres of wood.



KIM

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

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, and a new type of wood-hybrid method is being used for the car park’s supporting structure.



Rocket

The “Rocket” project is another of Implenia’s own developments on the former Sulzer site in the heart of Winterthur. This 100-metre-high skyscraper is being built using a hybrid wood-and-concrete method. When completed in 2026, it will be the world’s tallest hybrid wood building. (Image source: Ina Invest)

Innovative solutions

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:** Implenía invests in, or acquires, innovative SMEs, start-ups and scale-ups that create new business models and sustainable strategic added value.

The company is at the forefront of developing and deploying future technologies in all its core markets, as demonstrated by its wide range of projects – some recently started, some fully 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. Below are a few examples.



TECO 2030 and Implantra will develop zero-emission construction site solutions with support from Norwegian state enterprise Enova.

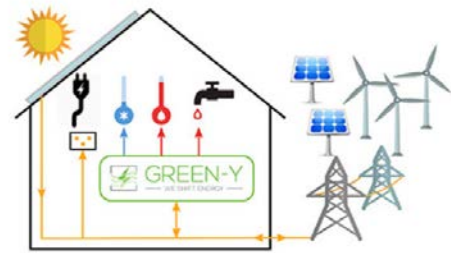
Hydrogen generator

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, Implantra Norway is currently 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, Implantra 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. Implantra 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, Implantra and its partners in Switzerland are developing an ultra-high-performance fibre building material (UHFB). This is notable for its enormous longevity.



Green asphalt

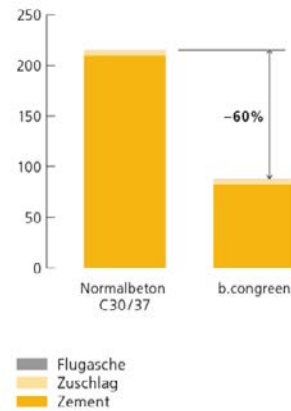
Implenia Sweden used a special asphalt for its “London Viaducts” and “Hagalund” projects, reducing the carbon dioxide emissions and energy consumption generated by laying asphalt by almost 70%. This new type of road surface contains a large proportion of recycled materials and a more environmentally 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 – CO₂-Emissionsvergleich
(in kg CO₂-Äquivalent/m³ nach Baustoff)



Climate-friendly concrete

The main ingredient of concrete is cement, which is made using a very energy and CO₂ 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% less greenhouse gases are produced during production.



Facades as power generators

In Germany, Implenia Facade Technology is working with the Fraunhofer Institute for Building Physics (IBP) to develop modular facade elements that can supply buildings with energy. As well as electricity-generating photovoltaic modules, these elements include components such as micro-heat pumps, and ventilation systems with heat recovery technology.

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 8,000 employees, who can 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 tool. You can find more information [here](#).



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, Implenía buys in building materials such as cement, steel, wood, plaster and paint from external suppliers, as well as sourcing services from external carpenters, plumbers, gardeners, etc. In total, the Group spends about 60% of its revenue on suppliers and subcontractors.

To avoid risks in this extended value chain, the company uses a systematic supplier management system. Suppliers and subcontractors go through a multi-step qualification process that forms the basis for a long-term working relationship.

All business partners working on Implenía construction sites must comply with clearly defined minimum requirements based on the Code of Conduct ([more information](#)) in the areas of environment, working conditions, health and safety at work, quality, purchasing and finances. If Implenía finds that a company is not meeting these standards, no new contracts will be awarded to this company until the issues are sorted out. Implenía also follows the equality guidelines issued by the International Labour Organisation (ILO).

In addition, an increasing number of business partners are judged on their social, environmental and economic performance. For example, if a supplier can provide proof of the origin and recycling content of its products, it will receive a higher score. Partners who work sustainably can thus improve their chances of winning contracts.

Such opportunities for improvement are also discussed with subcontractors and service providers during audits. 70 audits took place in Switzerland in 2021 and 2022. Implenía concentrated on the largest business partners (in terms of purchasing volume) with which it implements joint projects.

In the long term, Implenía wants to work exclusively with sustainability-oriented companies. It has set itself a goal for 2025 of awarding at least 75% of contracts by value to business partners that have been evaluated according to sustainability criteria and that meet higher standards. In addition, it wants to adopt Group-wide procurement guidelines and train all purchasing managers in sustainability matters by 2025. By cooperating closely with business partners, it aims to eradicate any possibility of environmental or labour law breaches in its supply chains.

In accordance with foreseeable regulations in its markets, Implenía wants to make its future sustainability and business reporting even more transparent about supply chains; the company particularly wants to disclose the risk assessments and measures it takes with regard to human rights, conflict minerals and the prevention of child labour.





Respect for the environment

Implenia pursues ambitious environmental goals and strives to reduce the environmental impact of its construction sites. In particular, it aims to reduce the entire Group's resource and energy consumption – and thus its greenhouse gas emissions – continuously.



Environmental management

GRI 3-3

Implenia operates an ISO 14001-certified environmental management system. At the end of 2022, 87% of business units were certified under this standard. Each division has several sustainability and environmental specialists. Supported by the Global Sustainability team, 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. Over the years, Implenia has significantly improved environmental management on its construction sites. It aims to extend optimised environmental management to all projects 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 web-based 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

CO₂-Emissionen

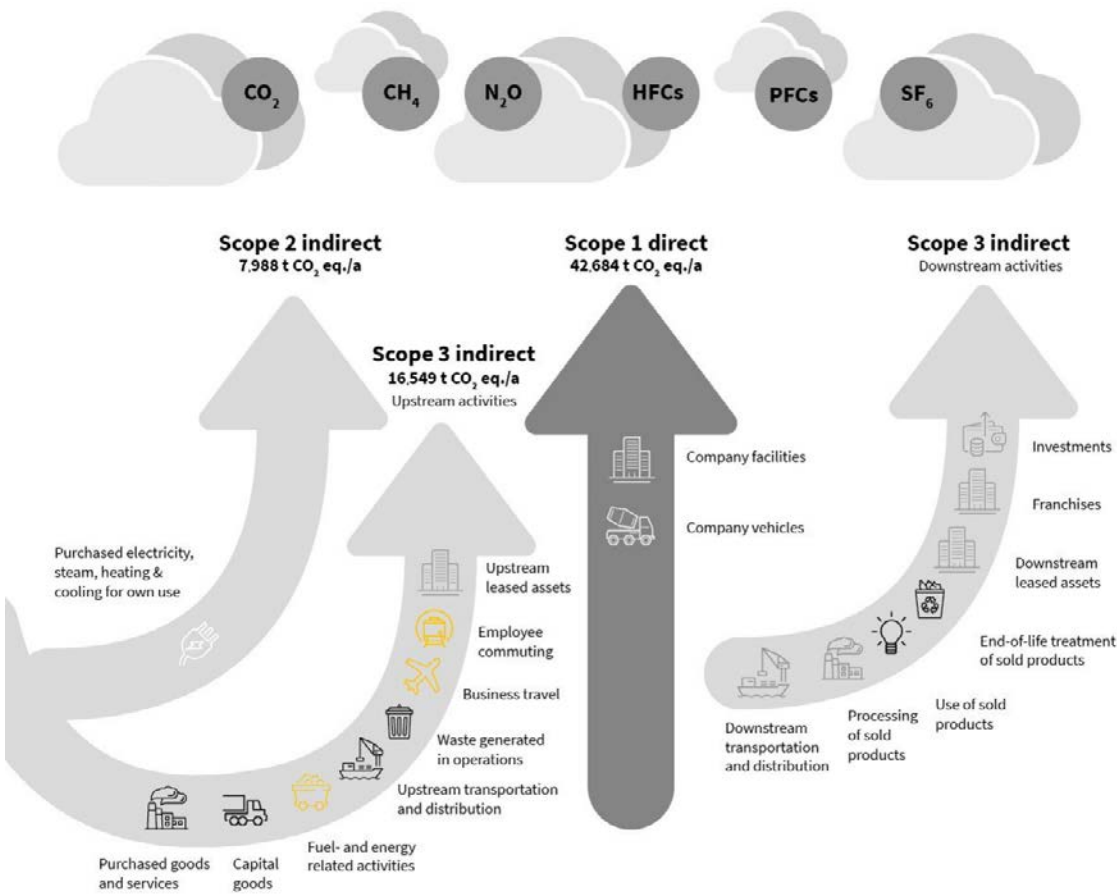
Implenia's CO₂ emissions vary from year to year, because they do not depend solely on the amount of work done or on the technologies used, but also on the nature of the services customers require. It makes a difference, for example, whether we create a tunnel using the drill and blast method or a tunnel boring machine.

Greenhouse Gas Protocol

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.

Implenia's greenhouse gas emissions

Overview of value creation chain



- Reported Scope 1 and 2 emissions
- Reported Scope 3 emissions
- Unreported Scope 3 emissions
- Not applicable or insignificant owing to nature of Implenia's business

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

Implenia is publishing its carbon footprint since 2012. In 2020, Implenia calculated its Group-wide CO₂ footprint for the first time using a new, more comprehensive method. In Switzerland, Germany, Norway, Sweden, Austria (including Romania) and France, the Group emitted 16.7 tonnes of CO₂ equivalents per million Swiss francs of revenue. This figure serves as the benchmark for the reduction trajectory up to 2025.

In terms of absolute CO₂ emissions, those in Switzerland are almost twice as high, at 56% of the Group total, as in Germany, which accounts for 33%. The remaining 11% of emissions is generated in the markets of Norway, Sweden, Austria (including Romania until mid-2022) and France.

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 goal, therefore, is not to generate any net emissions under any Scope by 2050 at the latest.

Scope 1 & 2 emissions

Implenia calculates its CO₂ footprint each year and uses this data as a benchmark to reduce both greenhouse gas emissions and primary energy consumption. Between 2012 and 2019, for example, the company managed to reduce its Scope 1 & 2 CO₂ emissions in Switzerland by almost 15%.

In order to meet climate targets set by the UN and the countries in which Implenia operates, Implenia has tightened its CO₂ targets for 2025 several times. For example, the company now wants to reduce its Scope 1 and 2 revenue-adjusted emissions by 3% per year across the Group. This represents a 15% decrease over the entire period compared to 2020.

Most of Implenia's Scope 1 and 2 greenhouse gas emissions are caused by its construction sites and production facilities. Around 65% of these emissions are the result of burning diesel.

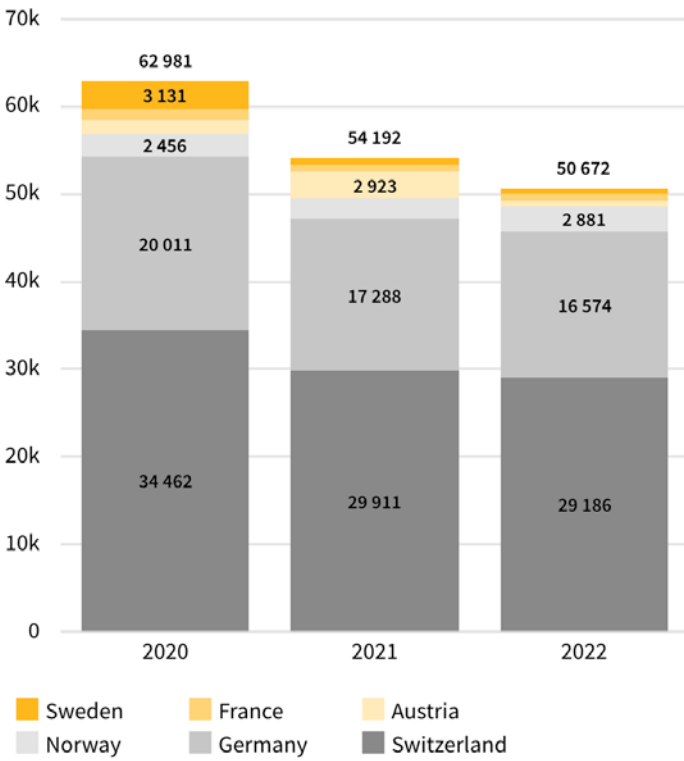
Implenia's greenhouse gas emission figures include direct emissions from the operation of our own construction machinery, trucks, production facilities and yards ("Scope 1" as defined by the international Greenhouse Gas Protocol), as well as indirect greenhouse gas emissions from grid energy like electricity and district heat (Scope 2).

In absolute terms, Implenia was able to reduce its carbon footprint once again, from 62,981 tonnes of CO₂ equivalent in the base year 2020 to 50,672 tonnes of CO₂ equivalent in 2022. Adjusted for turnover, this represents a reduction of around 10.5%.

Status: end 2022

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

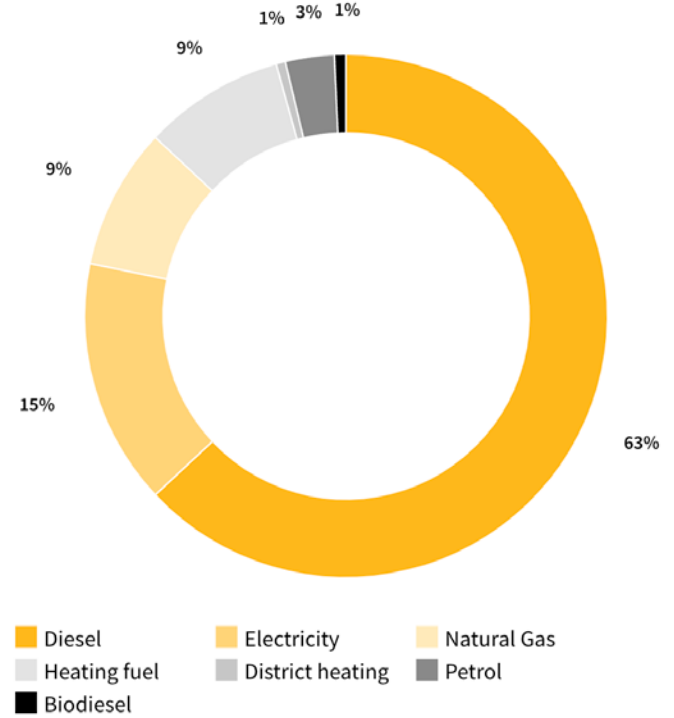
in tonnes of CO₂ equivalents



Status: end 2022

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

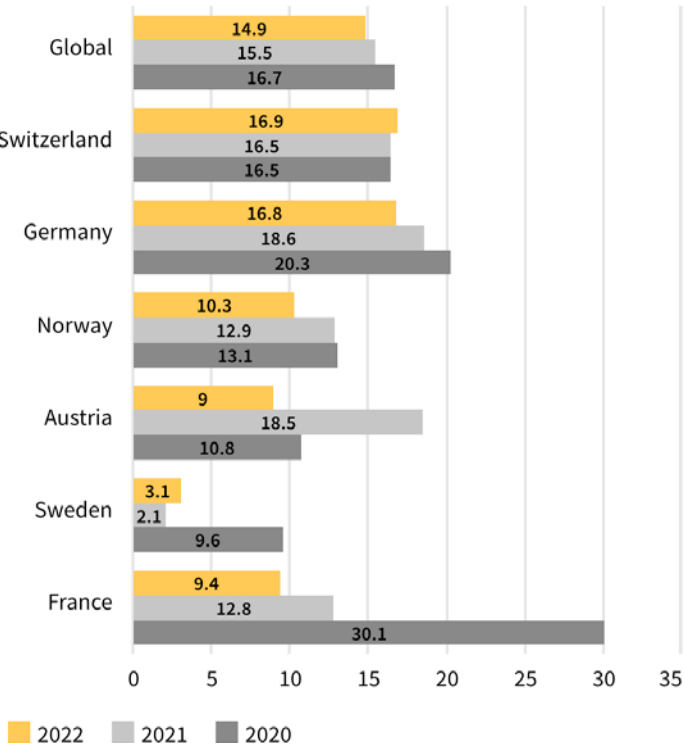
by energy source and in %



Status: end 2022

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

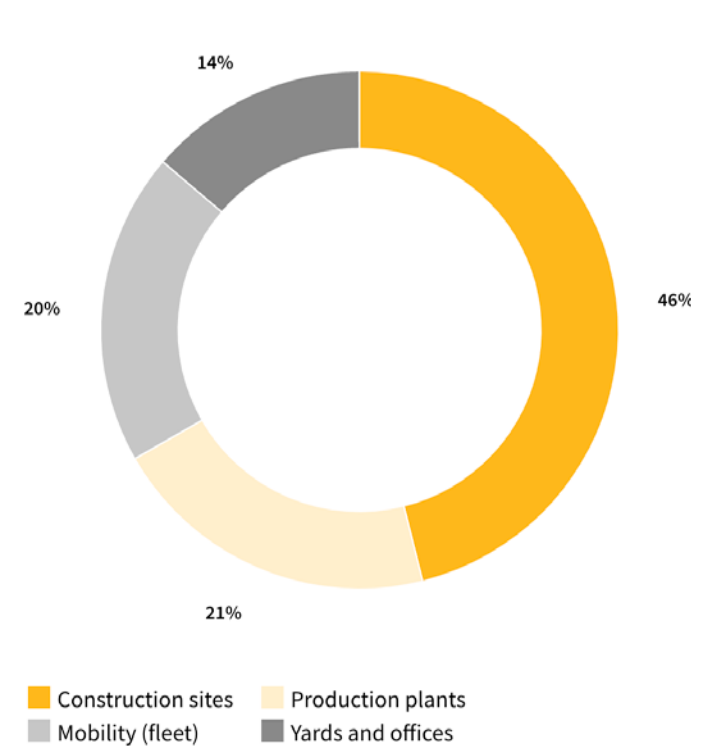
in tonnes of CO₂ equivalent / Mio. CHF



Status: end 2022

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

in % by usage



Due to the smaller number of construction projects and depending on the construction phase or choice of energy sources, CO₂ emissions can fluctuate in the smaller markets of Austria, Sweden and France.

Scope 3 emissions

Initial figures do not include all the other indirect emissions generated in up- and downstream processes (Scope 3). In particular, the extraction, manufacturing for 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 larger 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 in this area as well.

Implenia has identified the major contributors to the company's total CO2 footprint over the value chain. For this, the relevance of the 15 Scope 3 categories to the company's activities were evaluated based on the GHG protocol, available internal and external databases and construction industry benchmarks. The following categories have high priority for the Implenía:

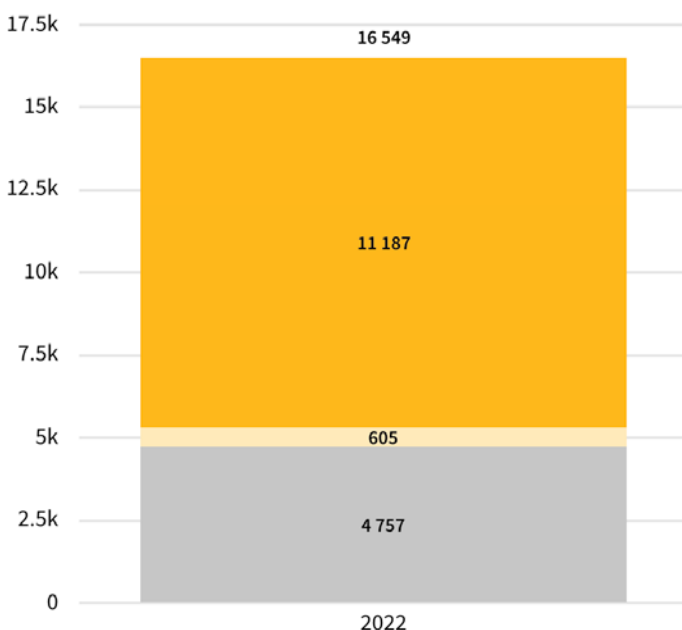
- Category 1: Purchased goods and services
- Category 2: Capital goods
- Category 3: Fuel & energy related activities
- Category 4: Upstream transportation and distribution
- Category 5: Waste generated in operations
- Category 6: Business travel
- Category 7: Employee commuting
- Category 11: Use of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

Reporting in these categories will be continuously expanded in the coming years. In particular, the categories "Purchased goods and services" and "Use of sold products" are highly relevant in the construction industry and account for a large share of Scope 3 emissions. For 2022, the following categories are reported at Group level: "Fuel and energy-related activities", "Business travel" and "Employee commuting".

Status: end 2022

GREENHOUSE GAS EMISSIONS, IMPLENIA GLOBAL (SCOPE 3)

by category and in tonnes of CO₂ equivalents



- Category 3, Fuel- and energy related activities
- Category 6, Business travel
- Category 7, Employee commuting

CO₂ compensation

Since 2014 Implenia Switzerland is compensating the CO₂ emissions of its flights. For the upcoming year, it is the ambition of Implenia to define a groupwide agreed strategy for CO₂-compensation.

Currently Implenia Switzerland works with the myclimate Foundation to offset greenhouse gases released as a result of its business air travel. The projects that the offset contributions help fund in Central and South America meet the highest standards. For example, in 2022 Implenia Switzerland offset flight emissions of around 100 tonnes by funding a municipal reforestation project run to standards set by the Plan Vivo Foundation. This project in Nicaragua removes around 600,000 tons of CO₂ from the atmosphere every year.

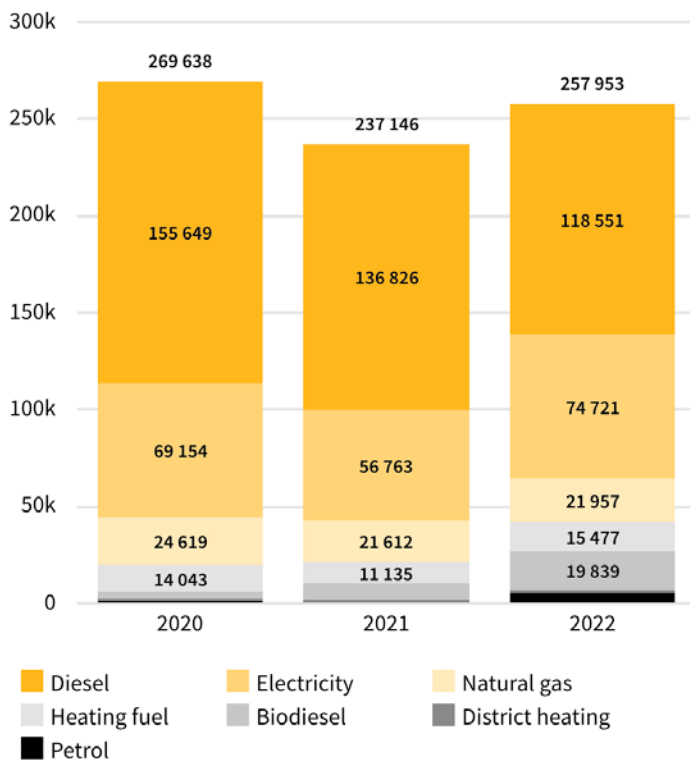
Energy consumption

In 2022, the Implenia Group consumed around 258 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 fuels that are used mainly for generating process heat in its surfacing works, such as natural gas and heating oil.

Status: end 2022

ENERGY USAGE, IMPLENIA GLOBAL

by energy source in MWh



ELECTRICITY CONSUMPTION

Implenia optimises its energy consumption wherever it can and prioritises clean energy sources. Since 2014, Implenia Switzerland has purchased certificates of origin for hydroelectric power for around 10,000 megawatt hours every year. These have come exclusively from domestic sources since 2020.

Implenia Germany buys certificates of origin for hydropower for all its construction sites and office locations. Implenia Sweden covers all its construction projects in the same way. And Implenia Norway has purchased certificates for first projects as well.

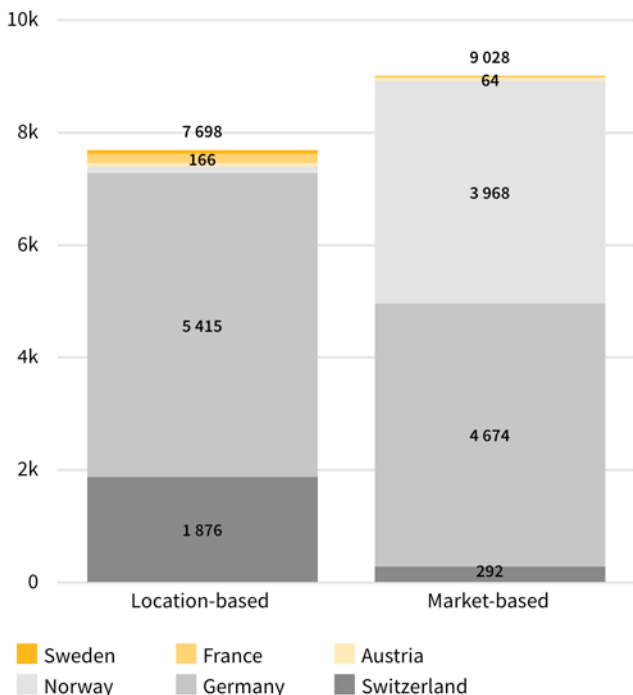
In total, around 55% of electricity consumed by Implenia comes from renewable sources or is offset by certificates of origin.

Since 2022, Implenia has been reporting Scope 2 emissions not only using the "location-based"¹ method but also the "market-based"² method in accordance with the Greenhouse Gas Protocol.

Status: end 2022

GREENHOUSE GAS EMISSIONS ELECTRICITY, IMPLENIA GLOBAL

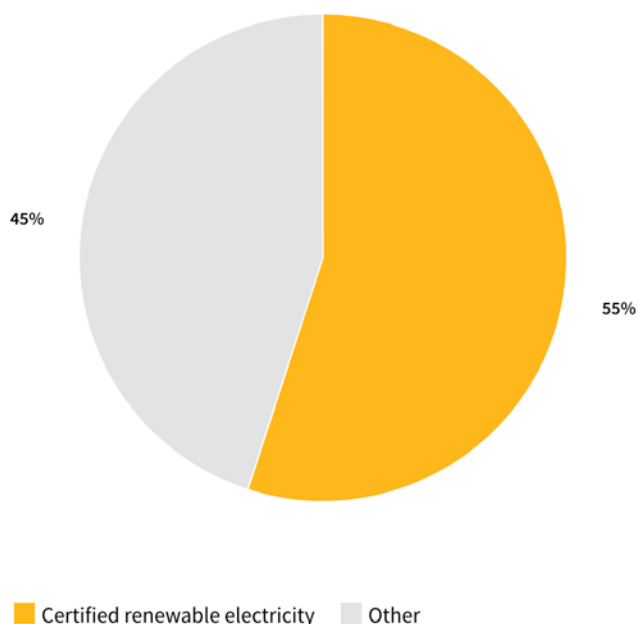
market-based versus location-based in tonnes of CO₂ equivalent



Status: end 2022

ELECTRICITY USAGE, IMPLENIA GLOBAL

by renewable energy and grid mix in %



As 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.

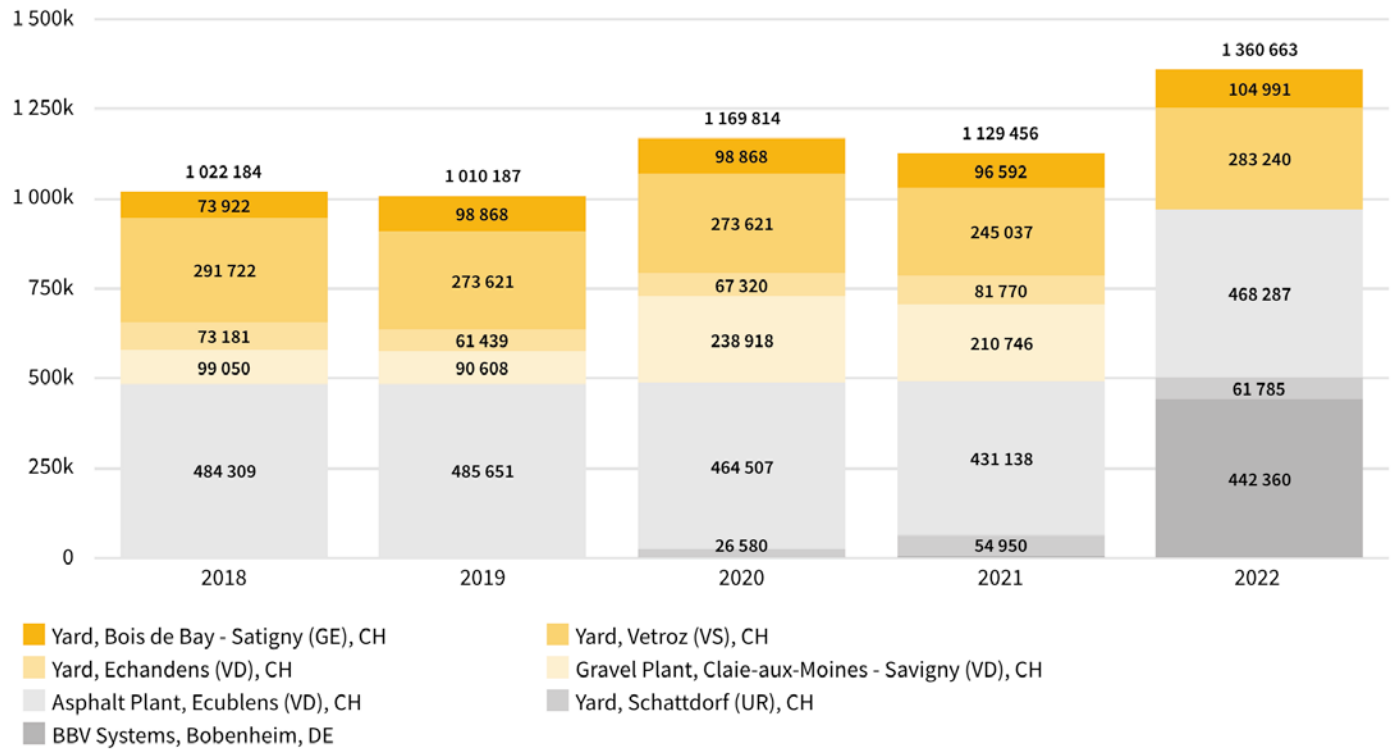
In Germany, a photovoltaic system on the roofs of Implenia's subsidiary BBV Systems GmbH in Bobenheim-Roxheim (RP) produces more than 400 megawatt hours of electricity per year. Almost half the energy generated is consumed on site. In total, the company's own solar systems generate more than 1.3 gigawatt hours of green electricity per year. The target for 2025 is to generate three gigawatt hours of solar power a year.

¹ Location-based figures calculated with country-specific emission factors from the International Energy Agency (IEA)

² Market-based figures with inclusion of guarantees of origin and emission factors of electricity suppliers where available

PV ELECTRICITY GENERATED, IMPLERIA GLOBAL

in kWh



Energy monitoring at our yards

Implenia operates 24 major yards throughout 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, which can be 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 recent years. Measurements were carried out by Tetrag Automation AG, which uses the “e3m” energy monitoring solution for accurate high-resolution analysis of consumption data.

Its analysis showed that the greatest optimisation potential is during downtimes – at night and over the weekend when no work is being done. The experts at Tetrag identified a whole series of other efficiency measures, including the use of modern lighting and heating technology.

In response to this analysis, Implenia has taken various measures to improve energy efficiency. In 2022, for example, the Satigny yard replaced all the fluorescent tubes in its offices and workshops with LED lights.

Circular economy

Every year the Global Footprint Network announces “Earth Overshoot Day”: the day on which humanity uses up all the natural resources that the earth can regenerate that year. In recent years this has always arrived in July, demonstrating how humanity is completely overstraining our planet’s capacities.

To become sustainable over the long term, 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.

By 2025 Implenía aims to develop circular business models and use innovative methods to close its material cycles. It is important not just to recycle worn-out products, but also to actually use the secondary raw materials that recycling produces. Wherever possible, therefore, Implenía uses at least 50% recycled concrete for its own projects, made in a concrete works situated close to the construction site.

Gravel that Implenía 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 Implenía can use the rock it excavates to make concrete locally (**Closing material cycles on site**).

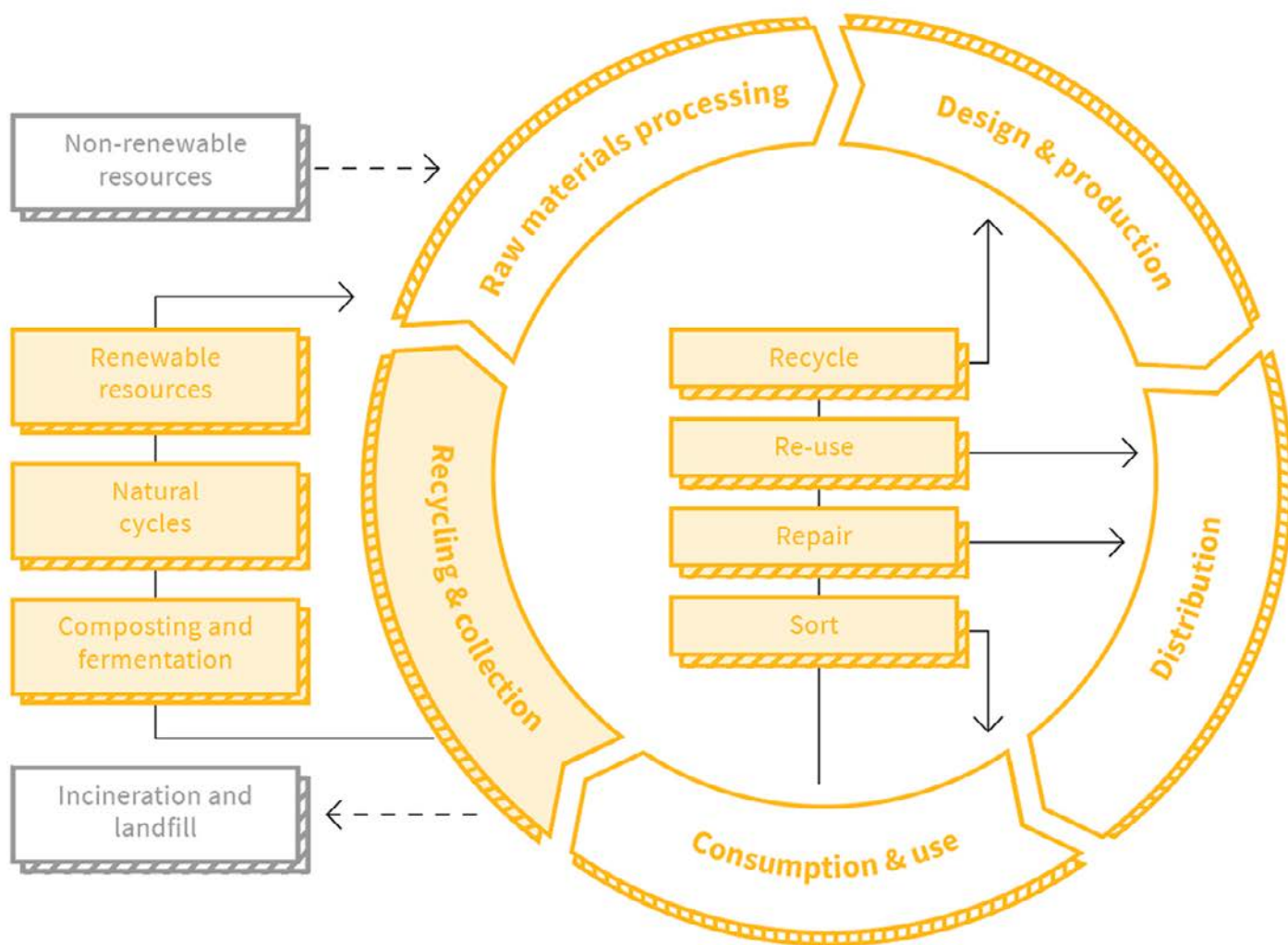
In order to close cycles, it is important in the long term not just to optimise the recycling process, but also to optimise product design. New products have to be manufactured in such a way that the component materials can later be separated out and sorted without excessive use of mechanical processes, energy or chemicals. In the construction industry, the use of dry 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 under the guidance of its new **Real Estate Products** unit (REP). REP looks for flexible, cost-efficient and environmentally friendly solutions using standardised real estate products. Construction methods based on prefabricated elements are combined with circular economy approaches.

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. Planners use a configurator to combine prefabricated elements and modules flexibly to meet customer needs.

The Real Estate Products business unit has defined its own circular strategy along with a set of circular principles. These are being integrated systematically in the development and production of three products: **green hospitality**, subsidised living spaces and “**best age**”. In both **2021** and **2022**, REP subjected itself to external assessment by Circular Globe to measure its own progress on circular economy matters. Implenía recently became the first company in the property sector to achieve the “Advanced” maturity level.

Concept of circular economy



Grey energy of building materials

The term “grey energy”, also known as “embodied energy”, refers to the amount of energy needed to make a product – whether this is a building material, a building element, or even an entire building. All the relevant steps are included: from raw material extraction and transport, through production and processing, to installation or use on the construction site.

Under the calculation method used by Implenia, based on Swiss standard SIA 2032, refurbishment during the operation of a building and all the work required at the end of its life also count towards that building’s grey energy profile. According to this definition, renewable energies are not counted in the total.

Grey energy – and the related grey carbon dioxide emissions – play a key part when considering a building’s sustainability. For new and well-insulated buildings, energy consumption and CO₂ emissions from materials and construction during the building phase can be three times higher than generated over the entire operating phase.

Optimised design and implementation can significantly reduce a building’s embodied grey energy consumption and emissions. In many cases, this also leads to a reduction in construction costs.

At all stages of its construction projects, therefore, Implenia seeks to use all the available levers to reduce the grey energy and CO₂ content. This starts with strategic planning.

A compact building with a smaller exterior area tends to perform better in terms of material consumption. The scale of the foundations, retaining measures and subterranean structures also has an influence. During the construction phase, grey energy consumption can be further reduced by the choice of construction method (solid wall or lightweight), the design of the supporting structure and the type of building technology used.

Various widely-used standards and assessment systems for sustainable construction include grey energy in their measurements. More and more government authorities are also asking for details of grey energy use. In Switzerland, Geneva and other cantons are introducing grey energy and carbon calculations as a part of the planning permission process.

Similarly, several European countries have introduced threshold values for CO₂ in new residential buildings. France, for example, has defined a reduction path that will allow 560 kilograms of CO₂ per square metre of living space from 2024, 320 kilograms from 2027 and only 260 kilograms from 2028.

In line with these trends, Implenia has been using the SIA energy efficiency path to evaluate all its development projects in Switzerland since 2021 (see also: [Developing our own projects](#)). This defines methods and target values for recording primary energy consumption and CO₂ emissions during the construction and operation of a building, as well as also those caused by the associated mobility.

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.

Summer water shortages have become a real challenge in Implenia's work. Saving water is an increasingly important issue in the construction industry. Implenia 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, Implenia has been measuring water consumption on all construction sites for several years. 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 the company is currently extending the recording 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 Implenia'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.

Implenia optimises the quantity of waste it produces through improved processes and good planning, and to use components and processes that allow materials to be separated easily and recycled at the end of their lifetimes (see also: **Circular Economy**).

Implenia 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%. Implenia is well on track to achieve its target for 2025, which is to increase the recycling rate to 100% 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, Implenia regularly trains its construction site personnel on how to store and transport hazardous materials. Since 2020, all the key documents on handling hazardous substances have been stored centrally on the Intranet.



On-site environmental management

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 waste, noise, air, water, soil and energy. These requirements address all operative business units. The respect of local environmental regulations is always to be treated with priority.

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.

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.
- Employees carry an appropriate ear protection without exception in the case of noise-intensive work (>85 dBA).
- 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.

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.

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 preflowder. The choice of preflowder is made in consultation with the responsibilities. It is always necessary to comply with the applicable regulations of the discharge permit.
- 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.
- The transport of hazardous substances must be carried out in accordance with regulations. Authorized transport containers / vessels, load-securing equipment and fire extinguishers must be provided on the transport vehicle. Secure loading on the vehicle must also be ensured. Prohibition of smoking must be respected.
- 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.

SOIL

- Whenever possible, check the re-use of material on own or adjacent construction sites to avoid unnecessary transport.
- In case of chemical or biological soil contamination, an environmental specialist must be consulted. Emergency measures for the prevention of environmental incidents and measures for the restoration of proper operation are to be laid down.
- 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.



SMART CONSTRUCTION LOGISTICS

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

Well-organised construction logistics can significantly improve value creation and sustainability on a construction site. Implenias 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.

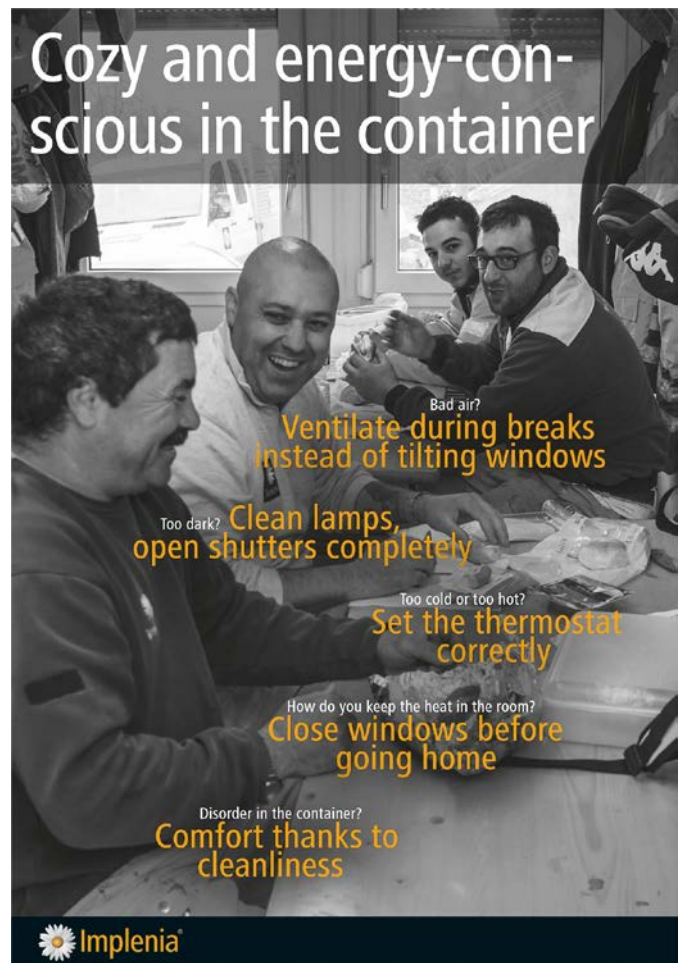
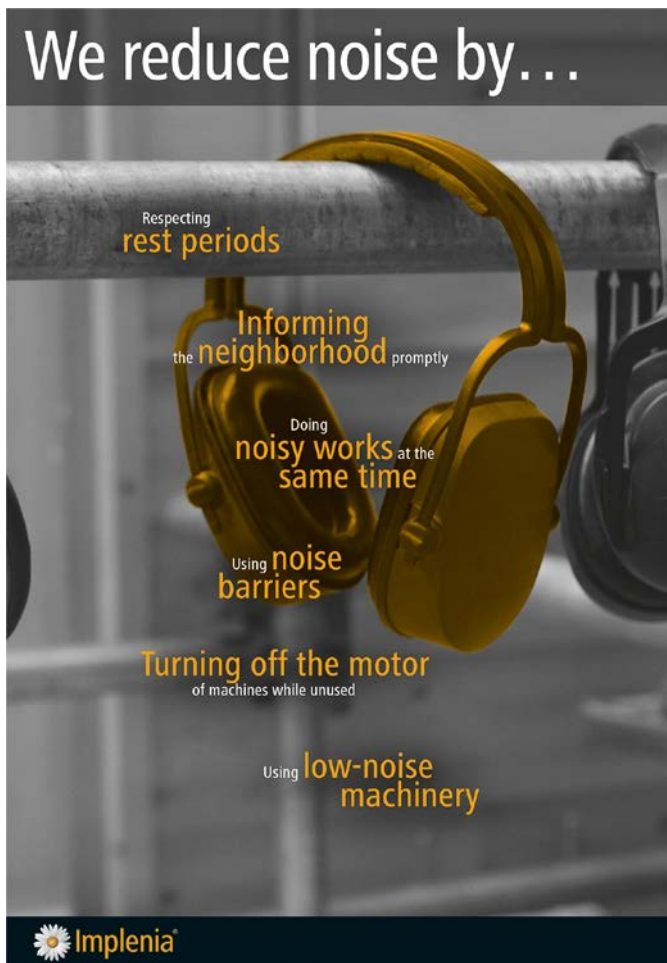
Good construction logistics also cuts waste and emissions of dust, noise and air pollutants – by eliminating unnecessary transport, for instance, or increasing the amount of recycling. A good example of this is the Telli construction site in Aarau (CH), where BCL uses a tailor-made logistics concept to reduce mixed construction waste by 70%.

GRI 2-23, 2-24

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 CO₂ emissions.

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 in-depth documentation.



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 all types of incident in a structured manner. Environmental incidents are recorded separately in this system and classified into categories. In line with the Group's 2025 sustainability goals, the system is currently being established in all countries and divisions.

A lot can happen on a construction site. For example, diesel or hydraulic oil could accidentally enter the ground or water, nearby roads could be polluted, or a protected tree could 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 13 million litres of fuel a year.

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

Technology has now progressed to the point where alternatives to the traditional internal combustion engine are available on the market 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. And for its underground railway construction site in Stockholm, Implenia Sweden, together with Finnish manufacturer Sandvik, has developed a dumper fuelled by fully biodegradable hydraulic oil. The use of biodiesel to drive construction machinery is steadily increasing.

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 Implenia 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, Implenia launched its “Sustainable Office” initiative, which applies various measures in our countries and divisions relating to mobility, waste and materials.

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





Attractive working environment

Around 8,000 employees from 92 nations work at Implen. The company provides them with a safe and modern working environment and is continuously developing 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 2022, the Implenia Group employed a total of 7,870 people from 92 countries (excluding temporary workers). 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 55% of employees are technical-commercial personnel and 45% are industrial personnel.

One of the Group's strengths, thanks to the great diversity of its personnel, is that it brings together a wide range of experiences and perspectives. Implenia has therefore defined the promotion of diversity and employee integration as a corporate goal for 2025; it is currently developing a global policy for diversity and inclusion, as well as a concrete action plan.

The proportion of women employees has been rising steadily for a number of years; in 2022 it went up again to 15.3% (excluding temporary workers). The proportion of women in management roles was 11.2% (previous year: 10.6%).

7.2% of all employees work part-time (excluding temporary workers). 53% of these are women. In total, 90.6% of all employees are in permanent employment. (All figures as of end-2022)

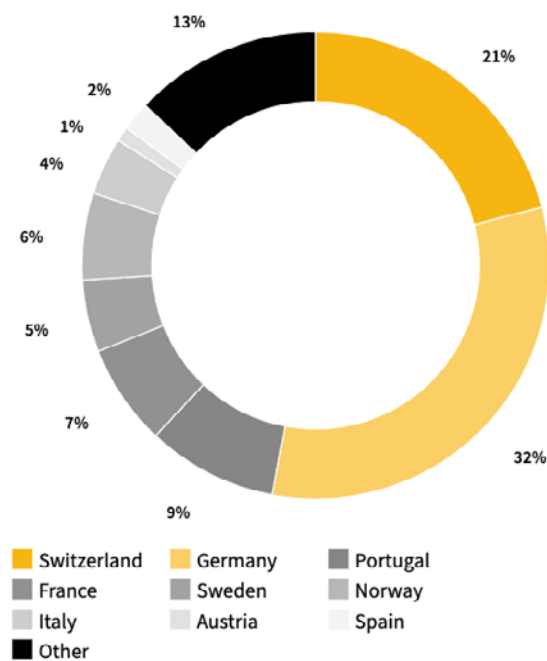
In 2022, the employee fluctuation rate across the company came to 14.6% (excluding seasonal fluctuations), which is 4.5 percentage points lower than in the previous year.

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. To monitor this, in 2022 the company introduced a regular survey on the well-being of its employees in all countries and divisions.

Status: end 2022

EMPLOYEES

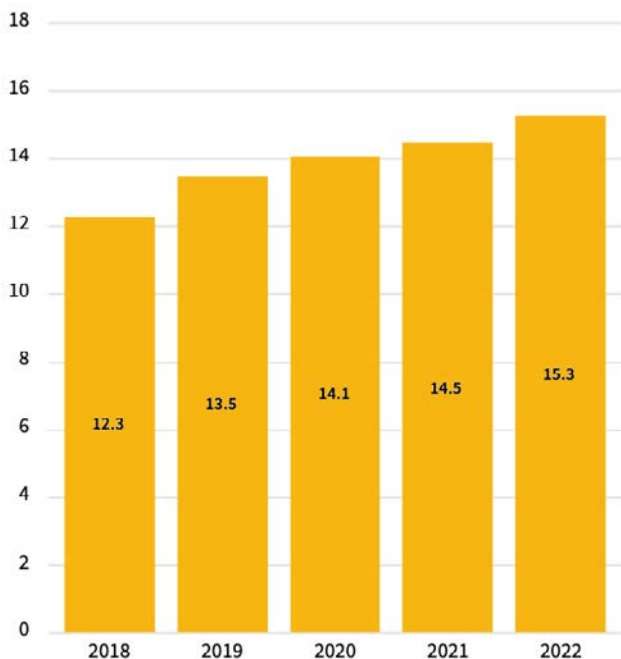
in % by country of origin



Status: end 2022

PROPORTION OF WOMEN

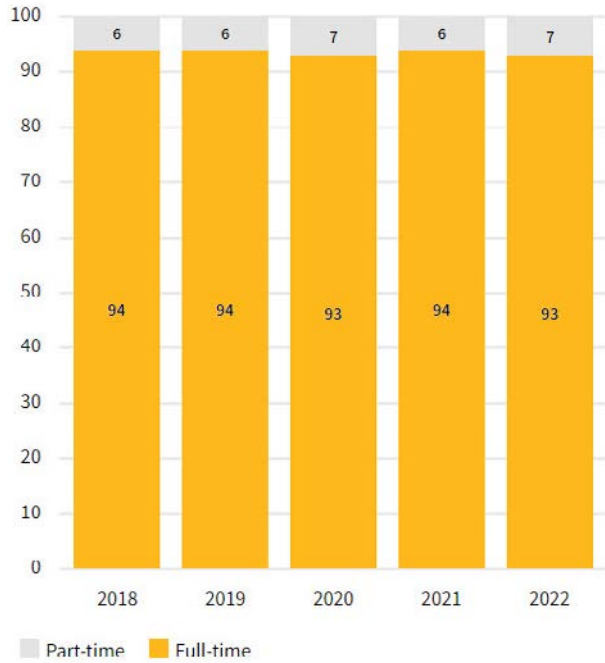
in %



Status: end 2022

PART-TIME AND FULL-TIME JOBS

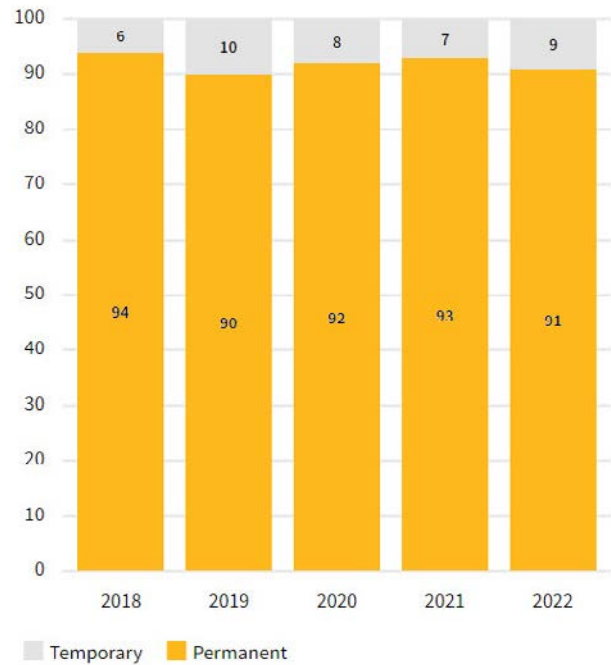
in %



Status: end 2022

PERMANENT AND TEMPORARY JOBS

in %

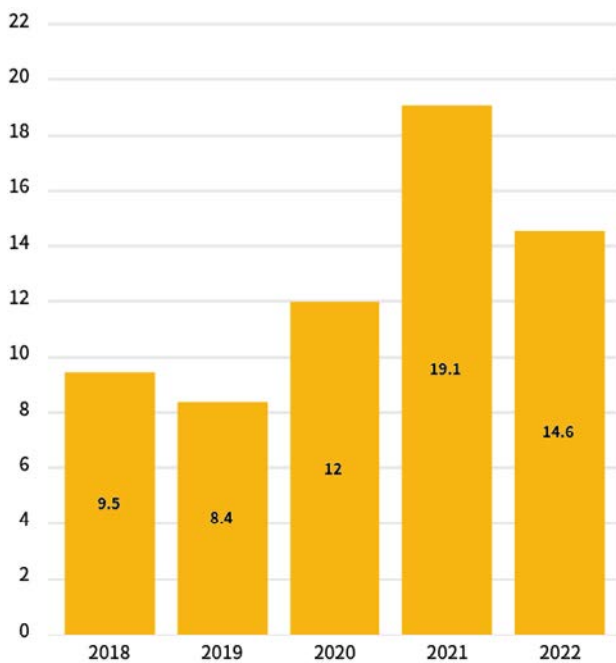


Status: end 2022

FLUCTUATION RATE

in %

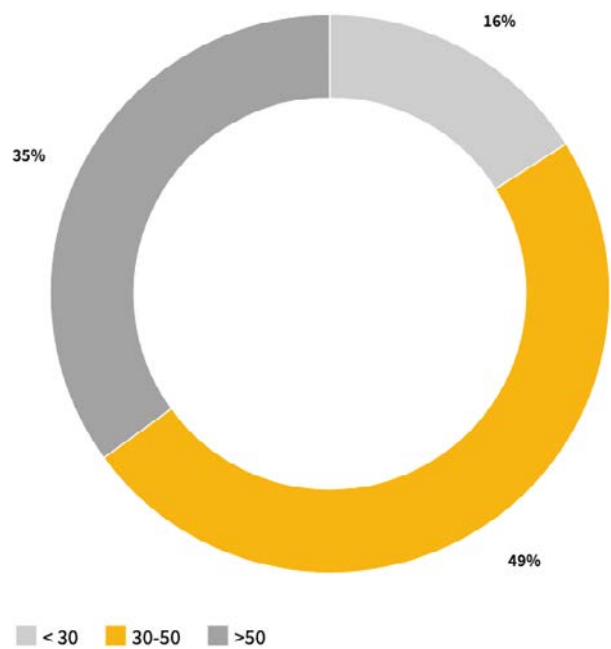
2021 influenced by reorganisation measures



Status: end 2022

AGE STRUCTURE

in %



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 a 15.3% share of female employees, and it is continuing its work to attract more women across all employment categories.

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 the construction industry, directing its efforts equally at women and men. It is beginning to see the success of this approach: in 2022, four of the five students that Implenia Norway supported with their masters theses were female. In Switzerland in 2022, the company once again participated actively in National Futures Day, joining a special project run by Baukader Schweiz and the Schweizerischer Baumeisterverband: “Mädchen – bauen – los!” (“Girls – build – go!”).



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 2022, around 75% of the Group's workforce worked under a collective employment contract. For employees not under 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, the budget for salary increases is targeted to correct gender-based differences.

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.

This shows that Implenia is serious about equal opportunities. 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% in favour of men (as of 2022).

Implenia also adjusts wages individually on the basis of performance assessments and employee appraisal discussions. In addition to the employee's contribution, such adjustments are based on the complexity and scope of their role, as well as local market conditions.

Since 2021, members of the senior management team have been obliged to set their own individual goals each year, based on the company's values. In addition to their agreed basic salary, managers 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 priorities.

Around 40 senior managers receive some of their remuneration in the form of shares. All permanent employees have the opportunity to purchase Implenia registered shares at a discounted rate after one year of employment at the company.

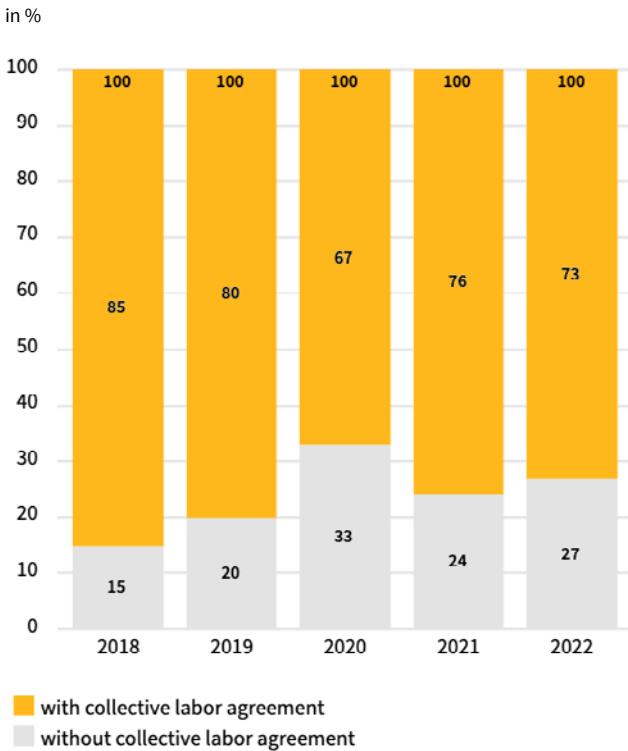
Conditions of employment and social benefits meet the latest standards at the very least, and in some instances go far beyond the statutory requirements. For example, employees in Switzerland benefit from attractive pension arrangements, an extra week's holiday and 16 weeks of maternity leave – two weeks longer than the statutory minimum. Management personnel over 50 years of age also receive additional leave.

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.

Implenia employees in Germany receive anniversary bonuses or a company pension. 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 pandemic, Implenia continues to encourage a sensible balance between office-based work and remote working, providing flexibility and an attractive working life for its employees. Provided the nature of the job allows it, there are agreements on mobile working for employees in all markets.

Employees with and without collective labor agreement



Advice and support

GRI 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 eight employees get a chance to talk freely with the CEO and CHRO.

Implenia treats all employees equally, regardless of their gender, place of origin, colour, religion, sexual orientation or political views. The company follows the equality guidelines issued by the International Labour Organisation (ILO). These focus in particular on equal pay and preventing discrimination of any sort. Implenia regularly informs employees about compliance with the rules in publications like the CEO Newsletter.

In order to protect all employees from sexual harassment and discrimination, Implenia has set out clear rules in its **Code of Conduct**. It also maintains a compliance contact point as well as a contact centre for women, 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 can 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

Individual development

In order to implement its innovation strategy, Implenia wants to attract highly talented people and instil in them a long-term commitment to the company. It offers its employees a wide variety of training and development options, 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. Furthermore, training courses are subject to constant quality control. In 2022, Implenia launched its digital "eCampus" in all markets. Employees can now register for training or start an e-learning course with a few clicks of the mouse.

Training is coordinated and delivered at global, national and local levels. 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 the 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: the "Organisation Capabilities Review". Following its successful introduction for managers, this will gradually be applied to the whole Group over the next few years.



SUSTAINABILITY ACADEMY

Implenia set up the Sustainability Academy at the same time as the eCampus in 2022. Each segment of the electronic 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 now being integrated into training plans and the onboarding process for new employees.

MANAGEMENT TRAINING

In order to ensure everyone shares the same understanding of what leadership is, Implenia puts its managers through the "Winning Performance" programme. This leadership development programme is aimed at middle managers in Switzerland, Germany, France and Austria.

Winning Performance lasts for six days, during which participants acquire foundational knowledge in areas such as leadership, communication, health & safety, sustainability and financial management. Informal events are held each evening, with activities designed to help everyone get to know each other and to promote networking. 56 executives participated in the programme in 2022.

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

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 managers and future managers. Since 2022, WE LEAD has also been open to promising employees who may be suitable for future management roles. During the first round, 200 employees benefited from the expanded training and development offering. 400 are participating in the current second round.

TALENT DEVELOPMENT

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 wants to position itself as a benchmark company for promoting young talent in the construction industry. The company has always trained young professionals – to secure its own future and at the same time to fulfil its social responsibility. In 2022, around 200 apprentices finished their apprenticeship at Implenia in on-site or office-based roles.

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 2022, for example, second-year apprentices built a wooden bridge, firewood stores and other infrastructure for a hiking trail through in Val Lumnezia in Canton Grisons ([more information](#)).

Implenia Norway saw a record high number of new apprentices in 2021. Implenia Norway has awarded its “Mentor of the Year” and “Trainee of the Year” prizes since 2019 to reflect its appreciation of exceptional achievement in talent development. Since October 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 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. It is a standing item on the agenda of every Implenia Executive Committee meeting. In recent years the company has launched numerous initiatives and created various structures to minimise risks on its construction sites. Almost 100% of all business units now have ISO 45001 certification.

Implenia has a well developed Health & Safety organisation with clearly defined responsibilities, regulations and processes. If accidents do occur, they are systematically recorded and investigated. Corrective measures are taken where necessary. 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

An effective safety culture must include openness about mistakes. Everyone wants to avoid mistakes; but if they do happen, they should not be kept secret or played down. Mistakes need to be addressed if they are to be corrected and if lessons are to be learned. Implenia's number one safety rule is that employees must stop work or tell others to in any situation that seems unsafe.

The **Code of Conduct** obliges all employees without exception to comply with safety regulations. This also applies to subcontractors working 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 the 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 accident rates. Annual goals set for top management 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

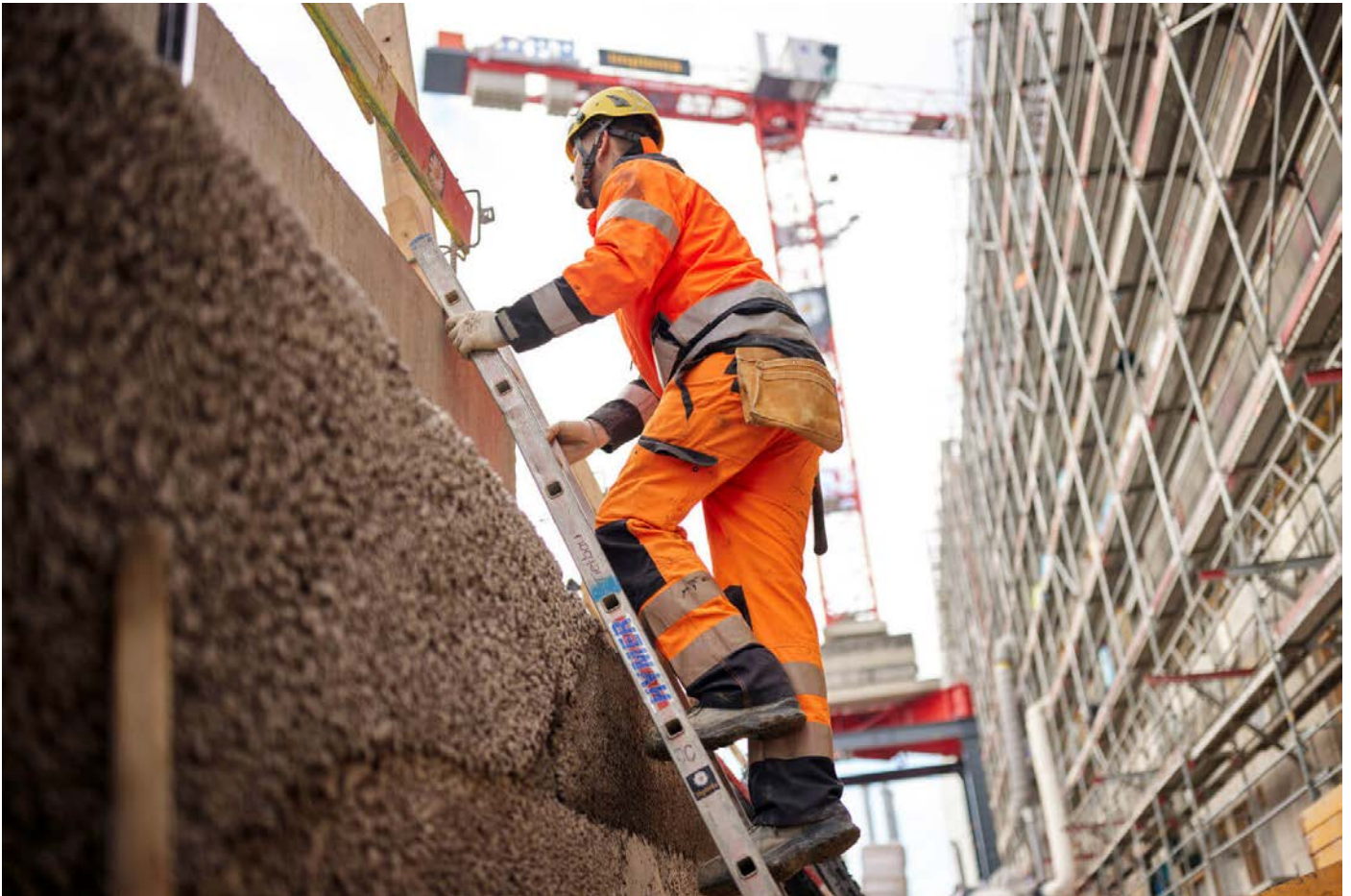
Implenia’s annual Health & Safety Award celebrates outstanding achievements in occupational health and safety by three teams or individuals. The award is intended to encourage the search for innovative solutions and publicise good ideas throughout the Group.

The 2022 Gold Health & Safety Award was awarded to the Südcampus Bad Homburg project team from Germany. This team designed a wooden frame that encloses free-standing wall sections on construction sites and minimises the risk of falling parts, as well as modular wooden elements that prevent people from falling into stairwells ([read more](#)). Silver and Bronze were awarded to the Wooden Construction team in Rümlang (Switzerland) and the TELT project team in France.

HEALTH & SAFETY DAY

A Group-wide Health & Safety Day was held for the first time in autumn 2022. All employees in every country and every service area focused on the main topic for the day: “dilemma”. There were also site tours focused on health and safety, evacuation exercises, training in first aid and the use of defibrillators, as well as workshops on health topics.

Active participation by the entire workforce and dialogue between employees and managers were prioritised as a counterweight to one-way instructions, which are the usual mode of communication on health and safety issue. Everyone involved was very positive about this interactive approach. The Health & Safety Day will be held once a year from now on.



ACCIDENTS AND ABSENCES

Through constant and consistent commitment, Implenia has managed to reduce the accident rate on its construction sites year by year for a long time now. In 2022, the figure was 43 accidents per thousand full-time jobs. The most common types of accidents include trips, injuries when lifting loads by hand, and eye injuries. Tragically, a subcontractor's employee suffered a fatal accident on an Implenia building site in 2022.

Constant vigilant risk awareness and consistent compliance with safety requirements are essential if we are to avoid further incidents. Reducing the accident rate every year is a fixed annual goal for the whole Group. As part of this, each business unit adapts its own targets individually and reviews them regularly.

The number of non-occupational accidents rose slightly between 2021 and 2022. Most accidents in people's private lives occurred when engaged in winter sports, on the roads or as a result of slips and trips in the home or garden.

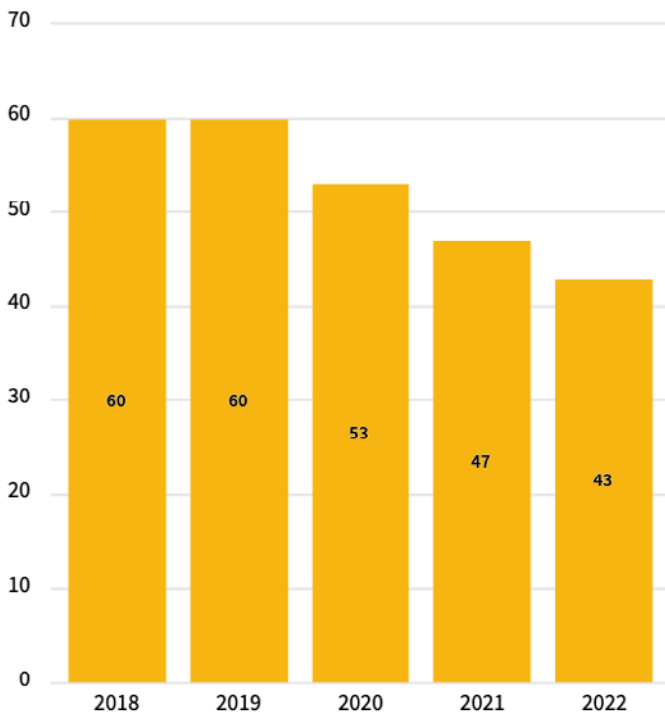
The number of days' absence due to occupational accidents decreased to 8,285 (2021: 9,819).

When its employees have accidents or are seriously ill, Implenia works with internal health managers on their rehabilitation and reintegration. In 2022 the team supported 172 such cases in Switzerland.

Status: end 2022

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 and has a Code of Conduct to ensure that employees comply with these. It is also involved in social projects well beyond its own business activities.



Code of Conduct

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

Implenia has set 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 behave towards each other and towards business partners, authorities and the environment. It also describes the responsibilities of Implenia's business partners.

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

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 on it. More than 700 new employees completed the e-learning course in 2022, while longstanding employees also receive regular internal training. The Code of Conduct is an integral part of the agreements concluded between Implenia and its business partners.

Implenia has a Country Compliance Officer in each country, who is the first point of contact for legal and regulatory compliance issues. Additionally, 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.

Furthermore, each country – except Germany – has a Data Protection Coordinator who deals with data protection issues. In Germany a Data Protection Officer appointed in accordance with national regulations performs the tasks assigned to them by law.

The Group's Chief Compliance Officer is German Grüniger, who also has responsibility for these areas on the Implenia Executive Committee. He is supported by the Head of Compliance & Data Protection, who is responsible for implementation.

Implenia encourages anyone who notices a possible violation of the Code of Conduct, other internal policies or legal regulations to report the suspected misconduct. Various channels are available for this purpose, including an anonymous online reporting form. The company guarantees that whistleblowers will be protected, and that each incident will be investigated comprehensively and neutrally.

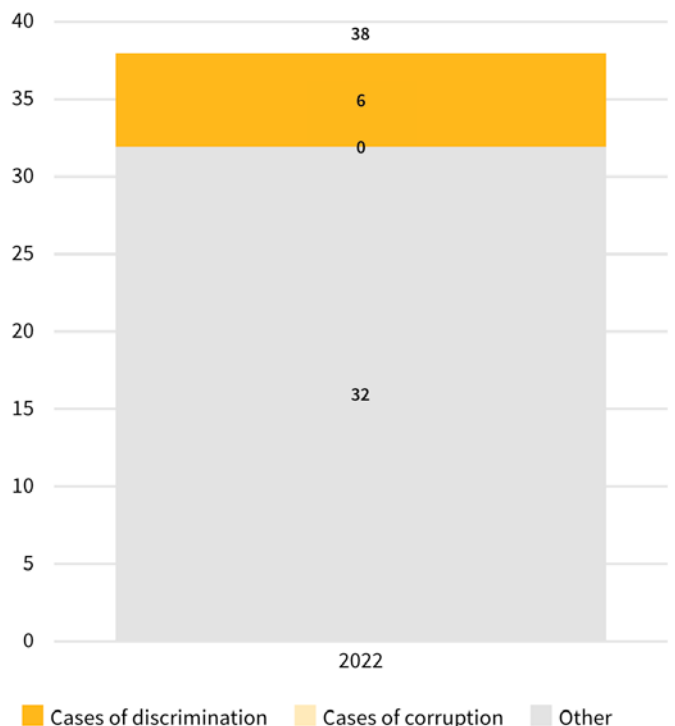


Code of Conduct

Status: end 2022

Compliance cases

In number of reported cases by incident type



If suspicions are confirmed by the initial investigation, the relevant Country Compliance Officer or Head Compliance will conduct an in-depth investigation in consultation with the Chief Compliance Officer. Results are documented and serve as a basis for decision-making by the responsible body.

Across the Group in 2022, 38 compliance cases were reported and appropriate measures taken. For example, six cases of discrimination were reported, one resulting in a dismissal and two in a written warning to the perpetrator.

Human rights

GRI 2-23

In all its activities Implenía complies with the United Nations' Universal Declaration of Human Rights, the European Convention on Human Rights (ECHR) and the **ILO's** international labour standards. The company recognises these in full and places them at the heart of its own governance structures and guidelines.

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

In European markets, human rights form the basis of national legislation, which means, of course, that they are a core part of Implenía's operational standards and procedures.

However, before reaching the country where they are finally used, many building materials and products go through global manufacturing processes and supply chains. Implenía makes considerable efforts when buying materials to ensure they are not the product of human rights violations such as child labour, life and health-threatening working conditions, or gross environmental malpractice.

The comprehensive **supplier management** system is designed to create transparency and detect any violation of human rights or international labour standards.

Fighting corruption anti-competitive behaviour

GRI 205-2, 205-3

Competition within the construction sector is fierce, but Implenía always competes fairly and has a zero-tolerance policy towards anti-competitive behaviour. The company adheres strictly to all national and international antitrust and competition regulations, and will not tolerate any form of bribery or corruption.

Implenía has a clear set of competence regulations. Additionally, the dual control principle is applied in order to prevent corruption. Auditors also regularly check the books for any irregularities as part of the standard auditing process.

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 Code of Conduct as they apply to corruption. The guidelines contain binding rules on the prevention and active fight against corrupt practices and bribery. Implenía expects all employees to adhere conscientiously to these laws and guidelines.

The integrity guidelines also include concrete rules on accepting and offering personal gifts. They set out country-specific financial thresholds, above which such gifts either have to be approved or are forbidden.

Implenía doesn't just discuss compliance issues when people first join the company; they are given compliance training regularly throughout their careers and are sensitized regularly on compliance topics, as part of Implenía's efforts to give its workforce a deeper understanding of the topic.

In 2022, there were four training sessions on preventing corruption, attended by over 800 technical-commercial employees in total. Additionally, the topic was raised at several internal division meetings.

The company also fosters awareness by using its internal communications channels regularly to address important matters, including the latest industry developments. The company produces "Quick Guides" to frequently raised topics – rules of conduct at meetings, or how to handle personal benefits correctly, for example – and distributes these to employees. In 2022, all technical commercial personnel (white collar), which make up 55% of all employees, received at least one communication about preventing corruption.

Corporate risk management includes communications about corruption risks.



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. There are currently two cases outstanding, in one of which the investigation is still ongoing.

- In Switzerland, the Competition Commission carried out several investigations between 2010 and 2019 in Canton Grisons. It dealt with suspicions of illegal collusion in the road construction market as well as in building construction and civil engineering prior to 2010. In this case, Implenia was found to be involved in two tenders for private clients. The Competition Commission finished its final investigation in August 2019. Implenia gave the Competition Commission its unreserved cooperation throughout the process and helped to clear up the specific cases as well as other collusive agreements on price and territories. Ultimately the investigating authorities therefore refrained from imposing a fine on Implenia.
- 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 has been working closely with universities for some years now in order to strengthen knowledge transfer between academia and business, and further the development of skilled professionals. In Switzerland, for example, the company collaborates with the University of Applied Sciences of Northwest Switzerland (FHNW) and Lucerne HSLU.

Implenia has maintained close relations with the EPFL in Lausanne 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 Swiss Federal Institute of Technology (ETH) in Zurich in order to showcase the latest innovations.

Implenia works with various universities in Germany too. It is, for example, supporting research projects at the Technical University (TU) Darmstadt, supporting degree theses at RWTH Aachen University, and awarding scholarships at the TU Dortmund, while Implenia staff are giving lectures at Biberach University of Applied Science.

In Norway, Implenia works with NTNU Trondheim, offers summer internships and supervises 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 living conditions for people in rural Cambodia. Employees from all over Implenía go out to Cambodia for three month stints 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 donates. Its own competition rules state 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



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.

Implenía 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.

Implenía 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 “**swisscleantech**” and “**öbu**”, that lobby for a sustainable economic policy. As part of the **CEO4Climate** campaign, Implenía's CEO André Wyss personally advocates for effective Swiss CO₂ legislation.





Financial and operational excellence

Implenia continually 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 2022



Value Assurance

The execution of individual large construction projects can have an impact on the success of the company as a whole; so it is very important for Implenla to plan carefully, exploit opportunities and control risks in every phase of its major projects. 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 greater losses.

BIM

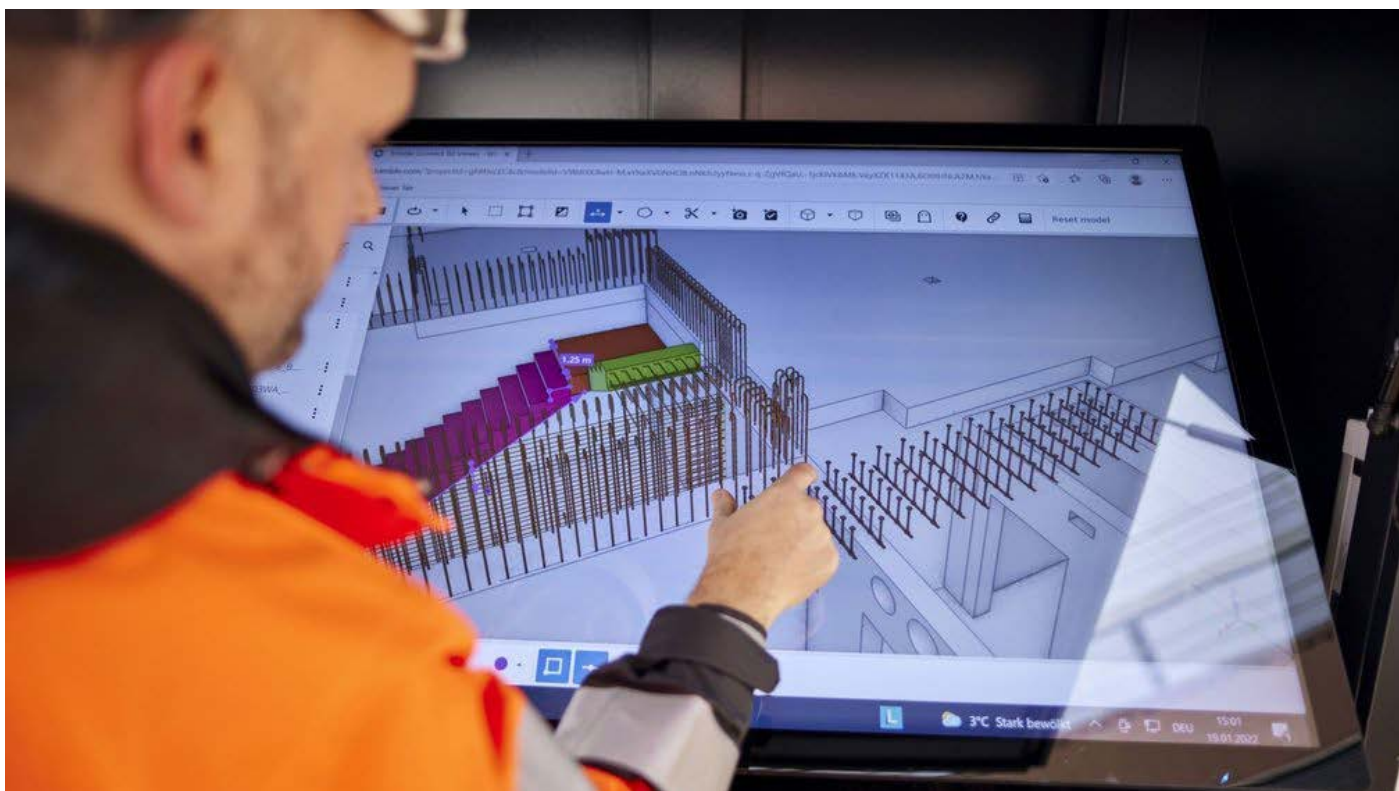
It is hard to think of anything that has changed the construction industry in recent years as much as Building Information Modeling, or BIM. This new technology creates a digital 3D model that brings together all of the planning, execution and subsequent management of a building or structure.

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, but the use of BIM on-site is less widespread. Implenla is now piloting its first paperless construction sites, where all the information needed to execute the project is available on digital devices only.

It 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.

Implenla is also working on integrating the environmental performance of the materials it uses into its BIM models. In future it will therefore be possible to record 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 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 reflect the external recognition that Implenia's sustained commitment has received in recent years. MSCI ESG – one of the world's leading credit rating agencies – gave Implenia an AAA rating in 2022, for example. Implenia also received above-average sustainability ratings 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 2022, Implenia consolidated its top position – both overall and in the three individual areas – among a total of 65 companies in the “Construction & Engineering” sector, scoring 85 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.



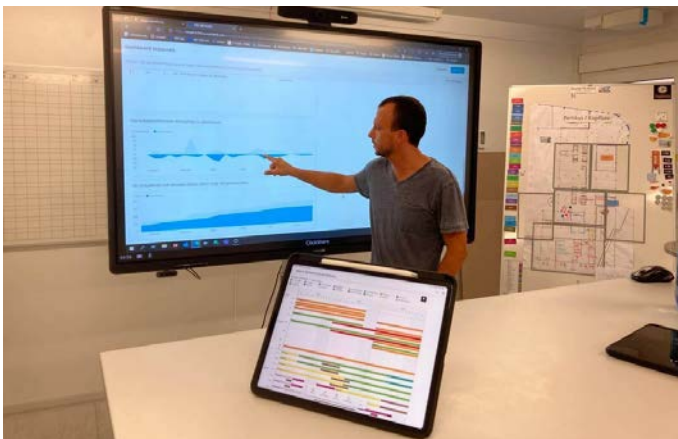
Lean Construction

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

Lean methods 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.

In collaboration with the operational project business, Implenia’s Lean experts have put together a toolbox that brings the 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, Implenia 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 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 Implenia 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 Implenia 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

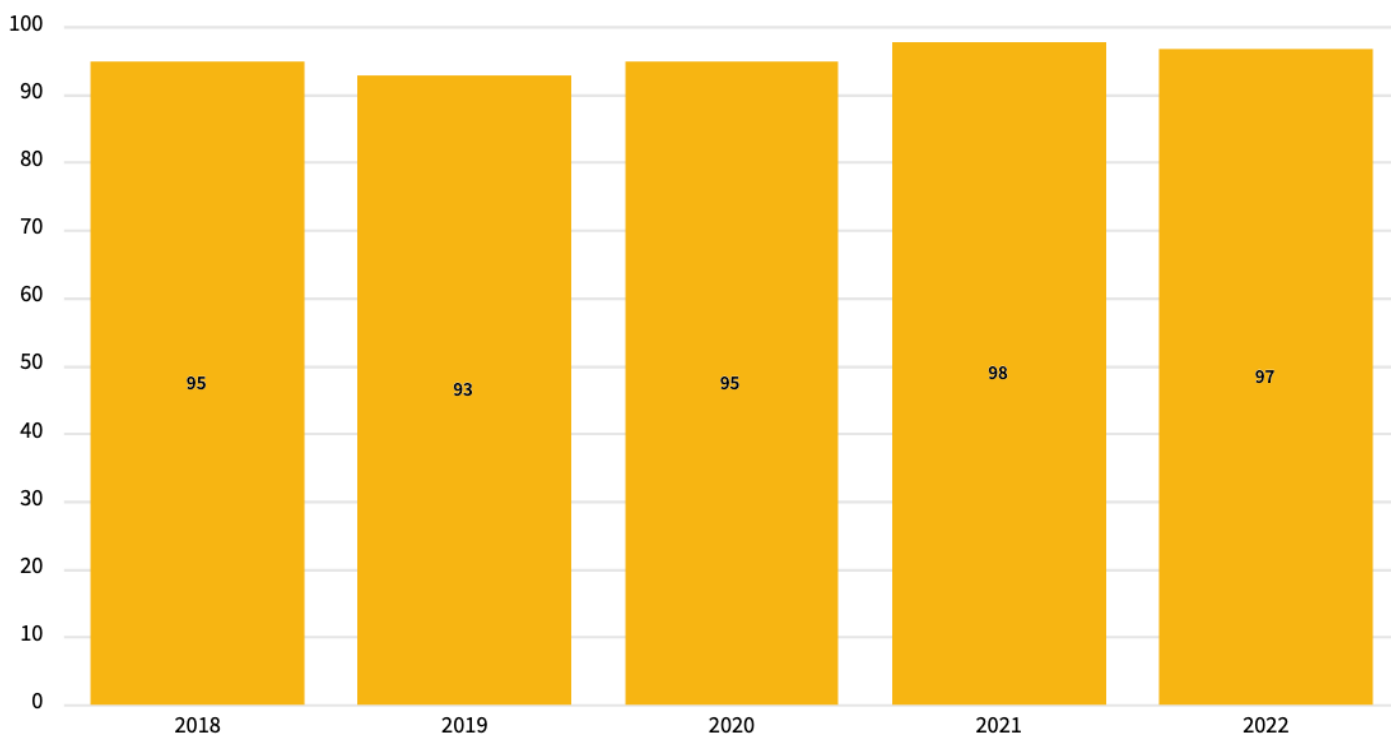
Satisfied clients are the basis for Implenía's long-term success. Implenía regularly assesses how its customers feel about its services. As well as talking to them directly about their experience, Implenía carries out systematic customer satisfaction surveys. Questions are asked through a web interface 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% 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 2022, 97% of business customers said they were satisfied with Implenía's services and would recommend Implenía to others (previous year: 98%).

Status: end 2022

CUSTOMER SATISFACTION

in % of satisfied customers that would recommend Implenía







Reporting information under GRI

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 Implemia Group. However, the scope is naturally more limited for some of the reported topics. If data or statements relate only to individual divisions or countries, this is explicitly mentioned in the text and charts.

GRI 2-5

Reporting is carried out in line with the GRI standards. The contents were compiled with the greatest care and were reviewed by the Sustainability Committee, but they have not been externally audited.

GRI 2-3

Implemia has continuously reported on sustainability topics on this web platform since 2012. Measurements are updated annually (current status: reporting year 2022).

Information about new projects and initiatives is continuously communicated under sustainability.implemia.com. The company makes a thorough revision of all content every two years. 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

Implemia's Sustainability Department is responsible for the company's global sustainability reporting. Working closely with the Sustainability Committee, relevant functions and divisions, it defined the main content of the strategy and reporting in accordance with the Group's five sustainability priorities. The choice of subjects to include was also determined by a materiality analysis based on the Sustainable Development Goals, and by an event involving Implemia's internal and external stakeholders. The GRI Reporting Framework informed the editing of the text, and all content was subject to final review and approval by the Group's Sustainability Committee.

PRINCIPLES OF GREENHOUSE GAS REPORTING

GRI 2-4, 2-6

Reporting of greenhouse gas emissions accords with the international Greenhouse Gas Protocol Standard. Since 2020, the collection of CO₂ data has covered all markets (Switzerland, Germany, Austria including Romania, France, Norway, Sweden).

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

In summer 2022, an updated methodology was used to recalculate our footprint for 2020, thus defining the baseline against which to measure our 2025 sustainability goals. 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) & GaBi (district heating). This resulted in overall higher emissions than the old methodology, which omitted France and some other sites and energy sources.

GRI 305-1, 305-2

Implemia calculates greenhouse gas emissions using the "operational control" approach. Emissions from all operations managed by Implemia 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

	Type of support
Öbu – Netzwerk für nachhaltiges Wirtschaften	Corporate membership
swisscleantech	Corporate membership
Minergie	Corporate membership and specialist partner
NNBS, Netzwerk Nachhaltiges Bauen Schweiz	Founding and funding member
WWF SEED - Next Generation Living	Founder member
CEO4Climate	Campaign member
ETH Partnership Council	Industrial partner for creation of an assistant professorship for innovative and industrialised construction
Sustainable Switzerland Entrepreneurs Club	Corporate membership

Compliance with external guidelines

GRI 2-23

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

- European Convention on Human Rights (ECHR)
- United Nations Sustainable Development Goals
- Core conventions of the International Labour Organization (ILO)
- ISO standards 9001, 14001, 27001, 45001
- GRI standards
- SIA norms in Switzerland

GRI Content Index



For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report.

Statement of use	Implenia AG has reported in accordance with the GRI Standards for the period January 1st 2022 to December 31st 2022.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No sector standard available for construction and real estate yet

General Disclosure

GRI 2 - General Disclosure 2021

Disclosure	Location	Comment
2-1 Organizational details	Implenia at a glance	
2-2 Entities included in the organization's sustainability reporting	Implenia at a glance Scope and Standard	
2-3 Reporting period, frequency and contact point	Scope and Standard Contacts	The sustainability report for the reporting year 2022 was published on April 27th 2023. The reporting period corresponds with the 2022 annual report published on March 1st 2023
2-4 Restatements of information	Indicators 2025 Goals Principles of Greenhouse gas reporting	
2-5 External assurance	Scope and Standard	

2-6 Activities, value chain and other business relationships	Implenia at a glance Sustainability strategy Supplier management Diverse staff Creating value Principles of Greenhouse gas reporting	
2-7 Employees	Attractive working environment	All numbers are reported in headcounts or percentage of headcounts per end of 2022
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	Implenia at a glance Sustainability organisation Diverse staff	
2-10 Nomination and selection of the highest governance body	Annual Report: Board of Directors Implenia at a glance	
2-11 Chair of the highest governance body	Annual Report: Board of Directors Implenia at a glance	
2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability organisation Stakeholder groups Material topics Commitment to a green economy	
2-13 Delegation of responsibility for managing impacts	Sustainability organisation	
2-14 Role of the highest governance body in sustainability reporting	Sustainability organisation	
2-15 Conflicts of interest	Annual Report: Board of Directors Organizational Regulations Implenia at a glance	
2-16 Communication of critical concerns	Annual Report: Board of Directors Organizational Regulations	
2-17 Collective knowledge of the highest governance body	Sustainability organisation	
2-18 Evaluation of the performance of the highest governance body	Organizational Regulations	
2-19 Remuneration policies	Compensation Report	
2-20 Process to determine remuneration	Articles of Association	

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	Editorial	
2-23 Policy commitments	Vision, Mission and Values Sustainability organisation Sustainable Development Goals Supplier management Environmental standard Sensitising employees Code of Conduct Human rights Compliance with external guidelines	
2-24 Embedding policy commitments	Sustainability organisation Supplier management Environmental standard Sensitising employees Code of Conduct	
2-25 Processes to remediate negative impacts	Supplier management Code of Conduct	
2-26 Mechanisms for seeking advice and raising concerns	Code of Conduct	
2-27 Compliance with laws and regulations	Infringement of competition law	
2-28 Membership associations	Significant sustainability related memberships and partnerships	
2-29 Approach to stakeholder engagement	Stakeholder Groups	
2-30 Collective bargaining agreements	Fair pay	

Material Topics

GRI 3: Material Topics 2021

Disclosure	Location	Comment
3-1 Process to determine material topics	Creating value Sustainability management	
3-2 List of material topics	Material topics	No changes were made to the material topics in the reporting year

Economic performance

GRI 3: Material Topics 2021

Disclosure	Location	Comment
3-1 Process to determine material topics	Creating value Sustainability management	

GRI 201: Economic Performance 2016

Disclosure	Location	Comment
201-1 Direct economic value generated and distributed	Creating value	
201-2 Financial implications and other risks and opportunities due to climate change	Risks and opportunities created by climate change	
201-3 Defined benefit plan obligations and other retirement plans	Implenia pension fund	Implenia AG pension fund in accordance with the Swiss 3-pillar model. Key figures, including the funding ratio (2021: 135.1%)
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	Sustainability Goals: 10. Ethical Governance Sustainability management Code of Conduct	

GRI 205: Anti-corruption 2016

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

Anti-competitive behavior

GRI 3: Material Topics 2021

Disclosure	Location	Comment
3-3 Management of material topics	Sustainability Goals: 10. Ethical Governance Sustainability management Code of Conduct	

GRI 206: Anti-competitive Behavior 2016

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

Energy

GRI 3: Material Topics 2021

Disclosure	Location	Comment
3-3 Management of material topics	Sustainability Goals: 4. CO₂ reduction Sustainability management Environmental Management	

GRI 302: Energy 2016

Disclosure	Location	Comment
302-1 Energy consumption within the organization	Energy and climate	
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	Energy and climate	
302-4 Reduction of energy consumption	Energy and climate	
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	Sustainability Goals: 4. CO₂ reduction Sustainability Management Environmental Management	

GRI 305: Emissions 2016

Disclosure	Location	Comment
305-1 Direct (Scope 1) GHG emissions	Energy and climate Principles of Greenhouse Gas Reporting	
305-2 Energy indirect (Scope 2) GHG emissions	Energy and climate Principles of Greenhouse Gas Reporting	
305-3 Other indirect (Scope 3) GHG emissions	Energy and climate	Partial omission: For the reporting year, three categories of Scope 3 emissions are reported on a global level: “Energy and fuel treatment”, “Business travel” and “Employee commuting”.
305-4 GHG emissions intensity	Energy and climate	
305-5 Reduction of GHG emissions	Energy and climate	
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 ₂ e, Implenia did not report individual gases for the reporting year

Supplier Environmental Assessment

GRI 3: Material Topics 2021

Disclosure	Location	Comment
3-3 Management of material topics	Sustainability Goals: 2. Sustainable Supply Chain Sustainability management Supplier management	

GRI 308: Supplier Environmental Assessment 2016

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

Employment

GRI 3: Material Topics 2021

Disclosure	Location	Comment
3-3 Management of material topics	Sustainability Goals: 8. Engaged Employees Sustainability management Attractive working environment	

GRI 401: Employment 2016

Disclosure	Location	Comment
401-1 New employee hires and employee turnover	Diverse staff	Partial omission: New hires and employee turnover are reported on group level for the reporting year.
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Fair pay	
401-3 Parental leave	Fair pay	Partial omission: While the conditions of parental leave are reported, there was no data on number of employees available for the reporting year

Occupational health and safety

GRI 3: Material Topics 2021

Disclosure	Location	Comment
3-3 Management of material topics	Sustainability Goals: 8. Engaged Employees Sustainability management Health and safety	

GRI 403: Occupational Health and Safety 2018

Disclosure	Location	Comment
403-1 Occupational health and safety management system	Health and safety	
403-2 Hazard identification, risk assessment, and incident investigation	Health and safety	
403-3 Occupational health services	Health and safety	
403-4 Worker participation, consultation, and communication on occupational health and safety	Health and safety	
403-5 Worker training on occupational health and safety	Safety culture	
403-6 Promotion of worker health	Health and safety day	Partial omission: As access to healthcare in Europe is good, access to non-occupational medical and healthcare services is not further described
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and safety	
403-8 Workers covered by an occupational health and safety management system	Health and safety	Partial omission: Freelancers are currently not included in the calculation of the percentage of employees covered by an occupational health and safety management system
403-9 Work-related injuries	Accidents and absences	
403-10 Work-related ill health	Accidents and absences	

Diversity and Equal Opportunity

GRI 3: Material Topics 2021

Disclosure	Location	Comment
3-3 Management der wesentlichen Themen	Sustainability Goals: 8. Engaged Employees Sustainability management Attractive working environment	

GRI 405: Diversity and Equal Opportunity 2016

Disclosure	Location	Comment
405-1 Diversity of governance bodies and employees	Diverse staff Equal opportunities	
405-2 Ratio of basic salary and remuneration of women to men	Fair pay	Partial omission: Gender pay gap is calculated on regional level and was not reported systematically on a global level for the reporting year

Non-discrimination

GRI 3: Material Topics 2021

Disclosure	Location	Comment
3-3 Management of material topics	Sustainability Goals: 10. Ethical Governance Sustainability management Code of Conduct	

GRI 406: Non-discrimination 2016

Disclosure	Location	Comment
406-1 Incidents of discrimination and corrective actions taken	Code of Conduct Advice and support	

Supplier Social assessment

GRI 3: Material Topics 2021

Disclosure	Location	Comment
3-3 Management of material topics	Sustainability Goals: 2. Sustainable Supply Chain Sustainability management Supplier management	

GRI 414: Supplier Social Assessment 2016

Disclosure	Location	Comment
414-1 New suppliers that were screened using social criteria	Supplier management	
414-2 Negative social impacts in the supply chain and actions taken	Supplier management Innovative solutions	

Contacts/impressum

GRI 2-3

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