



Implenia

SUSTAINABILITY REPORT 2024

**Publication
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2025**



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Summary of indicators





Sustainability at Implen

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

Editorial



Dear Readers

Sustainability is central to the business Implenia does, and lies at the core of its value system. Our extensive efforts to play an active role in creating a sustainable construction and real estate industry have been validated once again by leading ESG rating agencies, such as Morningstar Sustainalytics (Industry Top Rated), MSCI (AAA) and EcoVadis (Gold Status). These awards underline our position as an industry leader, and our role as a pioneer in sustainable business.

A significant milestone came last year with the publication of our Social Guidelines for the Real Estate Sector. These define standards and measures that promote social sustainability and that can be deployed from the development stage of our projects right through to operation. The focus is on topics that create social added value for individuals and communities – such as inclusion, diversity, health and convenience. In addition, the launch of our new Encira brand has expanded our range of planning and consulting services for building physics, acoustics, sustainability and energy. We can now be even more targeted when supporting internal and external projects – providing things like sustainability certification, circular economy concepts and cycle analyses, as well as advice on biodiversity, sustainable water cycles and climate risk assessments.

Sustainability reporting is getting more and more demanding, mainly as a result of new regulations. Implenia is ready to step up and make an active contribution to a more sustainable future. We have, for example, achieved limited assurance for the first time for key performance indicators such as Scope 1 CO₂ emissions and HR, safety and compliance data. We are also reporting climate-related risks separately for the first time in our risk management system, basing this on the guidelines set out by the Task Force on Climate-Related Financial Disclosures (TCFD). This structured approach enables us to systematically identify climate-relevant challenges and opportunities and to disclose the actual measures we take in a transparent manner.

Finally, we have signed up as members of the C33 (Circular Economy) and the ESG Circle of Real Estate (ECORE), and have extended our membership of the Swiss Sustainable Building Network (NNBS). Our commitment to the principles of the circular economy and resource-saving construction processes is further underlined by the certification granted by the DGNB (German Sustainable Building Council) to our first building sites in Germany, where planning and operations are demonstrably more sustainable.

In financial 2025, we will focus on defining new global sustainability goals for 2030 and implementing integrated reporting in accordance with CSRD for the first time. This will give us an opportunity to report on our sustainable working methods even more precisely in the areas of environment, society and corporate governance. We hope you'll join us as we continue to work to create a sustainable and responsible future together.

André Wyss
CEO

Hans Ulrich Meister
Chairman of the Board

Implenia at a glance

As leading construction and real estate service provider, Implenia develops, builds and manages homes, workplaces and infrastructure for future generations in Switzerland and Germany. It also offers tunnelling and infrastructure services in other markets. 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 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. The company is listed on the SIX Swiss Exchange (IMPN, CH0023868554). More information can be found in the [Annual Report](#).



Business Model

GRI 2-2, 2-6

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

Implenia generates value for its clients at all stages of the value creation process – based on its strategic priorities and within a clear organisational structure. With integrated services, Implenia executes complex projects, and accompanies customers through the entire lifecycle of their buildings.

Division Real Estate offers comprehensive, sustainable real estate solutions. Implenia is already a leading real estate developer in Switzerland and is growing its business in Germany. The Division's services also include active asset and portfolio management, designing new types of real estate investment vehicle, and developing industrialised, standardised and scalable real estate products.

Division Buildings focuses on integrated consultancy, planning, conception, construction and management of complex new buildings and challenging modernisation projects. The focus here is on customer-oriented solutions over the property's entire life cycle. The range of services covers the whole value chain, from initial analysis and planning steps – often even before contracts have been signed – to handover and management of the finished building. With Wincasa as an independent business unit within the Buildings Division, Implenia is optimising its offering during the use phase. Implenia is a leading general and total contractor in Switzerland and Germany.

Division Civil Engineering offers services in tunnelling, special foundations and civil engineering. Services range from the planning of specific special solutions to the entire execution of large, complex infrastructure projects. Digital tools such as BIM (Building Information Modeling) and the latest applications of the Lean Construction method are becoming increasingly important. In all of these areas, Implenia occupies a leading position in Switzerland and Germany. In other European markets, Implenia limits its offering to tunnelling and related infrastructure projects.

Division Specialties develops solutions for niches in the construction industry such as timber construction, geotechnical engineering, prestressing technology, facade technology, building technology planning, construction logistics, building physics, acoustics, sustainability & energy – for an efficient and sustainable construction industry. By continuously adding new services to its portfolio, the Division is actively helping to shape major changes in the construction industry. Innovation and the added value it brings to customers is a central theme. This innovation can come from screening potential acquisitions, from external partnerships or from Implenia's internal innovation management system.

GRI 2-23

Implenia creates living spaces, working environments and infrastructure for future generations. To achieve its vision and live its mission, all employees are guided in their daily work by the five values of excellence, collaboration, agility, integrity and sustainability, which shape the corporate culture and are lived out in the company's day-to-day activities.

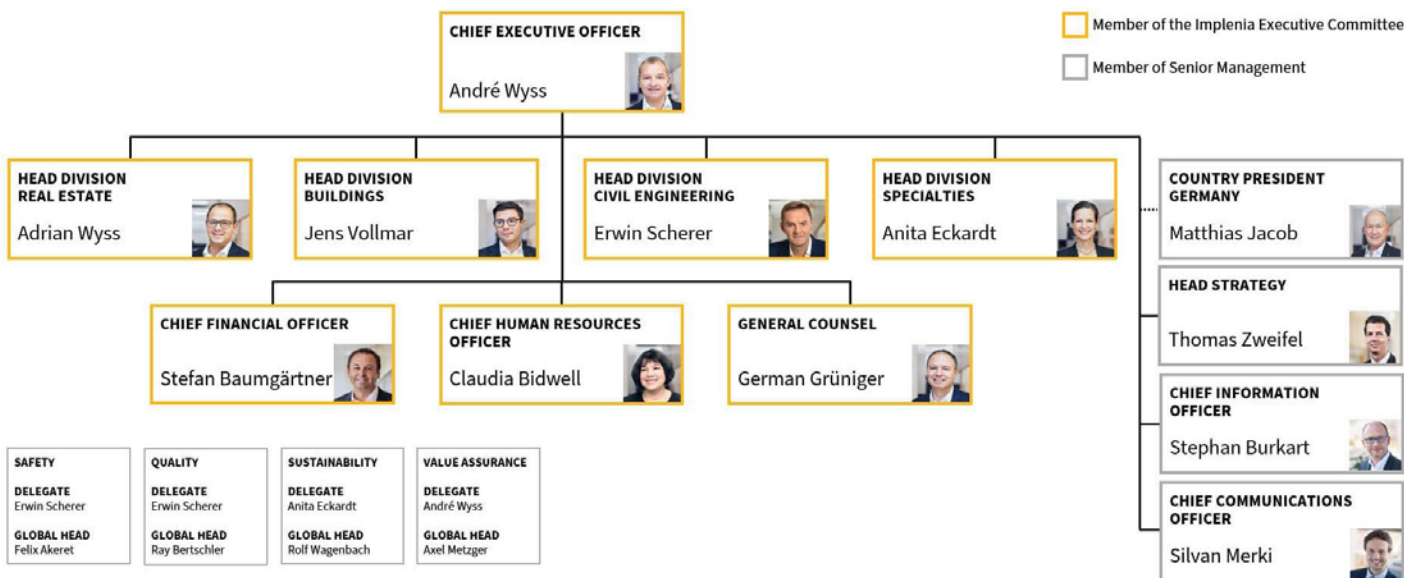
VISION, MISSION AND VALUES



Governance

GRI 2-9, 2-10, 2-11, 2-15

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



Organisation chart as at 31 December 2024

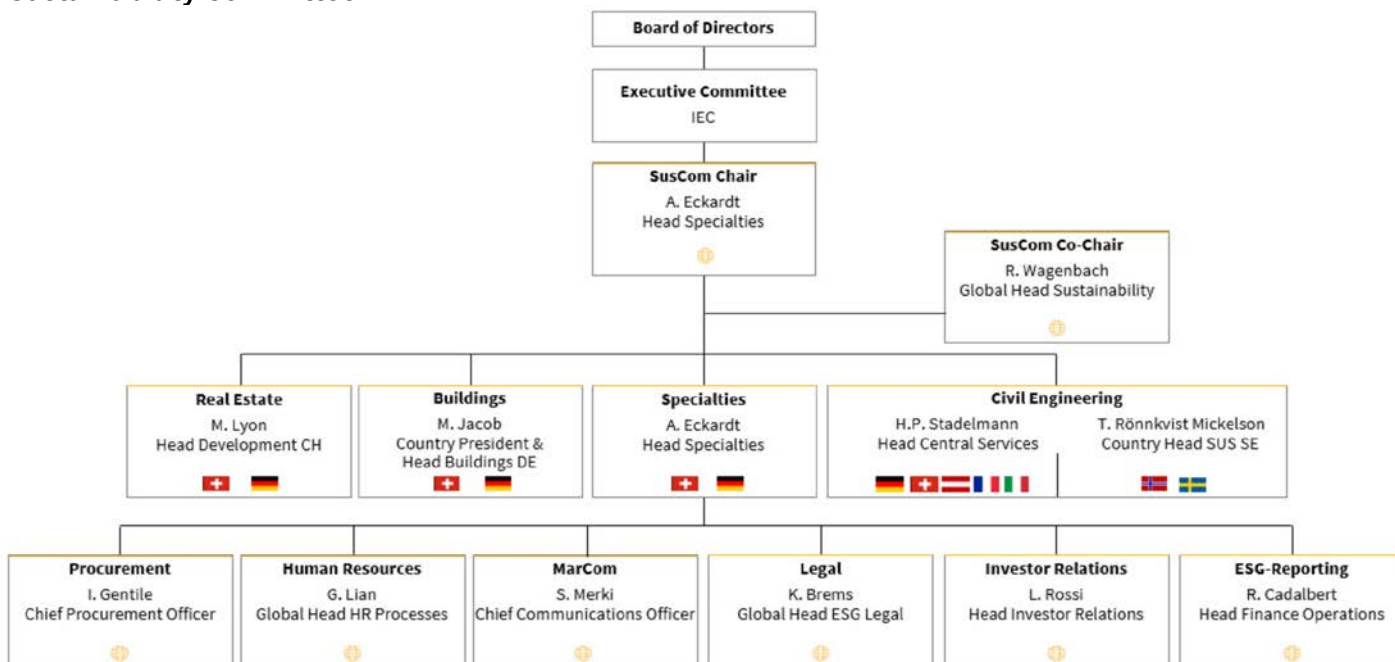
SUSTAINABILITY ORGANISATION

Implenia has a dedicated sustainability organisation that ensures sustainable development is embedded within the company: The Global Sustainability team helps the Divisions and global functions achieve their sustainability goals. In collaboration with local sustainability specialists from the Divisions and countries, the team is in charge of sustainability management and reporting; it supports sustainability measures within construction projects and promotes initiatives at Group level. The team provides both project-specific services (Sustainable Construction and Environmental Protection) and internal services (Sustainable Implenia, climate-related topics). The Global Head Sustainability reports to the Head Division Specialties, which represents the topic of sustainability in the Implenia Executive Committee and is the Chair of the Sustainability Committee (SusCom).

The SusCom supports and oversees the Global Sustainability Team and is made up of representatives from every Division and global function. The Global Head Sustainability functions as co-chair of SusCom. SusCom meets four times a year to discuss the latest issues, define sustainability goals, anticipate new regulations and trends, take strategic decisions and launch Group-wide initiatives. SusCom, together with the IEC, also reviews the Group's sustainability reporting, which is ultimately approved by the Board of Directors.

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

Sustainability Committee



The Group's highest operational body, the Implenia Executive Committee (IEC), deals regularly with sustainability issues, approves the necessary resources and represents these issues to external stakeholders. The Head Division Specialties sits on the IEC and is also Chair of SusCom. There is particular focus on climate-related issues, such as defining the decarbonisation strategy.

The CEO reports to the Board of Directors on sustainability issues at every regular Board meeting (about eight times a year). The Chair of SusCom also gives the Board of Directors a detailed briefing three times a year. This includes information about the status of the sustainability goals and how well they are being achieved, e.g. progress on CO₂ reduction, the strategy to decarbonise by 2050, and updates on ESG regulations. The Audit Committee, which consists of three members of the Board of Directors and meets at least three times a year, monitors both financial and ESG reporting.

Remuneration of IEC members is affected by Implenia's success in achieving its sustainability goals: 10 per cent of "Short-Term Incentive" payments depend on the extent to which the member concerned achieves his or her individual sustainability goals. The Short Term Incentive makes up half of members' basic salaries. In coming years, the link to climate-related issues will be strengthened.

The Board of Directors approves the sustainability strategy and corresponding long-term Group objectives. It takes into account the risks involved, particularly the climate-related challenges ([read more](#)). For example, Sustainability Goal 2, "[Sustainable Supply Chain](#)", directly addresses the risk of a non-sustainable supply chain by stating that at least 75% of any tender amount goes to sustainable suppliers and subcontractors.

Two thirds of Board members have substantial experience in sustainability areas. One member holds a professorship in civil and environmental engineering and has profound knowledge of environmental matters.

SUSTAINABILITY MANAGEMENT

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

The Global Sustainability department's job is to address significant issues in consultation with stakeholders, set Group-wide standards and propose measures and targets for the Divisions and global functions. All measures are implemented in collaboration with the relevant Divisions and global functions.

Responsibility for implementation usually rests with operational line management in the Divisions and global functions. Each Division thus has people responsible for safety, quality and sustainability.

At the beginning of each year, the Divisions and global functions define their annual goals, which are based on the company-wide Sustainability Goals. Over the course of the year, divisional management talks to the individuals responsible for the targets at a series of meetings. At the first meeting, the annual goals are discussed, amended where necessary and signed off. At subsequent meetings, the progress of implementation is discussed and next steps are defined. This process allows Implenía to check regularly whether the measures are on course, and to coordinate between different business units. At the end of each year, the Sustainability Committee determines the degree to which sustainability goals have been achieved ([link to the goal dashboard](#)). This status is then ratified by the IEC and the Board of Directors when they sign off the Sustainability Report.

Recognition from rating agencies

In the latest rating (2024) by EcoVadis, the world's largest provider of sustainability ratings, Implenía achieved 75 out of a possible 100 points ([Scorecard](#)). The company thus retains the gold status awarded last year and stays in the top five percent of the over 100,000 businesses rated by EcoVadis. In 2024, Implenía received a 'B' rating for the first time from the global non-profit organisation CDP in the area of climate change.

In 2024, Implenía was also ranked as an industry leader in other ratings that focus mainly on sustainable investments, including Morningstar Sustainalytics and MSCI. For more details see the "[Financial and Operational Excellence](#)" chapter.



Sustainability strategy

Sustainability has been anchored in Implenía'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.

2024



Establishment of Encira: services in the fields of building physics, acoustics, sustainability and energy



Limited Assurance: first external verification of selected non-financial key figures

2023



Double materiality analysis



Code of Conduct for External Business Partners

2022



Introduction of the Sustainability Academy



EcoVadis Gold Rating

2021



Group wide reporting of environmental incidents



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

2020



Setting the 2025 sustainability objectives

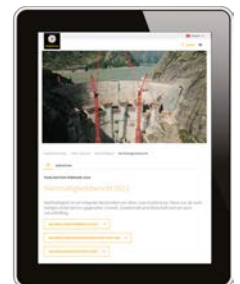


First Group-wide carbon footprint

8. Sustainability Report (Reporting year 2024)



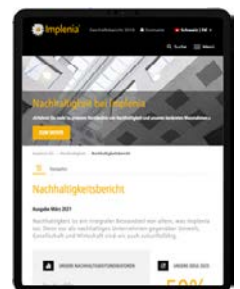
7. Sustainability Report (Reporting year 2023)



6. Sustainability Report (Reporting year 2022)



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



2019



New Sustainability Committee



Update of the GeNaB internal sustainability standard

2018



Support of “Smiling Gecko”



Sustainable supply chain management

2017



Sustainability Workshop



Opening of a new timber construction production hall



Involvement with universities

2016



Environmental concept



Digitalization strategy

2015



Stakeholder dialogue



Strengthening of the security culture

2014

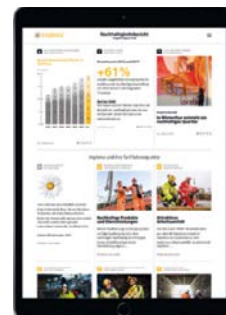


SNBS-pilot project “Schorenstadt”



Code of Conduct

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



3. Sustainability Report 2014/2015



2013



CO₂-Footprint, Switzerland

2012



Founding member of the
Swiss Sustainable Construction
Network (NNBS)



Foundation Sustainability
Committee

2011



ECO-Drive training

2010



5 sustainability
priorities



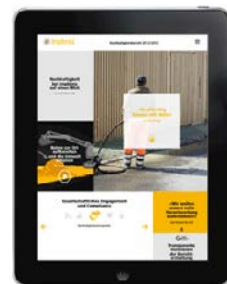
Internal sustainability
impact assessment system
GeNaB®

2009



Vision, values and strategy

2. Sustainability Report 2012/2013



1. Sustainability Report 2011



HOW WE INTERACT WITH STAKEHOLDERS

Our dealings with our most important stakeholders are briefly described below.

Employees

All of Implenia's managers are required to foster active dialogue with their staff. The target-setting meeting and performance reviews, which take place every year, are major vehicles for this dialogue. The company uses various internal communications tools, including the Intranet, the employee magazine "**Impact**", staff events (in-person and virtual) and newsletters at all level of the organisation.

Implenia also communicates via a variety of internal and external social media platforms designed to increase communication with and between employees. As well as the Intranet and Viva Engage, these include external platforms such as **LinkedIn**, **Facebook**, and **Instagram**.

Customers

Its clients are at the heart of everything Implenia 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 valuable external views.

Alongside this direct communication, Implenia also carries out systematic customer satisfaction surveys in order to identify potential improvements. By getting involved in the early planning stages, the company can identify opportunities for more sustainable solutions and give comprehensive advice on alternatives and options.

Shareholders

Implenia follows an open, transparent and timely information policy in the interests of its shareholders and investors. With its ongoing reporting, the company 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 its business partners to share the company's core values. Subcontractors, suppliers and manufacturers have to sign up to the **Code of Conduct for External Business** Partners. 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.

Public authorities

Implenia values open and professional relations with governmental institutions. The company works hard to comply with all the laws that apply to its heavily regulated field of activity. In the event of alleged or actual infringements, 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 and infrastructure projects. Implenia runs such significant undertakings in close cooperation with the relevant authorities and prefers to hold architectural design competitions, which help ensure the highest possible standards in terms of sustainability, functionality and aesthetics.

Social partners

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.

Associations

Implenia's representatives work in various organisations and industry associations including, in Switzerland, the Baumeisterverband and its sub-units and the Network for Sustainable Construction Switzerland (NNBS), and in Germany the Hauptverband der deutschen Bauindustrie. Environmental organisations are also important stakeholders in the company's activities. Open dialogue is fostered by active participation in business and trade associations as well as regional chambers of commerce. This underlines the commitment Implenia has made to actively drive the change towards a sustainable construction and real estate industry together with customers and partners.

Local population

At major construction projects, Implenia invites local authorities and local people to get involved during planning and implementation. This involves activities ranging from information events and site visits, to targeted dialogue with specific stakeholders.

Media

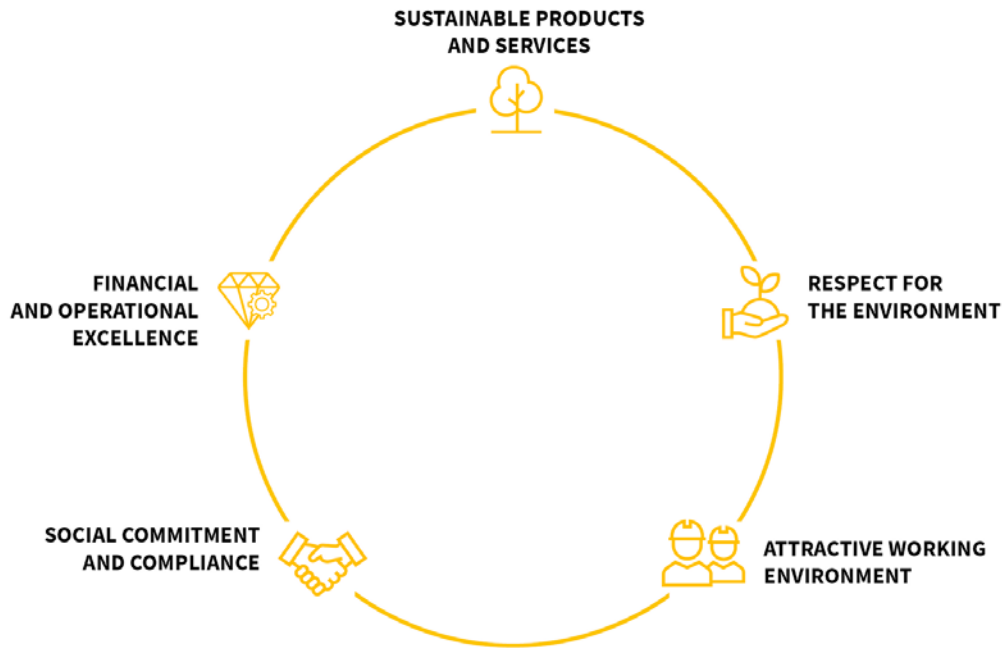
Implenia runs an active and open communications policy. Corporate Communications provides the media with timely and comprehensive information about important events. Journalists are regularly invited to information events designed to keep them up-to-date (in person or virtually) with the company's activities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

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 major metro construction site there, for example. Working with universities and other educational institutions, Implenia gives students from different disciplines an opportunity to gain insights into various business areas and visit selected projects.

MATERIAL TOPICS

The Implenía sustainability strategy is based on five thematic priorities. The company first defined these in 2010 and has followed them consistently ever since. These priorities cover the economic, ecological and social aspects of sustainable development and shape the whole Group's commitment to sustainability. They also form the backbone of this Sustainability Report.

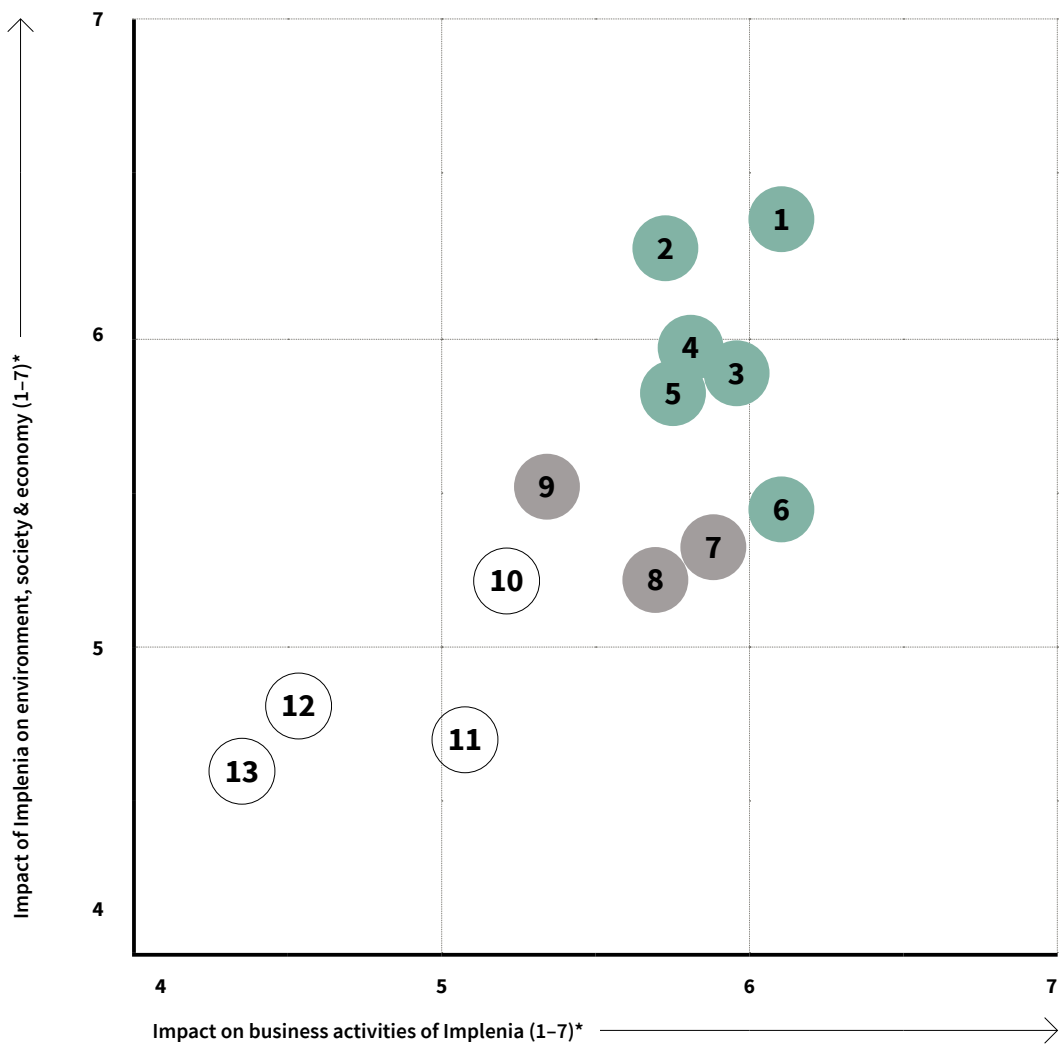


In 2015 Implenía, working with internal and external stakeholders, conducted an initial materiality analysis based on the GRI Standards. The selection is subjected to internal review every two years and supplemented where necessary.

In 2023 Implenía produced a completely fresh analysis based on the “double materiality” approach. In addition to the previously identified topics, account was taken of aspects that form part of GRI and the European Sustainability Reporting Standards (ESRS). In 2024, the double materiality analysis was reviewed and refined by the global sustainability team and presented to SusCom. The material topics from the previous year have been confirmed. The clarification of specific impacts, risks and opportunities relating to ESRS thematic standards will be incorporated into the preparation of the 2025 report, which is produced in line with the CSRD. The main themes will also form the basis for the new sustainability goals from 2026.

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

○ non-material ● material ● highly material ① – ⑬ Ranking of the 13 evaluated topics



Evaluated topics

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

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

This extensive analysis helped Implenia identify the following key topics as defined by GRI standards. Links are provided to chapters that contain objectives and measures relating to material topics.

- **Health & safety** (GRI: Occupational Health and Safety)
- **Internal working conditions** (GRI: Employment, Diversity and Equal Opportunity, Training and Education)
- **Circular economy** (GRI: Materials, Waste)
- **Integrity** (GRI: Anti-corruption, Anti-competitive Behaviour, Non-discrimination)
- **Environmental protection** (GRI: Waste)
- **Energy & CO₂** (GRI: Energy, Emissions)
- **Supply chain** (GRI: Supplier Environmental Assessment, Supplier Social Assessment)
- **Economic performance** (GRI: Economic Performance)
- **External workers** (GRI: Employment)

RISKS AND OPPORTUNITIES CREATED BY CLIMATE CHANGE

Risk management at Implenia

As a construction and real estate services company with a broad portfolio, Implenia is affected by climate change in a variety of ways. Active management of opportunities and risks is the central pillar of successful corporate management. So Implenia uses a comprehensive Enterprise Risk Management (ERM) system based on integrated processes and clearly defined responsibilities.

The ERM also helps Implenia assess opportunities and risks related to sustainability and climate change. These are identified, evaluated, controlled, monitored and reported on an annual cycle using standardised processes. Measures are then formulated accordingly. To this end, Implenia has defined a five-level impact scale for all risks to assess the possible impact and determine the probability of a risk occurring. These impact scales are also used in Implenia's dual materiality analysis so that risks are linked into the sustainability strategy.

In this way the ERM creates a basis for decision-making, helping management to achieve strategic and operational goals. Twice a year, management identifies the most relevant risks – including climate-related risks. Within the Board of Directors, the Audit Committee handles all risk management matters.

Process to identify climate related risks

Implenia is continuously expanding its risk process, and in doing so is guided by the recommendations of the international Task Force on Climate-related Financial Disclosures (TCFD). In line with TCFD recommendations, the company considers both physical risks, such as the increasing frequency of extreme weather events; and transitional risks, such as regulatory changes and shifts in market demand. Qualitative and quantitative methods are used to assess the significance of these risks.

Implenia uses the 'Net Zero Emissions by 2050 Scenario' (IEA NZE 2050) for its current climate-related risk analysis. This scenario sets out a roadmap for reducing global energy-related CO₂ emissions to net zero by 2050 and aims to limit the temperature rise to 1.5 degrees Celsius above pre-industrial levels as set out in the Paris Agreement. In 2025, the company will include further climate scenarios in order to broaden its awareness and increase its ability to remain financially sustainable under various conditions.

Implenia evaluates climate-related risks by analysing their potential financial effects on revenues, expenses, assets and liabilities. Different climate scenarios are considered, enabling the company to assess the potential impact of climate risks on its operations, financial performance and strategic objectives.

Within the risk assessment process, Implenia takes particular account of factors specific to the company. These include general trends in construction and real estate markets, upcoming legislative changes and emerging trends in relevant markets. The company also takes note of regional differences and varying time horizons. Risks are assessed over short-term (up to 1 year), medium-term (2–5 years) and long-term (over 5 years) periods, which correspond to the time horizons that Implenia uses for financial planning.

During the assessment process, the potential financial impact, likelihood and possible mitigation measures were identified for each high-priority climate-related risk. Thanks to this detailed analysis, effective strategies can be developed to address the risks and take advantage of the opportunities offered by the transition to a low-carbon economy.

Overview of identified climate related risks

The following tables show the analysis carried using the IEA's NZE 2050 Scenario in accordance with the Task Force on Climate-related Financial Disclosures (TCFD).

Transition risks

Policy & legal

Climate-related risks	Potential financial impact	Likelihood	Mitigation measures
Failure to meet ESG criteria	<ul style="list-style-type: none"> Potential loss of investors and clients Potential impact on share price Increased borrowing costs 	Probable	<ul style="list-style-type: none"> Improve data quality and expand ESG indicators Drive goals Update reports for rating agencies Hold regular meetings on ESG strategy
Non-compliance with environmental standards in the construction sector	<ul style="list-style-type: none"> Loss of market share or reduced market presence Negative effects on order book Loss of trust among private and government customers 	Possible	<ul style="list-style-type: none"> Improve awareness of environmental standards among project managers through regular education and training
Increased cost of carbon	<ul style="list-style-type: none"> Higher spending on carbon-intensive materials Higher project costs Lower profits Legal penalties Competitive disadvantages 	Possible	<ul style="list-style-type: none"> Monitor impact of carbon pricing regulations on the company and its supply chain Reduce carbon-intensive materials or replace them with lower-carbon alternatives

Market

Climate-related risks	Potential financial impact	Likelihood	Mitigation measures
Changing customer behaviour	<ul style="list-style-type: none"> Loss of market share Loss of revenue Lower income 	Possible	<ul style="list-style-type: none"> Ongoing monitoring of market trends Further development of products and services to meet evolving sustainability and efficiency requirements
Availability and increased cost of raw materials	<ul style="list-style-type: none"> Higher project costs Project delays and feasibility risks Smaller portfolio offering 	Possible	<ul style="list-style-type: none"> Analyse supply chains to identify risks Improve forecasts and safety stocks Promote renewable materials and supply chain diversity
Non-sustainable supply chains	<ul style="list-style-type: none"> Fines and litigation Reputational problems Loss of customers and investor confidence 	Probable	<ul style="list-style-type: none"> Manage the sustainability goal "sustainable supply chain" Improve value chain reporting Focus on the sustainability of the supply chain in four key areas: human rights, work, environment, anti-corruption

Technology

Climate-related risks	Potential financial impact	Likelihood	Mitigation measures
Transition to low-emission technologies and products	<ul style="list-style-type: none"> Expenses in the event of a rapid transition Increased operating costs Regulatory penalties Reputational damage Falling behind the competition 	Possible	<ul style="list-style-type: none"> Integrate low-emission technologies and introduce energy-efficient methods Procure sustainable materials Collaborate on best practices, invest in research and development, and monitor regulations
More complex construction methods	<ul style="list-style-type: none"> Higher costs, project delays, increased resource requirements, lower profit margins, and lower operational efficiency 	Possible	<ul style="list-style-type: none"> Education and training: Improve awareness of sustainability labels for calculators and project managers Improve workforce skills for advanced technologies and sustainability

Reputation

Climate-related risks	Potential financial impact	Likelihood	Mitigation measures
Negative stakeholder feedback	<ul style="list-style-type: none"> Reputational damage Loss of confidence Lower profitability and competitiveness (e.g. greenwashing allegations) 	Possible	<ul style="list-style-type: none"> Communicate transparently with stakeholders through reports and updates Provide feedback mechanisms
Processes that aren't focussed enough on sustainability	<ul style="list-style-type: none"> Fines for non-compliance Lost revenue due to reputational damage Increased operating costs due to inefficiencies 	Possible	<ul style="list-style-type: none"> Sustainability training Regularly review and update processes to comply with sustainability regulations

Physical Risks

Acute

Climate-related risks	Potential financial impact	Likelihood	Mitigation measures
Extreme weather events	<ul style="list-style-type: none"> Increased operating costs Loss of revenue Supply chain disruptions Damage to infrastructure 	Probable	<ul style="list-style-type: none"> Improve worker safety Plan for emergencies Insure against damage Strengthen supply chain logistics

Chronisch

Climate-related risks	Potential financial impact	Likelihood	Mitigation measures
Persistently higher temperatures and rising sea levels	<ul style="list-style-type: none"> Increased costs for cooling and maintenance Flood defence costs 	Probable	<ul style="list-style-type: none"> Improve worker safety Design buildings with reflective, insulated, waterproof materials More research and development focused on innovation

The diversity of the markets served by Implenia and of the services themselves influences the nature of the risks and their severity: different regions and activities may face different environmental challenges and regulatory frameworks. The table shows the risk analysis associated with climate change at Group level.

As part of the TCFD-oriented approach, Implenia defines targeted mitigation measures aimed at reducing both the likelihood of a risk occurring and its potential financial impact. These measures are integrated into strategic planning to ensure that risks are actively addressed and aligned with Implenia's long-term sustainability goals. The probabilities shown in the table above are based on initial conditions before mitigation measures are considered.

Implenia takes into account differences in the nature of the transitional and physical risks, as well as the geographical diversity of its markets. Physical risks (e.g. extreme weather events) occur regardless of mitigation measures. In these cases, mitigation measures aim to minimise the potential financial and operational impact.

Outlook

Implenia also aims to identify opportunities arising from the transition to a low-carbon economy and to assess their financial impact. Such opportunities include investing in renewable energy projects, improving the energy efficiency of operations, and developing sustainable construction practices. By integrating these opportunities into our enterprise risk management process, we ensure that they – just as much as the risks – are systematically incorporated into our considerations.

Over the next two years, Implenia will also integrate the financial impact of climate-related risks into its financial planning systems. This integrated approach will further align our financial strategy with our climate risk management and support long-term financial sustainability.

IMPACT OF RISKS AND OPPORTUNITIES ON OTHER MATERIAL TOPICS

Within Enterprise Risk Management, Implenia takes account not only of climate risks but also other sustainability-related risks suggested by the sustainability priorities and material topics. The company set its sustainability targets for 2025 on this basis.



Sustainable products & services

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

Relevant material topics: circular economy, energy and CO₂, supply chain



Respect for the environment

- The construction industry generates considerable quantities of building waste, and as a major consumer of fossil fuels it is one of the biggest CO₂ emitters.
- Awareness of the environmental impact of construction sites and of possible environmental incidents on them is as important as the need to anchor environmental measures in all core processes.
- A circular economy – e.g. the reuse of excavated material from tunnel construction or the recycling of residual concrete – helps to protect the environment.

Relevant material topics: circular economy, environmental protection, energy & CO₂



Attractive working environment

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

Relevant material topics: health and safety, internal working conditions



Social commitment & compliance

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

Relevant material topics: integrity, supply chains, external workers



Financial & operational excellence

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

Relevant material topics: economic performance

SUSTAINABLE DEVELOPMENT GOALS

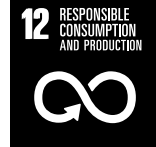
Implenia is guided in its work by the UN's Sustainable Development Goals (SDGs). The Group hopes that its sustainability efforts will help the global community achieve these goals, particularly the following ones:



Sustainable products & services



Respect for the environment



Attractive working environment



Social commitment & compliance



Financial & operational excellence



2025 GOALS

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

Implenia is currently working on new targets for beyond 2025. These will be included in the 2025 Sustainability Report, which will be published in February 2026. At this point the company will also clarify its short, medium and long-term decarbonisation path.

STANDARDS AND REGULATIONS

The scope of ESG regulations in Implenia's markets has steadily expanded over the years, placing ever greater demands on the company. These national and international laws, guidelines and regulations are continuously analysed by working groups led by the core ESG reporting team. The team, founded in 2023 and consisting of representatives of Finance, Legal and Sustainability, also takes input from the relevant departments and the Implenia Executive Committee. Any measures required are implemented by the company in stages, while legally required information is disclosed transparently. This report was prepared in accordance with Swiss Code of Obligations (Art. 964 et seq.).

Implenia bases its sustainability activities on the following regulations in particular:

- 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 (VSoTr)
- Transparency about non-financial matters (Swiss Code of Obligations Art. 964b OR)
- German Supply Chain Due Diligence Act (LKSG)
- Norwegian Transparency Act










2025 goals

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

Implenia has made some tweaks to the goals since 2020. Goal 4, “CO₂ reduction”, for example, has been supplemented by Scope-1, -2 and -3 monitoring in consultation with the Board of Directors, and some sub-goals have been refined by the Sustainability Committee.






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.	✓	!	!	✓	●
	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.	!	!	✓	✓	●
	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.		✓	✓	✓	●

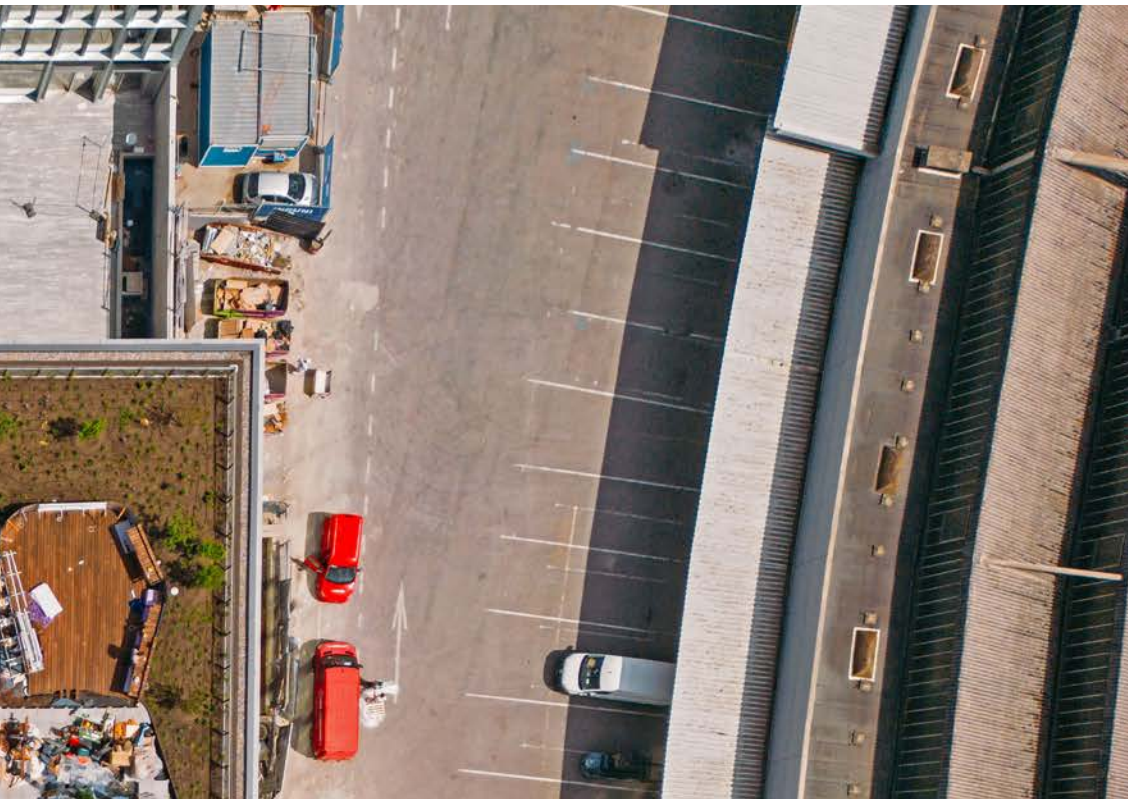
Group target 2025		Processing period and status				
		2021	2022	2023	2024	2025
 4. CO₂ reduction We aim for net zero emissions across scope 1, 2 and 3 by 2050 and a reduction in our group-wide sales-related CO₂ emissions in scope 1 and 2 by 15% by 2025 in comparison to 2020.	4.1 We consistently pursue 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 and define country-specific CO ₂ reduction paths.	!	✓	!	✗ ¹	●
	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.	!	✓	!	✗ ²	●
	4.3 We improve the energy efficiency of all our production facilities and properties.	!	✓	✓	!	●
	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.	✓	✓	✓	✓	●
	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.	✓	!	✓	✓	●
 5. Environmental Protection We carry out a professional environmental management for all projects to prevent environmental incidents .	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.	✓	✓	✓	✓	●
	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.	✓	✓	✓	!	●
	5.3 We establish our environmental organisation so that all our personnel have competent contact persons for environmental protection and are trained three times a year on an environmental topic.	!	✓	✓	✓	●

- 1 **Goal 4:** As the principle sub-goal to reduce yearly sales-related emissions by 3% was not achieved and only one year remains, the overall goal is rated "critical". A description of reasons and measures is available in the chapter "Respect for the environment".
- 2 **Sub-goal 4.1:** In general, Implenia's focus is moving towards more complex projects which in their nature have a more CO₂-intense footprint. Due to this, the yearly reduction of 3% was not achieved and only one year remains. Therefore, the overall goal is rated critical. A description of further reasons and measures to get back on track is available in the chapter "Respect for the environment".
- 3 **Sub-goal 4.2:** New solar panels were installed at our production plant in Satigny providing around 450 MWh of additional solar power. Additionally, over 300 MWh were produced with solar panels on containers. We currently have an annual internal solar power production of around 2 GWh. However, a shift from owned to rented locations makes this goal challenging to achieve until end of 2025.
- 4 **Sub-goal 5.2:** Over the past few years, various waste reduction measures have been implemented in our projects. Due to the complexity of waste streams in construction projects, it is not yet possible to calculate the recycling rate on a global level. Further information is available in the chapter "Respect for the environment".

Group target 2025		Processing period and status				
		2021	2022	2023	2024	2025
 6. Circular Economy We develop new circular business models and promote the closing of material cycles .		✓	✓	✓	✓	●
	6.1 We develop the Implenla circular strategy and create a common understanding of the topic.	✓	✓	✓	✓	●
	6.2 We develop and test new business models that span the entire value chain and help to close material cycles.		✓	✓	✓	●
	6.3 We position ourselves as an important player in the field of circular economy, organize specialist events and advise customers on the subject.			✓	✓	●
 7. Sustainability in our DNA We live up to sustainability in our daily actions and transparently communicate our learning and our results.		✓	✓	✓	✓	●
	7.1 We position Implenla as leading construction and real estate services provider in the field of sustainability via all media.	✓	✓	✓	✓	●
	7.2 We promote sustainable actions of our employees in the office and on construction sites.	✓	✓	✓	✓	●
 8. Engaged Employees We aim for zero accidents, unconditionally stand for safety at work, modern working conditions, high employee satisfaction and a low fluctuation rate.		!	✓	✓	✓	●
	8.1 We continuously improve our safety performance through measurable actions.	✓	!	✓	✓	●
	8.2 We support the training and further education for our employees and are committed to long-term personnel development for blue collars and white collars.	!	✓	✓	✓	●
	8.3 We create a modern and family-friendly work environment and continuously increase employees' satisfaction within 5 years.	✓	✓	✓	✓	●
	8.4 We promote diversity & inclusion within our company and define a plan in each country with binding annual goals for this purpose.	!	✓	✓	✓	●
	8.5 Based on our group-wide sustainability goals, we define at least one binding annual sustainability goal with our employees.			✓	✓	●
 9. Implenla without Borders We engage in social partnerships and collaborate with our stakeholders beyond the construction site.		!	✓	✓	✓	●
	9.1 We stand in our industry exemplarily for a successful "Corporate Social Responsibility" strategy.	✓	✓	✓	✓	●
	9.2 We support social projects in all our markets financially or through the engagement of our employees and also get involved by participating in social events .	!	✓	✓	✓	●
	9.3 We strengthen or start our dialogue with politics, business and society in our markets. We therefore invite our most important stakeholders to a recurring exchange.			✓	✓	●

Group target 2025		Processing period and status				
		2021	2022	2023	2024	2025
 10. Ethical Governance 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.		✓	✓	✓	✓	●
		✓	✓	✓	✓	●
		✓	✓	✓	✓	●
		!	✓	✓	✓	●
 11. Sustainable Finance We integrate ESG-criteria in our business and investment decisions for clients, investors and society at large.		✓	✓	✓	✓	●
		✓	✓	✓	✓	●
			✓	!	✓	●
 12. Digital & integrated processes We consolidate our reputation for operational excellence and high-quality standards.		✓	✓	✓	✓	●
		✓	✓	✓	✓	●
		✓	✓	!	✓	●
		✓	✓	✓	✓	●





Sustainable products and services

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



Sustainability Standards

Many different sustainability standards are applied to building construction. Labels such as SNBS, LEED, DGNB, BREEAM and Minergie set different requirements and focus on different aspects. Implenia Buildings had around 55 building construction projects with sustainability certificates under way in Switzerland and Germany in 2024. This is about twice as many as ten years ago. An average of 15 projects have been awarded a certificate every year since 2020. In 2024, Division Buildings (excluding Wincasa) generated more or less half its revenue from certified building construction projects. This share has been stable in recent years.

As well as its great experience in implementing sustainability standards, Implenia has also helped develop and harmonise several of them. It worked, for example, as a founding member on the development of the “Swiss Sustainable Construction Standard” (SNBS, see below). One of the goals that Implenia set itself for end-2025 is to develop and execute projects according to the highest sustainability standards, as well as to participate in the further development of these standards. Consequently, Division Real Estate decided to carry out all its development projects in Switzerland according to the SNBS standard, irrespective of the client. In Germany Division Real Estate follows the DGNB standard. The development and project portfolio thus meets high sustainability requirements.

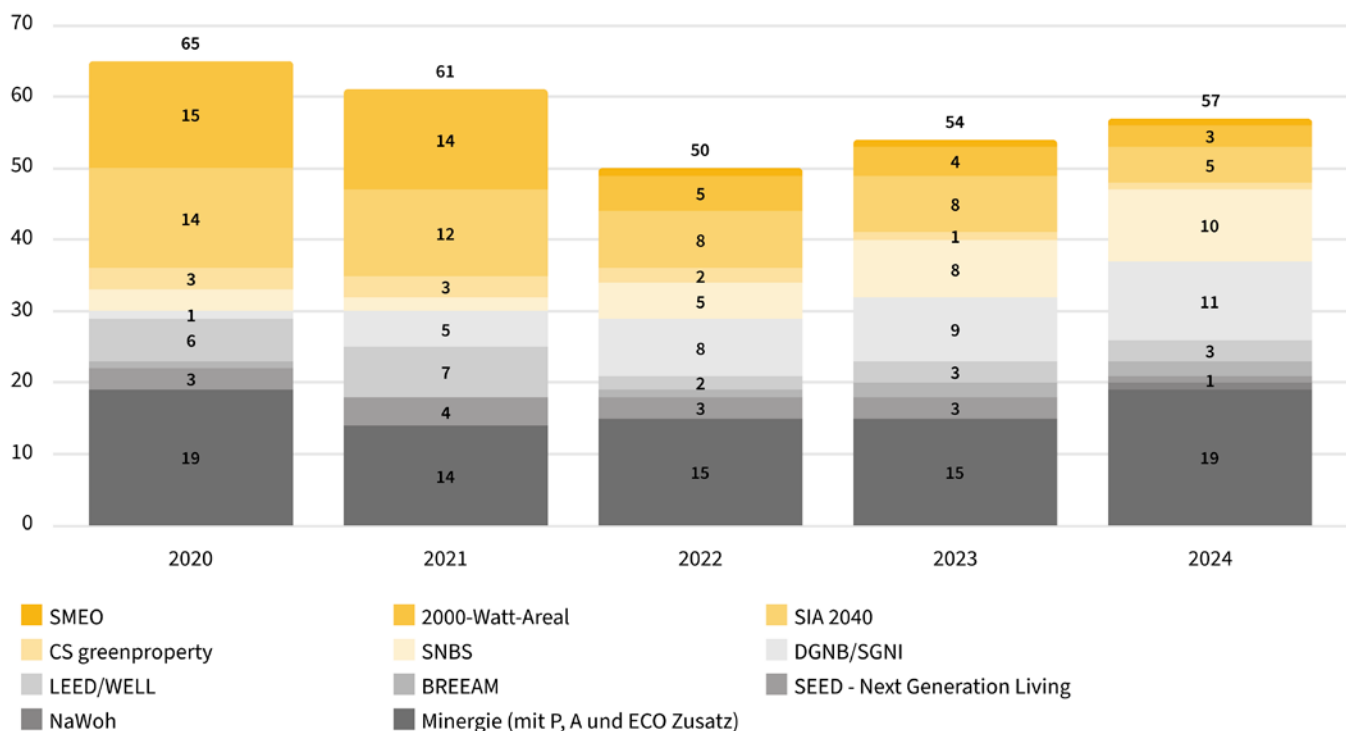
Implenia is a founding and sponsoring member of the network, and has had a place on its board since 2012. At the end of 2023, Implenia extended its sponsoring membership for a further three years until the end of 2026. In Germany Implenia has been a member of the ESG Circle of Real Estate (ECORE) since 2023. 2024 saw the first building sites awarded the “Sustainable Construction Site” certificate devised by the German Sustainable Building Society.

For civil engineering work in Switzerland, Implenia also uses SNBS sustainability criteria in its infrastructure tenders. In Norway and Sweden, Division Civil Engineering is gaining initial experience with the BREEAM Infrastructure Label (formerly CEEQUAL). Two projects in Sweden, “Hagalund” and “**Londonviadukten**” achieved BREEAM Infrastructure ratings at the “Excellent” level. In Germany, the German Society for Sustainable Building (DGNB) has developed a certificate for sustainable construction sites for special foundations in consultation with Implenia.

Status: end 2024

SUSTAINABILITY CERTIFICATES IN BUILDING CONSTRUCTION

in number of projects in realisation



Consultancy services in sustainable construction

Even in the very early stages of projects Implenia addresses various aspects of sustainability and discusses these with the client.

Government clients often demand high sustainability standards for large-scale infrastructure projects. Implenia, with all its experience in this field, is committed not just to meeting these requirements, but to exceeding them – in order to compete effectively and increase its market advantage.

If Implenia is mandated to build something for a customer, as full-service provider, general or total contractor, it cannot always influence the sustainability of the project. Nevertheless, our experts look for opportunities to introduce sustainability concepts that exceed the specifications.

To this end, Implenia first evaluates the customer's sustainability strategy and objectives. Our specialists then develop a specific sustainability concept for the construction project. In this way, Implenia sometimes manages to incorporate sustainability aspects even if the client didn't originally plan them. A successful example of this was a project we carried out for an international organisation in Geneva. Implenia aims to extend this active approach systematically across the Group in 2025.

Under the **Encira** brand, Implenia has been offering services in the fields of building physics, acoustics, sustainability and energy since 2024. Encira uses interdisciplinary approaches and tools to examine new-build and reconstruction projects and to develop holistic solutions in these fields.

Encira experts analyse the grey energy of buildings, for example, and calculate their greenhouse gas emissions. Encira helps construction projects across all phases to achieve their sustainability goals – with sustainability certifications, circular economy concepts, life cycle analyses and climate risk assessments.

Encira also develops strategies for energy efficiency and operational optimisation and offers energy consultancy services for local authorities and SMEs in Switzerland ([read more](#)).



Developing our own projects

Division Real Estate's decarbonisation strategy in Switzerland

In 2022, Implenla Real Estate analysed its entire portfolio of more than 40 development projects in Switzerland and calculated its CO₂ footprint. The analysis was carried out on the basis of the SIA energy efficiency path (date sheet 2040). With one exception, all the buildings are new-builds, and half of them are wooden or wood-hybrid constructions. There was a focus on using 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.

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

The portfolio analysis has enabled Division Real Estate to identify key levers for minimising greenhouse gas emissions and define an ambitious decarbonisation strategy, taking into account the 1.5 degree target set by the Paris Climate Agreement. Real Estate (Switzerland) has undertaken to reduce operational emissions from all new-builds in its development portfolio to net-zero by 2030. Implenla's target for existing buildings is net zero by 2050.

Emissions from construction processes and materials will be gradually reduced in all new building development projects by 2040. From 2040 at the latest, there should be net zero emissions over the entire lifecycle of new construction projects undertaken by Real Estate (Switzerland).

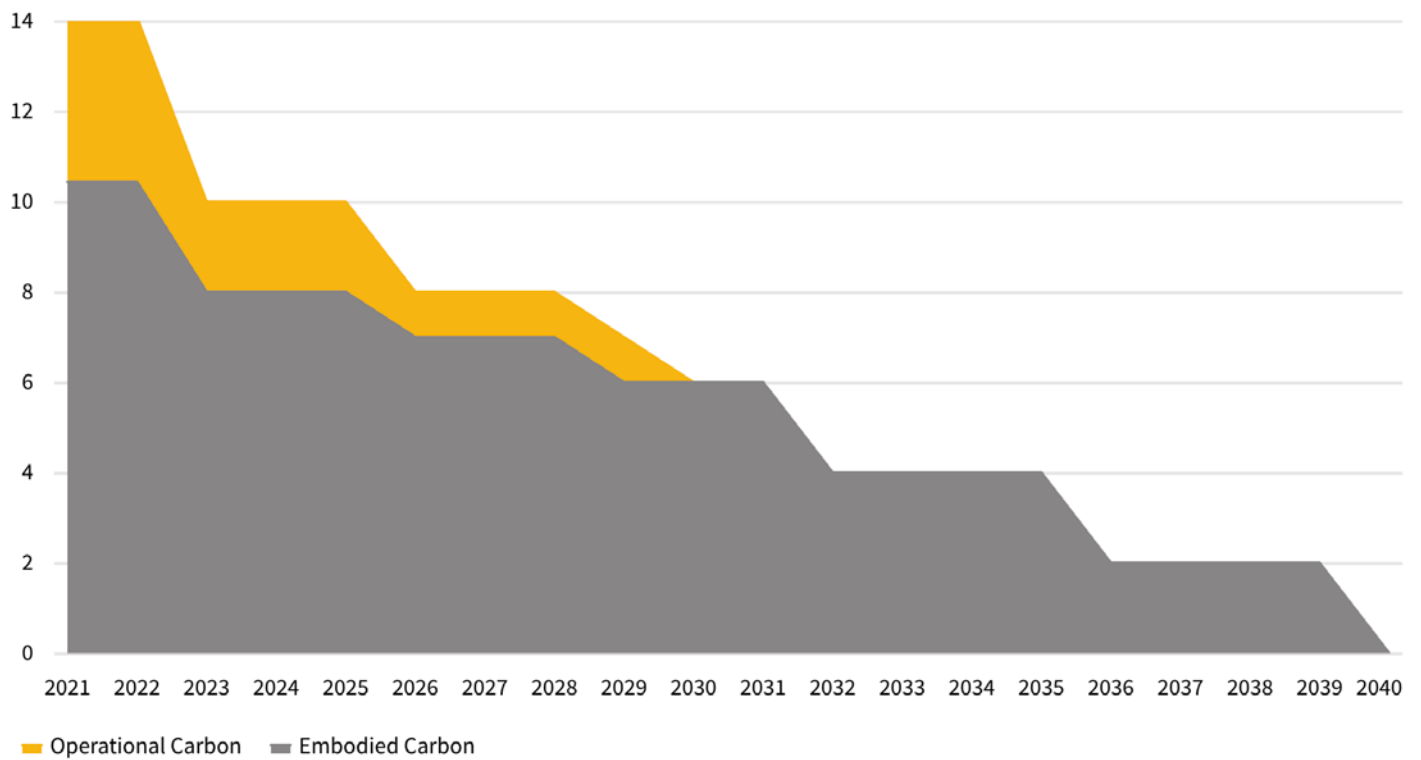
In order to achieve these goals, Real Estate assigns a carbon budget to each project at the start of SIA phase 2 (preliminary studies). This sets a limit for the subsequent development, construction and operational phases. The entire process is monitored so that optimisations can be identified and implemented at an early stage.

An ambitious decarbonisation strategy presents various challenges in terms of design, choice of materials and technical systems. Implenla has learned that the earlier and more consistently climate change standards are incorporated into project development, the lower the possible additional costs of the project. In the long term, Implenla is aiming for regenerative buildings that not only produce fewer emissions, but even make a positive ecological and social contribution.

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

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

in kg CO₂/m²a



Social Real Estate

In the face of increasing urbanisation and population density, the built environment must take greater account of current and future social needs. This applies not just to physical aspects, but also to operational and organisational factors, as well as to the way these are perceived. All of this is crucial to achieving social sustainability in the real estate industry.

Implenia, together with Wincasa, published the brochure “**Real Estate: Driver of social dynamics**” in 2024. This highlights the social demands placed on the built environment. Based on extensive research and interviews with experts in social sustainability, it defines nine goals and 33 accompanying measures that could help ensure buildings, sites and cities are better at meeting social needs.



Sustainable building management

Wincasa, Switzerland's leading property service provider, has been part of Implenia since 2023. Wincasa's business activities are focused on real estate management. In addition, Wincasa supports its customers with a wide range of services for all phases of a property's life. Sustainability is a key priority.

Sustainable building management has to start with the careful collection of environmental data using a professional ESG data management system. Wincasa, working with a partner company, has developed a practical platform that integrates all the relevant steps, from initial data acquisition and plausibility checks to the reporting of energy data. This provides a suitable basis for, among other things, Global Real Estate Sustainability Benchmark (GRESB) assessments. In 2024 Wincasa also started offering support for BREEAM in-use certification, including auditing by qualified experts.

When tendering for and renegotiating strategic facility management (FM) contracts, Wincasa included biodiversity issues alongside existing guidelines for sustainable operations. In 2024, various owners implemented targeted measures at their properties to promote biodiversity.

The new Papilio Property Solutions service, developed with UBS, helps owners of investment properties with the sustainable optimisation of their properties. Standardised building surveys and status analyses are used to identify potential improvements and propose targeted measures that can help reduce energy consumption and greenhouse gas emissions.

Building with timber

In recent years, Implenia has systematically expanded its already extensive expertise in sustainable techniques and materials. Timber construction in particular has been in the vanguard of innovation. Thanks to new building methods and its low grey energy content, wood has been enjoying a renaissance as a natural construction material for some years now. At Implenia, timber construction is characterised by seamless collaboration between engineering and project execution units based on coordinated processes. Clients appreciate this integrative approach as it enables the engineering team to make early optimisations during the development phase – which is crucial when executing sustainable projects.

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. Wood is not only climate-friendly, but is also ideal for prefabricating building elements. Another advantage of modular construction is that these elements can be used flexibly and are easy to replace or dismantle. In order to cope with growing demand, Implenia runs a wooden construction facility in Rümlang, Canton Zurich.

In the projects it develops itself, Implenia uses wood and wooden materials that carry an FSC, PEFC or equivalent label. Implenia uses offcuts to fuel a central heating system, which also supplies heat to the adjacent yard. Having planned and executed groundbreaking projects such as Rocket in Winterthur and Pi in Zug ([read more](#)), Implenia is a leading player in Switzerland's timber construction segment.

Innovative solutions

GRI 308-2

New insights, digitalisation and technological progress are profoundly changing the construction and real estate industry. Implenía is harnessing these changes to benefit its clients, employees and shareholders. “Innovation” is one of the company’s four strategic priorities. Implenía innovates to achieve profitable growth by adding value for clients and users looking to satisfy their modern living, working and mobility requirements. Implenía focuses on three key innovation goals:

- **Develop and scale new business models:** Implenía is committed to exploring and leveraging new business segments to facilitate long-term positioning in strategic growth areas.
- **Accelerating the adoption of new technologies:** Implenía focuses on the rapid validation and integration of new technologies to increase efficiency and competitiveness.
- **Improve and standardise the business:** Implenía strives to optimise and standardise existing processes to ensure quality and performance on a large scale.

Implenía uses intrapreneurship and open innovation activities to achieve these goals. Specifically, innovation is progressed through three key programmes:

- **Partnerships and investments:**

- Portfolio management and value creation through investing in strategic innovation projects and start-up collaborations
- Strong partnerships in “Opportunity Spaces” that promote new business models and technologies in the divisions

- **Start-up scouting and validation:**

- Exploration and validation of start-ups and technology solutions
- Introducing new technologies, improving and industrialising existing business

- **Intrapreneurship programmes:**

- **KICKBOX programme**
- Innovation training and workshops
- Events and community development

The Implenía internal Innovation Hub has been coordinating these bottom-up and top-down activities, and the alignment of the Divisions, since 2019. Various new, innovative offerings and products have been developed and tested in all Implenía Divisions. The following overview provides an insight into selected examples.

Examples of innovative solutions



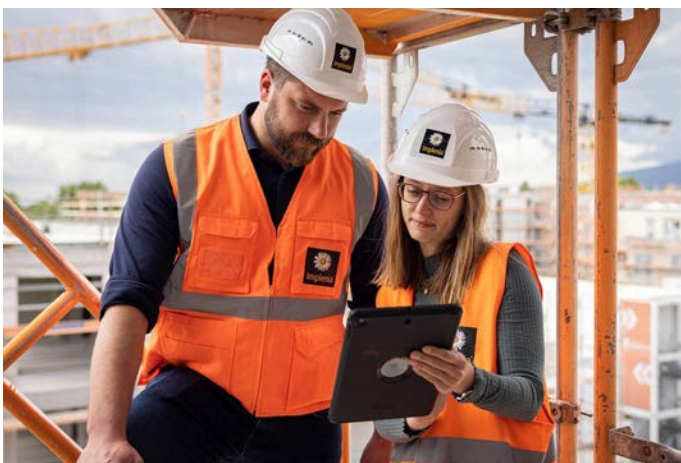
“Beyond Zero” commitment

NEST is the modular research and innovation building run by the two Swiss research institutes Empa and Eawag. It is located in Dübendorf near Zurich. More than 150 research, business and public sector partners work closely together at NEST. NEST’s “Beyond Zero” unit tests promising low CO₂ and CO₂-negative innovations in the building sector, and highlights how buildings can act as carbon sinks. The unit tests novel building materials developed by Empa, such as concrete and insulation materials that bind carbon. Implenia supports the project as a realisation partner ([read more](#)).



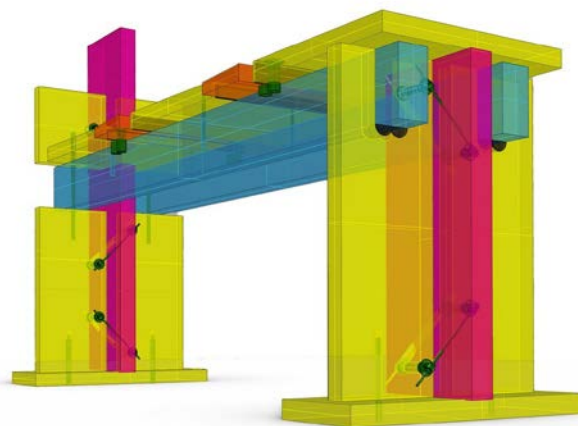
Wood composite flat ceiling

Implenia worked with WaltGalmarini and ETH Zurich to develop an innovative wood-composite flat ceiling. This uses materials whose properties combine to form an efficient ceiling system. The wood composite flat slabs do the same job as traditional concrete slabs or solid/composite timber solutions, but with a significantly lower environmental impact ([read more](#)).



Reusing building materials

In 2024, Implenia’s civil engineering unit tested a materials exchange system in German-speaking Switzerland in attempt to reduce waste. The resulting ReUse app will allow all Implenia employees to access this marketplace for used materials from 2025 onwards: ads can be posted, materials can be searched and search profiles created.



Reusing concrete elements

As part of its partnership with the Circular Building Industry Booster, the Implenia Innovation Hub helped the “Concrete Structural Reusability” project at the ZHAW University of Applied Sciences to create its prototype. Practical experience of recovering, reusing and integrating concrete elements flows back into the research project; once the study is completed it will be made available as an open source document to the whole Swiss construction industry ([read more](#)).

Supplier management

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

Implenia purchases a large volume of steel, concrete and other building materials for its projects, as well as buying in external services. More than 98 percent of our business partners are located in the EU and Switzerland.

The company uses a professional supplier management system to minimise risks in its extended value chain. Suppliers and subcontractors go through a multi-step process that forms the basis for a long-term working relationship. This includes due diligence checks, (re-)qualifications, annual assessments and audits, plus other supplier development measures.

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

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

In the medium term, Implenla plans to work exclusively with sustainability-oriented companies. It has set itself a goal for the end of 2025 of awarding at least 75 percent of contracts by value to business partners that have been evaluated according to sustainability criteria and that meet higher standards. To this end, Implenla adopted a group-wide procurement directive at the end of 2024.

The new Supplier Relationship Management System (SRM) allows a comprehensive assessment of each supplier's sustainability performance. Implenla is currently collecting data for the Sustainability Index and training its employees to use this in the procurement process. The index is based on a survey about various sustainability aspects, such as environmental management and working conditions. Internal project evaluations and empirical values are also considered in the assessment. If the supplier achieves a predefined score in the index, it is classified as sustainable. So far, Implenla has been able to evaluate a large proportion of its suppliers in Switzerland, Germany, Sweden and Norway in terms of the award sum.

Supplier audits were also conducted in the same countries in 2024, while joint venture assessments were carried out in Austria, Italy and France.

Risk analysis as defined in the Supply Chain Due Diligence Act, which has been in force for Implenia in Germany since the beginning of 2024, is also covered by the new SRM system. This means that Implenia always has up-to-date information on its business partners in Germany and Switzerland, where about 95 percent of these partners are based.

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





Respect for the environment

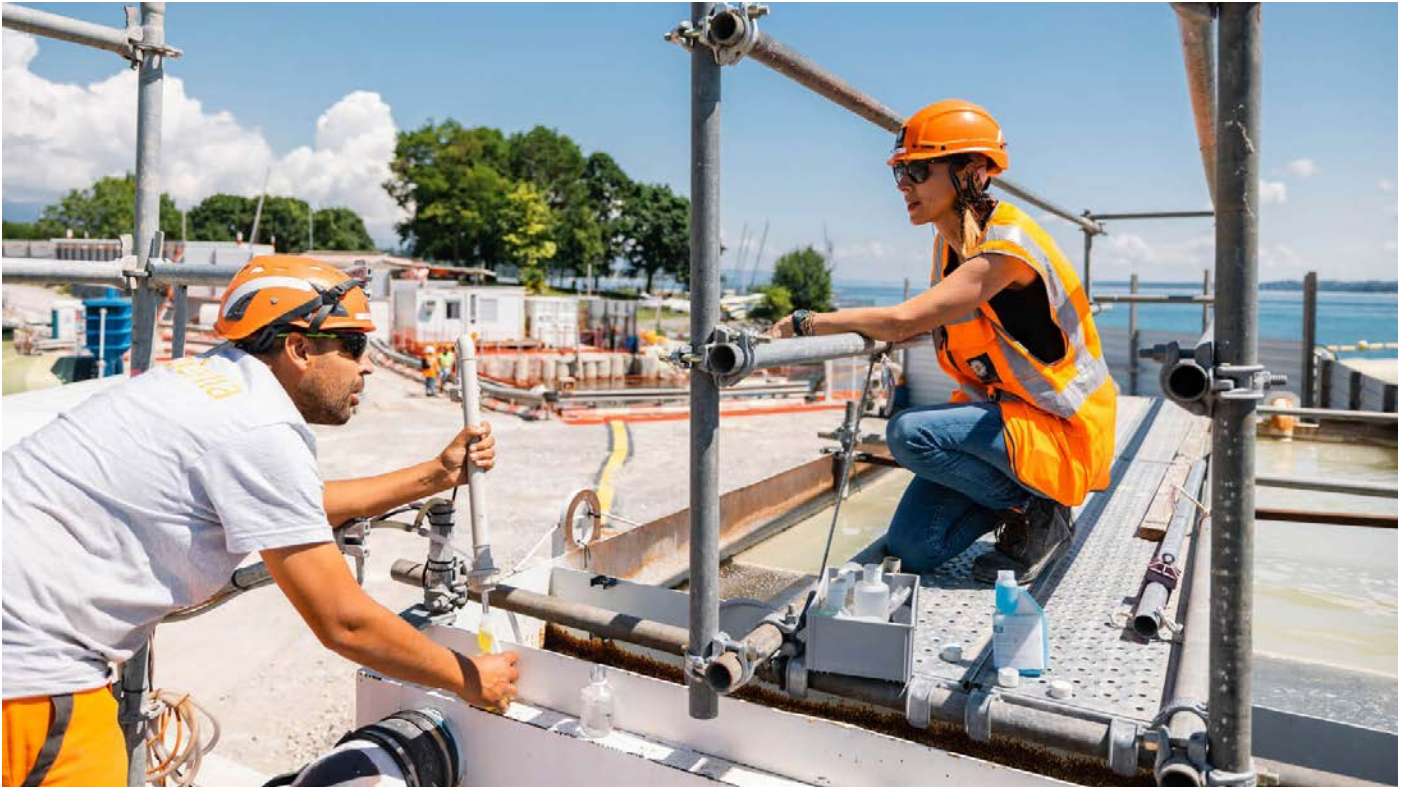
Implenia pursues ambitious environmental goals and continuously works to minimise the negative environmental impact of its construction sites. In order to reduce the entire group's greenhouse gas emissions, its primary focus is on resource and energy consumption.



Environmental management

GRI 3-3

Implenia operates an ISO 14001-certified environmental management system. At the end of 2024, 65 percent of business units were certified under this standard. Each Implenia Division has several sustainability and environmental specialists. These experts help with implementing environmental measures on construction sites and reporting environmental incidents. Their goal is to increase energy efficiency and optimise the use of resources. They do this by improving construction processes, promoting circular economies and optimising internal waste management.



Energy and climate

CO₂ EMISSIONS

In line with the Paris Climate Agreement, Implenia wants to help limit the warming of the Earth's atmosphere to 1.5 degrees. The company's goal is therefore not to generate any net emissions under any Scope by 2050 at the latest. Implenia also complies with the legal climate protection requirements in markets that seek to meet climate neutrality targets earlier.

With this in mind, Implenia has already made preparations for a decarbonisation strategy from 2025. The focus is on expanding Scope 3 data collection, especially in categories 1 (purchased goods and services) and 5 (operational waste). These two categories are considered the biggest levers for construction and real estate service companies because of the concrete and steel they buy, and the subsequent use of the structures they build.

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 our tunnellers use the drill and blast method or a tunnel boring machine, or whether projects are in particularly energy intensive phases. The construction industry – including Implenia – still does a lot of work using diesel-powered equipment and vehicles, so a transition to electric vehicles and machinery brings great potential to significantly reduce Scope-1 greenhouse gas emissions.

Greenhouse Gas Protocol (GHG)

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

Scope 1 and 2 Emissionen

Implenia has been publishing its CO₂ footprint for scopes 1 and 2 since 2012. This includes direct emissions from the operation of our own construction machinery, trucks, production facilities and depots (Scope 1), as well as indirect greenhouse gas emissions from grid energy like electricity and district heat (Scope 2). Data collection is continuously being expanded and now covers the entire group. This includes Switzerland, Germany, Austria, France, Sweden and Norway. Data on Implenia's non-European activities has also been collected since 2024.

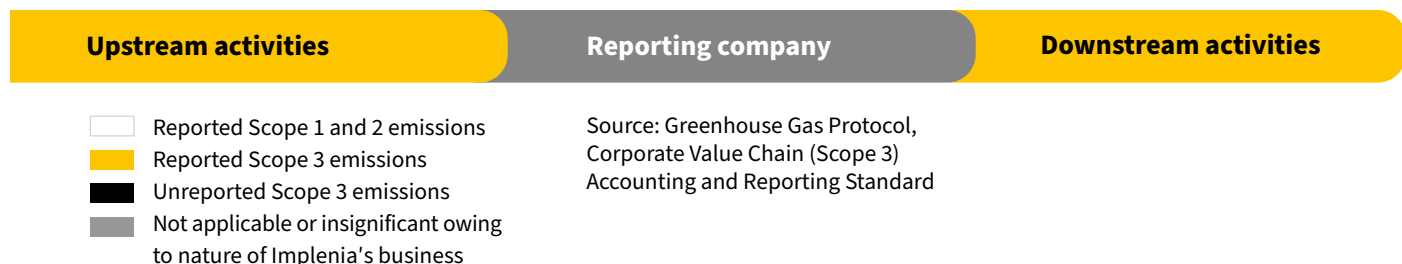
Most of Implenia's Scope 1 and 2 greenhouse gas emissions are caused by its construction sites and production facilities. Around 65 percent of emissions are generated by diesel combustion. More construction services and processes are handled internally in Switzerland than in other countries. A country-by-country breakdown shows that 40 percent of absolute CO₂ emissions are accounted for by Switzerland, followed by Germany with about 25 percent and Austria with around 15 percent. The remaining 20 percent is generated across the remaining countries.

Implenia uses 2020 as the base year for its 2025 sustainability goals. The Group emitted 21.8 tonnes of CO₂ equivalents per million Swiss francs of revenue in 2020. This figure serves as the benchmark for the reduction trajectory up to end-2025.

Due to an updated data collection methodology and better data availability, the base year had to be recalculated (**more on this**). The recalculation was carried out using the "fixed base year" method under the GHG protocol. This means that recalculated emissions for 2024 have been added to the values of previous years.

In general, Implenia's focus is moving towards more complex projects which in their nature have a more CO₂-intense footprint. For example, revenues are shifting from civil engineering and specialised civil engineering to tunnel construction, which has a significant and negative impact on the footprint. Furthermore, large projects in energy-intensive phases contributed to the increase.

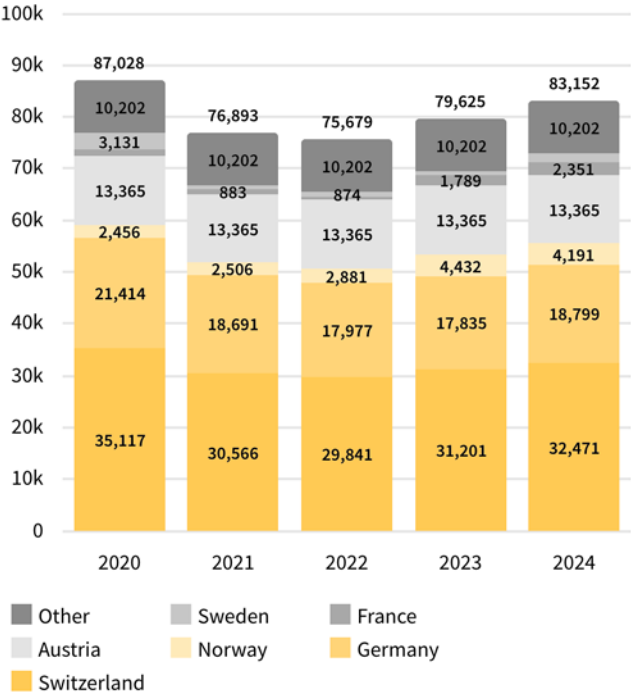
Overview of value creation chain



Status: end 2024

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

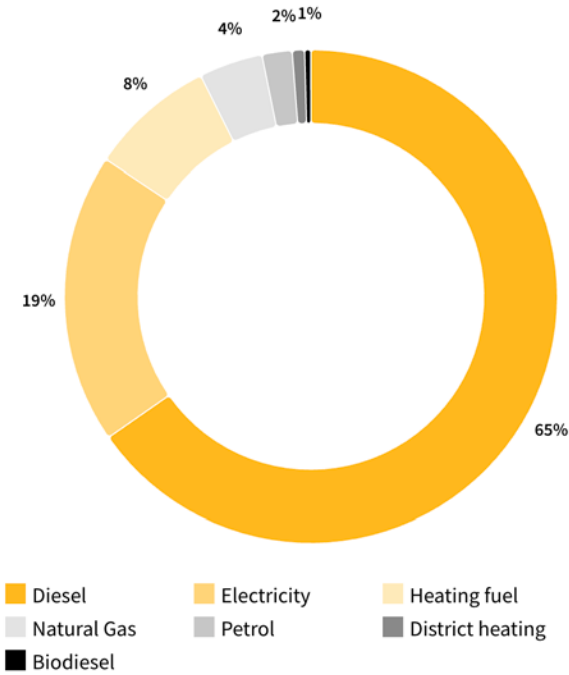
in tonnes of CO₂ equivalents
Including recalculation of 2020–2023



Status: end 2024

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

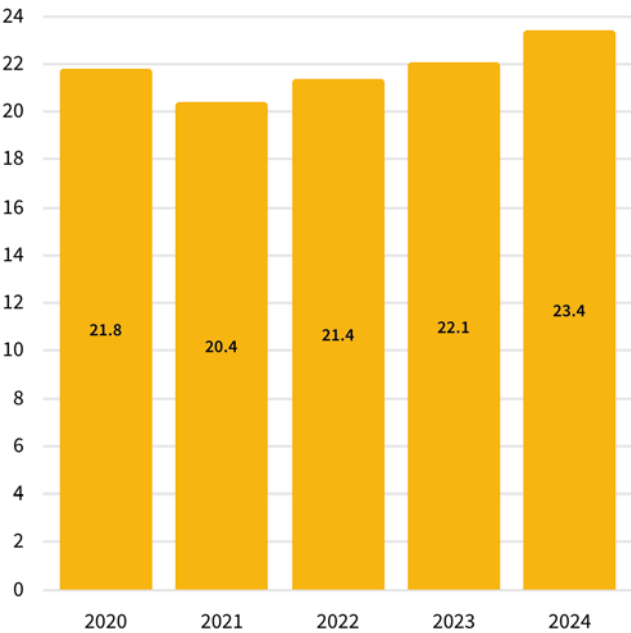
in % by energy source for the year 2024



Status: end 2024

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

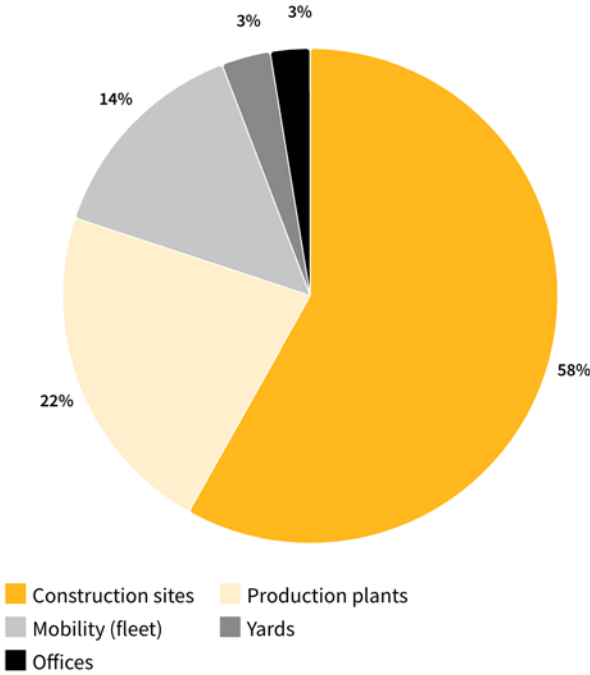
in tonnes of CO₂ equivalent / Mio. CHF
Including recalculation of 2020–2023



Status: end 2024

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

in % by usage for the year 2024



Scope 3 emissions

With regard to its target of achieving net zero by 2050, Implenia is continuously expanding its reporting on the indirect emissions generated in up- and downstream process chains (Scope 3). In particular, the sourcing, production and transportation of construction materials and the subsequent use of buildings and structures cause significant emissions, which obviously affect a construction project's overall impact. These emissions can be many times higher than those recorded under Scope 1 and 2. Although Implenia's influence over these processes is generally low and although it is difficult to gather the relevant information, the company is seeking to expand its database and reporting in this area in the years to come, thus laying the foundations for further CO₂ reductions.

Implenia has already identified the key factors that affect the company's CO₂ footprint along the value chain. It has also assessed how relevant the fifteen Scope 3 categories are to the company's activities based on the GHG protocol, internal and external databases and the construction industry benchmark. The following categories have been found to be relevant to Implenia:

- 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

Implenia has collected the following categories of data at Group level since 2022: "3 – Fuel and energy-related activities", "6 – Business travel" and "7 –Employee commuting".

Category 1 data – "Purchased Goods and Services" – Is particularly significant in the construction industry and accounts for the majority of Scope-3 emissions (this is especially relevant to Divisions Buildings and Civil Engineering).

In 2024, Implenia also began collecting data from this category, with most emissions being caused by the consumption of concrete and steel. Specific data for the category have so far been collected in France, Norway, Austria and Sweden.

In our two largest markets, Switzerland and Germany, emissions were extrapolated from revenues generated by purchasing. These projections provide an improved insight into the magnitude of Scope-3 emissions. Implenia plans to refine the calculations next year and use more precise figures to draw more accurate conclusions.

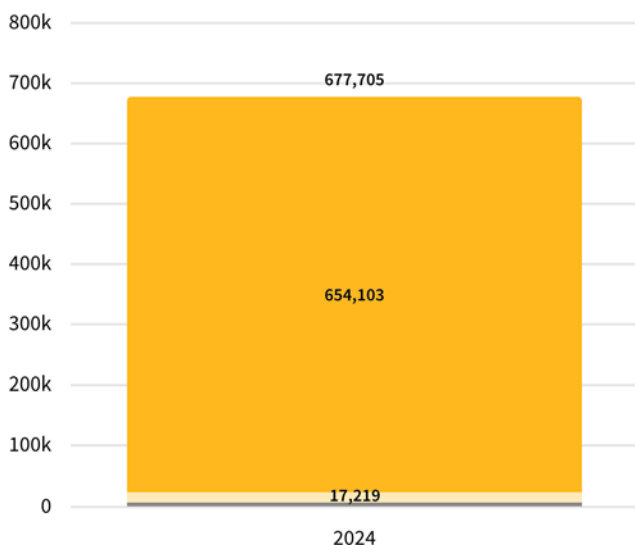
As in the previous year, emissions in other categories were extrapolated in accordance with the Carbon Disclosure Project (CDP) and industry-specific benchmarks, and on the basis of already collected Scope-3 emissions.

Status: end 2024

GREENHOUSE GAS EMISSIONS, IMPLENIA GLOBAL (SCOPE 3)

in tonnes of CO₂-eq by category

Calculated Scope 3 emissions. Category 1 including concrete and steel. Further relevant categories will follow.



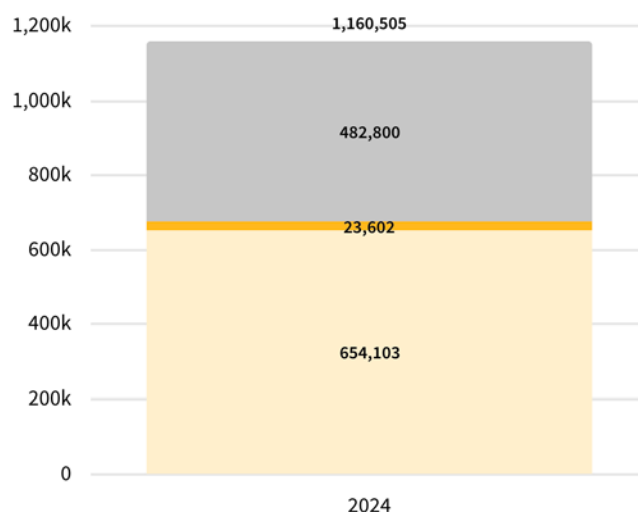
- Category 1: Purchased goods & services
- Category 3: Fuel- and energy related activities
- Category 6: Business travel
- Category 7: Employee commuting

Status: end 2024

GREENHOUSE GAS EMISSIONS, IMPLENIA GLOBAL (SCOPE 3)

in tonnes of CO₂-eq

Estimations based on CDP, industry specific benchmarks and extrapolation of already calculated Scope 3 emissions



- Estimation of remaining categories
- Calculated (Categories 3, 6, 7)
- Calculation of category 1

Energy consumption

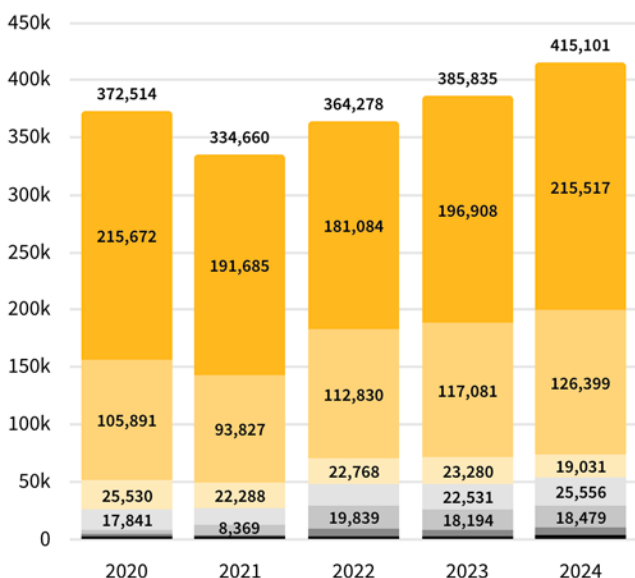
In 2024, Implenia consumed around 415 gigawatt hours of energy. The company's biggest energy source by far (final energy) is the diesel it uses as fuel for machinery and cars. Next come electricity and fuels that are used mainly for generating process heat in its surfacing works, such as natural gas and heating oil.

Status: end 2024

ENERGY USAGE, IMPLENIA GLOBAL (SCOPE 1+2)

in MWh by energy source

Including recalculation of 2020–2023



- Diesel
- Electricity
- Natural gas
- Heating fuel
- Biodiesel
- Petrol
- District heating

POWER CONSUMPTION

Implenia aims to optimise its energy consumption wherever it can and prioritises clean energy sources. An analysis in 2023 found that 85 percent of the electricity purchased in Switzerland came from renewable sources. In order to report overall electricity consumption as 100 percent renewable, the remaining 15 percent was covered by purchasing certificates of origin from hydropower.

Implenia Germany uses hydropower certificates of origin for the electricity consumption at its construction sites and offices. In Sweden, Implenias also supplies all its construction projects in this way. In Norway, certificates of origin are being purchased for certain projects that account for around 65 percent of consumption. Implenias Austria gets 100 percent of its electricity from renewable sources or covers this with guarantees of origin.

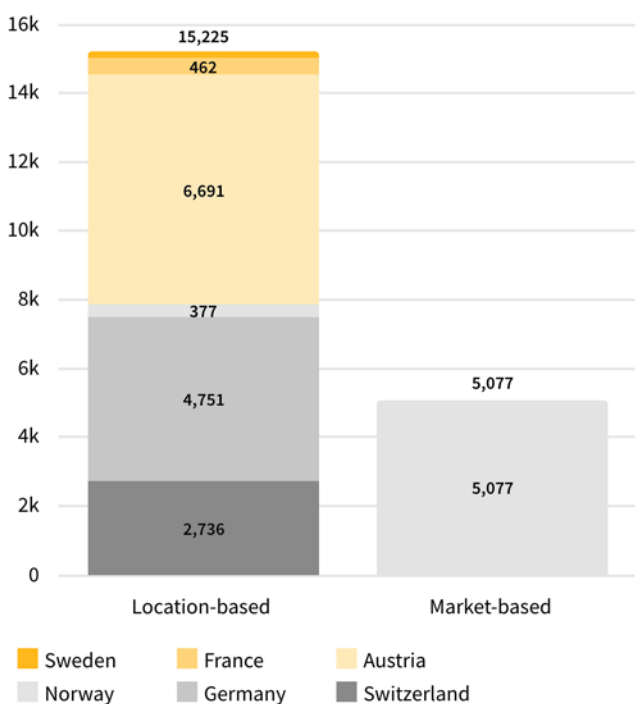
In total, around 90 percent of the electricity consumed by Implenias comes from renewable sources or is offset by certificates of origin.

Since 2022, in line with the Greenhouse Gas Protocol, Implenias has reported Scope 2 emissions using the market-based method¹ as well as the location-based method².

Status: end 2024

GREENHOUSE GAS EMISSIONS ELECTRICITY, IMPLENIA GLOBAL

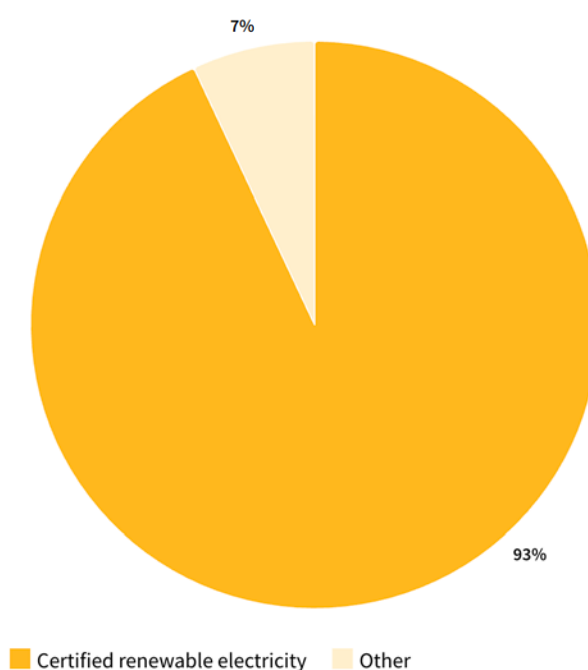
market-based versus location-based for the year 2024
in tonnes of CO₂-eq



Status: end 2024

ELECTRICITY USAGE, IMPLENIA GLOBAL

in % renewable energy for the year 2024



As well as predominantly using clean electricity, Implenias also harnesses its buildings to generate its own electric power. Photovoltaic systems on the roofs of its Swiss yards near Satigny (GE), Vétroz (VS) and Schattdorf (UR), as well as at the Ecublens asphalt plant (VD) have been supplying solar power for years. The 2,500 square metres of photovoltaic modules on the roof of the Ecublens plant, for example, generate almost half a gigawatt hour of electricity per year. Since 2024, around 450 megawatt hours of solar power have also been produced annually at the asphalt production plant in Satigny.

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

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

In Germany, a solar power system on the roofs of Implenia’s subsidiary BBV Systems GmbH in Bobenheim-Roxheim (RP) produces over 300 megawatt hours of electricity per year. Almost half the energy generated is consumed on site.

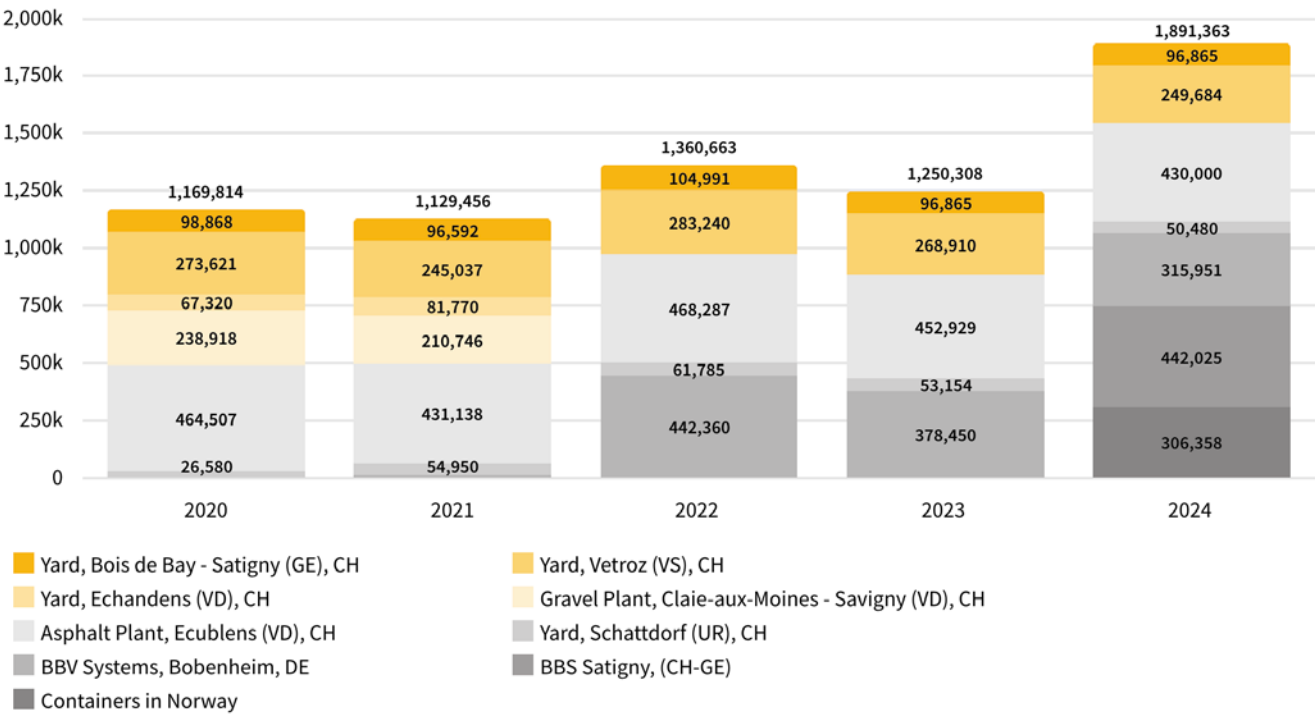
Containers on construction sites provide a new option for solar power production. Implenia generated 300 megawatt hours of electricity from these in Norway in 2024 ([read more](#)).

In total, solar systems on Implenia’s own properties generate almost 2 gigawatt hours of green electricity per year. The target for end-2025 is to generate three gigawatt hours of solar power a year. A shift from owned to rented locations makes this goal challenging to achieve.

Status: end 2024

PV ELECTRICITY GENERATED, IMPLENIA GLOBAL

in kWh



Examples for measures to reduce energy and CO₂ emissions



Energy efficiency in yards

Implenia runs 18 large yards across Europe. They function primarily as repair and maintenance centres and material storage depots. But many of these sites also have office premises. Running these complexes, some of which are very large, requires a lot of heat and electricity.

The yards are always looking to implement specific energy-efficiency measures. In 2024, for example, yards in Germany converted some of their lighting to LEDs, set up charging points for electric vehicles, procured electric tools and machinery, and installed photovoltaic modules on construction containers.



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Transportation by conveyor belt at the Mont Cenis base tunnel

Implenia is involved in the construction of a 57.5-kilometre tunnel for a new high-speed railway line between Lyon and Turin. A conveyor belt designed to transport the enormous quantities of excavated material came into operation in April 2024. This transports the material directly and efficiently from the tunnel portal, cutting CO₂ emissions, avoiding the need for trucks on the roads, and reducing various environmental impacts such as dust, noise and water consumption for road cleaning. Another advantage of the conveyor belt is that the excavated material can be processed directly at source by a crusher and stored in this state.



Bernd Schumacher

Innovative hybrid reinforcement in the new Gotthard tunnel

While building the second road tunnel through the Gotthard, Implenia suggested and then successfully implemented an innovative solution that saves around 9,200 tonnes of CO₂. Instead of the conventional reinforcement rods made of pure steel, a hybrid made of steel and fibres was used to reinforce the tubing segments. This innovation reduced steel consumption from 115 to 62 kilograms per cubic metre, resulting in a saving of around 9,000 tonnes of CO₂ in steel production alone. Furthermore, the hybrid design increases the quality and service life of the segments and reduces overall costs. Other CO₂ savings result from reduced construction times, optimised transport processes and lower processing costs.



Optimised processes in a noise abatement project

The LSW Landstuhl joint venture is building noise abatement walls for Deutsche Bahn along the railway line between Homburg (Saar) and Ludwigshafen (Rhine). In its function as the joint venture's technical manager, Implenia Civil & Special Foundations critically examined the client's construction concept during the preparatory phase and optimised it through additional analyses, structural planning investigations and subsoil excavations.

These modifications resulted in lower construction costs, and enabled savings of 420 tonnes of CO₂. The optimised construction process played a major role here, removing the need for three excavators with a total of 810 operating hours. Excavated material, and concrete and steel consumption were also reduced.

Circular economy

GRI 301-2, 301-3

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

By the end of 2025 Implenia plans to develop further circular business models and use innovative methods to close its material cycles. Each business unit is working to implement specific circular principles. Implenia aims to develop and evaluate the widest possible range of practices, always with the aim of minimising material turnover and resource consumption, extending the life of built structures, and reusing or recycling building materials.

For its new construction projects, the company also wants to use ever larger amounts of secondary raw materials sourced from demolition work elsewhere. Wherever possible, Implenia already tries to ensure that at least half the concrete it uses for its own projects is recycled concrete made in a works situated close to the construction site, for example.

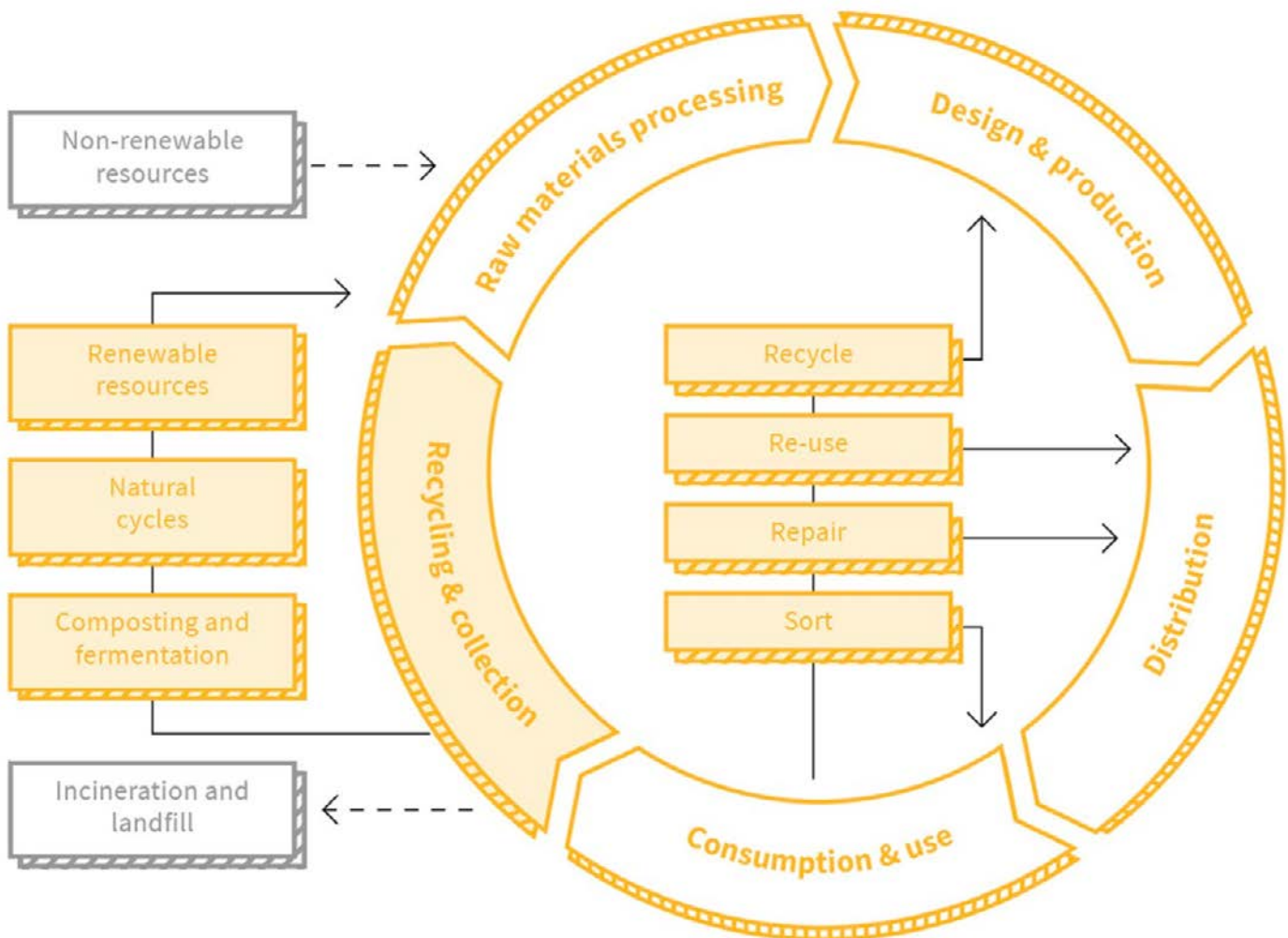
Gravel that Implenia excavates from building pits is – if conditions permit – immediately processed on site and used to make concrete or to backfill within the same project. This avoids waste and saves on transport. It is a particularly effective approach in tunnelling, where Implenia can use the rock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

Excess concrete is processed into so-called “modular concrete blocks” in several Implenia projects. These are used in a variety of ways – both on and off the construction site. This practical approach to recycling ensures that raw materials are used to the full while helping to reduce waste.

BUILDING CLOSED CYCLES INTO PRODUCT DESIGN

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

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



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

The Real Estate Products (REP) business unit has defined its own circular strategy along with a set of circular principles. These are being systematically integrated into the development and production of various products, including **Green Hospitality**, and the “**Cabanne**” (subsidised housing) and “**Casitta**” (best age housing) residential products. Since 2021, REP has subjected itself to external assessment by Circular Globe to measure its own progress on the road towards a circular economy. Implenia became the first company in the property sector to achieve the “Advanced” maturity level.

Implenia has been an active member of Circular Construction Catalyst 2033 (**C33**) since July 2024. As part of this network, the company is committed to promoting closed-loop construction in Switzerland, and to furthering the establishment of a circular economy in construction through an intensive exchange of know-how within the industry.

Waste and hazardous substances

GRI 306-1, 306-2

Around half of Europe's total waste is generated by the construction industry, with excavated material accounting for a significant proportion of this. Waste is an important issue at Implenia, especially when it is demolishing old buildings. New buildings also generate large amounts of waste, much of which can be recycled. In Switzerland, for example, around 70 percent of demolished materials are now recycled as high-quality secondary raw materials. 75 percent of excavated and demolished material used is actually recycled (Source: **Federal Office for the Environment**).

Through improved processes and good planning, Implenia optimises the quantity of waste it produces; it is working on components and processes that allow materials to be separated easily and recycled at the end of their lifetimes.

Implenia practises systematic waste management on its sites; it invests substantial resources in efforts to dispose of construction waste by type and to promote recycling. In Switzerland, for example, it uses separate containers for different waste materials, such as concrete, metal, wood and plaster. In addition, its BCL subsidiary (Building Construction Logistics GmbH) helps reduce waste and increase recycling rates on many projects – with optimised construction logistics at Implenia and as an external service provider.

Implenia has been recording volumes of waste and recycled materials in several countries for a number of years. Data collection was extended to Sweden, Norway, France and Austria in 2024. Due to the large number and complexity of projects in Switzerland and Germany, data collection is very time-consuming and cannot yet be done with total confidence, so Group-wide reporting of waste volumes is not yet possible. The goal is to record waste volumes centrally for all countries in the coming year. In order to classify different types of wastes more accurately, the Global Sustainability Team has grouped individual waste categories together and documented these broader groups in an internal policy. The following list shows the categorisation:

Waste category:

- Demolition concrete
- Metals (metals and steel)
- Excavated material
- Asphalt
- Plaster
- Wood
- Plastic
- Paper and cardboard
- Oils
- Hazardous waste
- Other waste

Disposal:

- Open-loop recycling
- Closed-loop recycling
- Reuse
- Burning/thermal recovery
- Composting
- Landfill
- Anaerobic fermentation

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.



Water consumption

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

Careful handling of water is becoming increasingly important in the construction industry. 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.

Implenia has been measuring water consumption on all its construction sites in France and Sweden for several years. In 2024, around 125,000 cubic metres of water were consumed in France, of which around half were treated and reused. Consumption in Sweden was around 4,000 cubic metres. All water used on construction sites is treated in such a way that it meets all legal requirements. Water consumption has also been recorded in Austria since 2024. The first two projects recorded total consumption of 6,000 cubic metres. As well as recording consumption, the system is designed to provide valuable information about where and how water can be saved.



Implenia is working to expand reporting in the other countries as well. It is already implementing measures to ensure water is used more economically at many locations. The Voerde yard in North Rhine-Westphalia, for example, has launched a pilot project to save fresh water – using rainwater for high-pressure washing of construction equipment, machinery and drilling tools.

Biodiversity

Biodiversity – the variety of life on earth – plays a crucial role in maintaining the health and resilience of natural cycles. In addition to its ecological importance, biodiversity has economic value. The construction sector, for one, depends on nature and what it produces. At the same time, construction activity impacts natural habitats and uses valuable natural sites as locations for buildings and infrastructure.

Although biodiversity is not classified as 'material' in the materiality analysis at the global level, Implenia prioritises the preservation of biodiversity in its major projects, and in all its markets is guided by European and national biodiversity strategies. The company carefully assesses the ecosystems at its project sites and surrounding areas. If necessary, it takes measures to minimise impacts and protect natural habitats. Special attention is paid to species listed on the International Union for Conservation of Nature (IUCN) Red List as threatened, endangered or highly endangered.

At the E39 Lyngdal project in Norway, for example, local flower seeds were collected before the soil was removed; these will be re-sown after the project is completed and the topsoil replaced. Wildlife crossings were created and invasive non-indigenous plants were removed. Meanwhile, at the **Green Village** project in Geneva, about 30 percent of the site has been reserved for plants and animals. Its green areas include wetlands, wooded areas, fallow land, meadows and shrubs. Blossom and fruit trees have also been planted to improve the food base for pollinating insects, such as bees, and other species ([read more](#)).

Implenia is conscious of the great importance of biodiversity and actively sensitises its employees to this topic. Since 2024, the **Sustainability Academy**, Implenias internal continuing education platform, has offered a special module on biodiversity.



On-site environmental management

GRI 2-23, 2-24

Environmental standard and environmental concept

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

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

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



OUR ENVIRONMENTAL STANDARD

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

ENVIRONMENTAL INCIDENTS

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



WATER

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



SOIL

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



ENERGY

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



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.



NOISE

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



CONSTRUCTION WASTE

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



Implenia, January 2024

Green Construction Site guidelines

During the tendering, preparation and execution phases of a project, the “Green Construction Site” guidelines set out the central priorities for environmentally sound site management and serve as a tool for evaluating potential measures. There are five main topics: environmental protection, materials, energy, construction logistics and circular economy. Principles are formulated for each topic, showing how they translate into specific measures on the construction site.

Sensitising employees

Implenia regularly informs and educates employees about environmental issues, knowing that this can have 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 measures at different levels: site personnel receive a training session, and a multilingual information poster is hung up in highly visible places on the construction site for several weeks. Project managers receive additional training and detailed documentation.

Teams receive additional training on various environmental topics. In French-speaking Switzerland, for example, these topics included environmental accidents and ecosystems. Division Civil Engineering also runs these training courses in our other European markets. Two e-learning courses were offered on such topics in 2023 (see [Sustainability Academy](#)). In Germany, Implenia sustainability experts regularly give lectures and take questions in order to deepen their colleagues’ knowledge of the 12 sustainability goals.

Office-based employees are also made aware of the issues on a regular basis. Sustainability information is posted at least once a month on the intranet or on digital noticeboards, and a sustainability newsletter is published twice a year.

Reporting of environmental incidents

A lot can happen on a construction site. 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.

Implenia has been recording incidents on construction sites for many years, with a particular focus on accidents involving people. In 2020, the Group introduced a standardised system for all countries and divisions to investigate every type of incident in a structured manner. Environmental incidents are recorded separately by category. By the end of 2025, in line with the Group’s sustainability goals, incidents will be reported systematically in all countries and business units. Implenia intensified its awareness-raising measures in 2024. Now, for example, explanatory videos encourage employees to report environmental incidents. In 2024, 265 (2023: 247) environmental incidents were reported across the Group. This included an incident that had significant consequences: a container belonging to a joint venture partner leaked, discharging diesel into a body of water. Implenia immediately reported the incident to the authorities. A specialist company set up oil barriers and disposed of them correctly. The authorities had no complaints. Our aim is to reduce the number of serious incidents to zero.

Mobility

GRI 2-23, 2-24

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 23 million litres of fuel a year.

When procuring vehicles and machinery, Implenias prioritises low-emission options. In Switzerland, Germany and Sweden, targeted internal rules on vehicle and leasing encourage the use of electric cars. More than 100 electric vehicles are already in use in Germany. Electric delivery and passenger vehicles are also deployed in France, Austria and Norway. Many offices provide their employees with e-bikes.

Wincasa's company mobility strategy also includes electric pool vehicles. These are managed via the Urban Connect sharing platform and can be used by employees for business or private purposes on attractive terms.

The success of a switch to electric vehicles depends to a large extent on how environmentally friendly the source of electricity used to operate them is. Implenias Austria conducted an internal analysis which covered the energy mix and the CO emissions of the vehicle fleet. Since the energy mix in Austria is already very green, electrification of the fleet provides an effective way to reduce CO₂. The newly procured electric vehicles cover a total of 335,000 kilometres per year, which translates into an annual saving of around 50 tonnes of CO₂ per year.

Technology has progressed to the point where alternatives to the traditional internal combustion engine are available not just for cars but also for heavy construction machinery. For example, Implenias operates several hybrid excavators in Switzerland. In Norway the company has gone a step further and has completed its first projects using purely electric-powered construction site vehicles.



Implenia Sweden, together with Finnish manufacturer Sandvik, has developed a dumper fuelled by fully biodegradable hydraulic oil for use on an underground railway construction site in Stockholm. The use of biofuels to drive construction machinery is steadily increasing. Implenias Sweden already uses 90% biofuels for its own machines.

Implenia uses incentives and awareness campaigns to encourage employees to use public transport for business travel. Employees who regularly travel by train to appointments or who do not use a company car can apply for discount cards and rail passes. Employees at head office with no company car receive a monthly mobility bonus in addition to their salary, which they can use to travel by public transport.





Attractive working environment

Around 9,500 employees from 95 nations work at Implenia. The company provides them with career opportunities, a safe working environment, modern employment conditions and an extensive in-house education and training offering.



Diverse workforce and equal opportunities

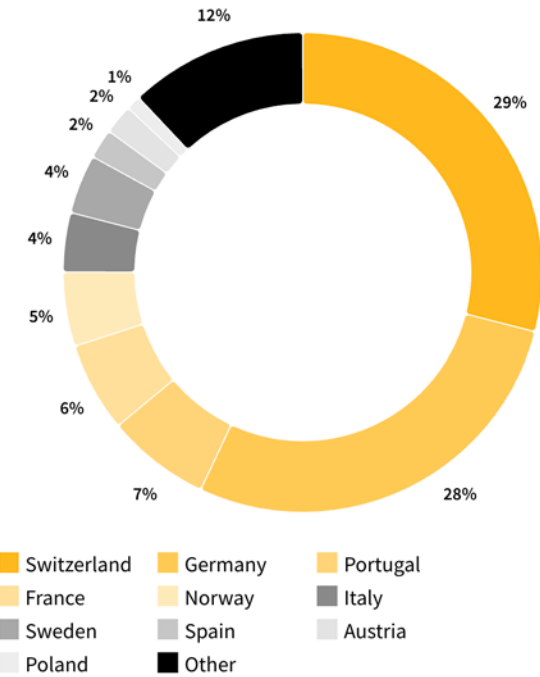
GRI 2-6, 2-7, 2-9, 3-3, 401-1, 405-1

At the end of 2024, Implenia Group employed a total of 9,442 people from 95 countries. About half of all employees are between 30 and 50 years of age. Over the past few years, the average age of the Implenia workforce has increased slightly. Around 60 percent of employees are technical-commercial personnel and 40 percent are industrial personnel.

Status: end 2024

EMPLOYEES

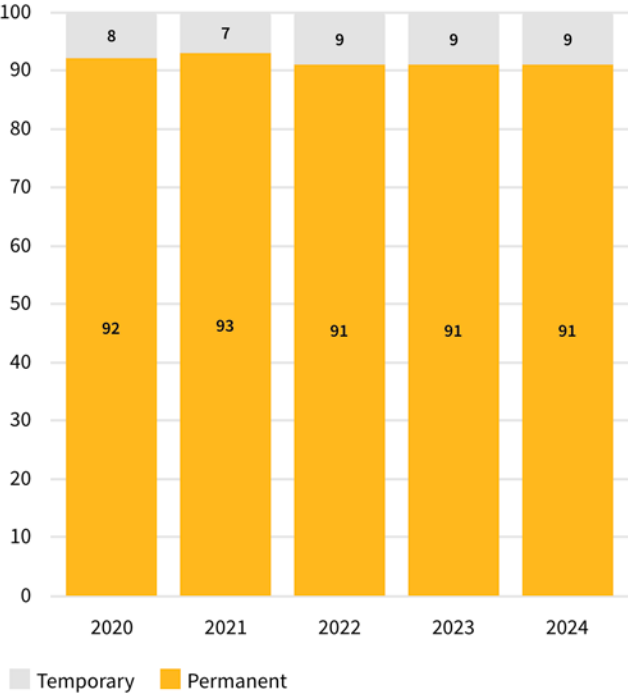
in % by country of origin for the year 2024



Status: end 2024

PERMANENT AND TEMPORARY JOBS

in %

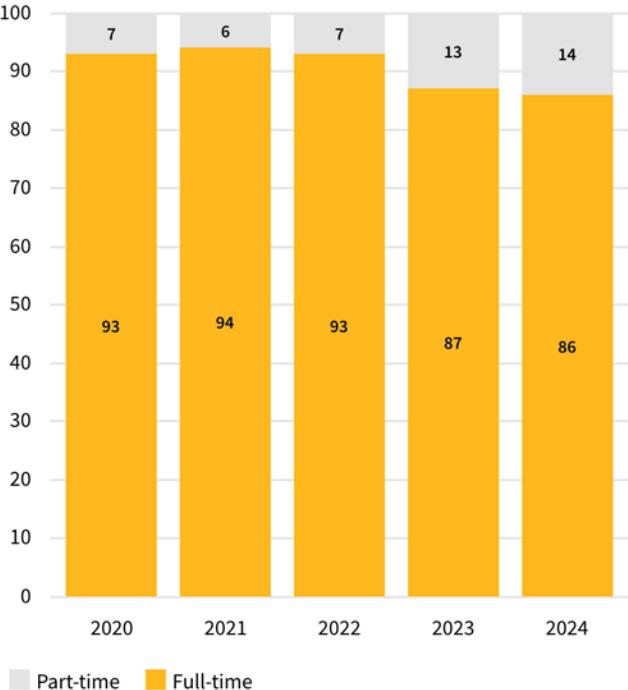


Status: end 2024

PART-TIME AND FULL-TIME JOBS

in %

2023 influenced by integration of Wincasa



The great diversity of its staff is one of Implenia's strengths. In order to promote diversity, equality and integration, Implenia defined these as corporate goals (see **Sustainable Development Goals**) and in 2023 introduced a global policy containing clear objectives and standards (see **Diversity, Equality and Inclusion Directive**).

Implenia aims to treat all employees equally, regardless of their gender, age, place of origin, skin colour, religion, sexual orientation, political views or disabilities. The company adheres to the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work and its follow-up declaration, which put a particular focus on equal pay and preventing discrimination of any sort.

Implenia employs many people from different backgrounds, all of whom contribute to our shared success. The company is aware that a workforce with diverse training, outlooks and values contributes significantly to the company's success. Implenia introduced bias training in 2024 in order to strengthen this philosophy among its managers and embed the added value of diversity in everyday working life.

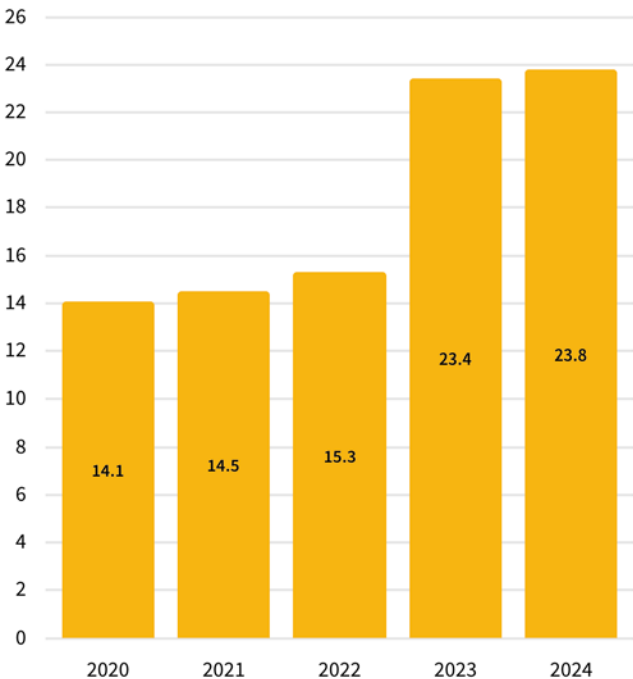
The percentage of women employees at Implenia has been rising steadily for a number of years and in 2024 again slightly exceeded the previous year's level at 23.8 percent (previous year: 23.4). The proportion of women in management roles was 20.2 percent (previous year: 19 percent). In the IEC it was 25 percent and in the Board of Directors 28 percent. This progress is the result of long-standing efforts to promote equal opportunities for women and men. The significant increase in female staff and management from 2022 to 2023 was also partly due to the successful acquisition and integration of Wincasa. Implenia is not satisfied with the current percentage of female employees, and it is continuing to implement targeted measures to recruit more women across all job categories. A central step in this direction is the Women's Network, which Implenia introduced in 2023. It initiates and organises events on a local and global level to actively promote diversity and equality.

Status: end 2024

PROPORTION OF WOMEN

in %

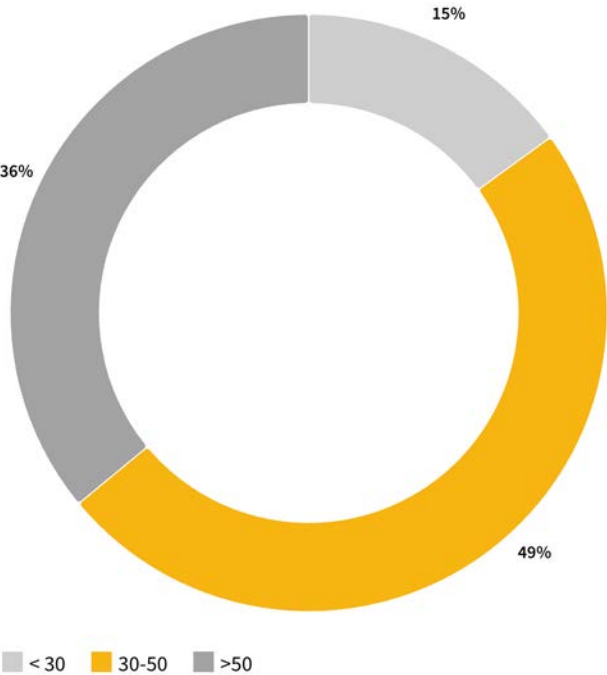
2023 influenced by integration of Wincasa



Status: end 2024

AGE STRUCTURE

in % for the year 2024



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

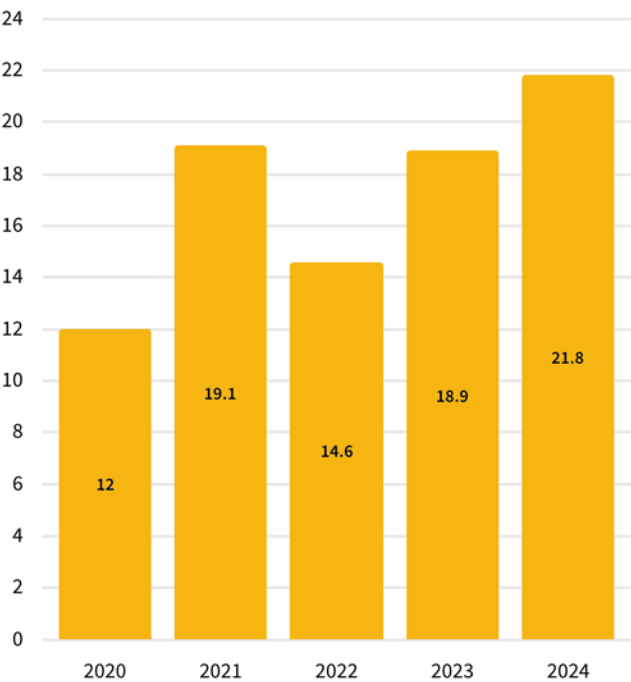
Implenia is also a member of **Advance**, a broad-based Swiss programme established by a group of well-known companies to actively help women advance their careers. One of its aims is to increase the proportion of women in management positions through skills-building workshops, mentoring and networking events. Implenia is also a sponsor of **wipswiss**, a network for women in the Swiss real estate industry. The organisation supports its members in areas such as career development, education and access to leadership positions.

And in Norway, Implenia is part of **Diversitas nettverk**, a network for diversity and gender balance in the construction industry.

The employee turnover rate in 2024 increased slightly to 21.8 percent (18.9 in 2023). This is mainly due to including Wincasa into the calculation. Turnover is generally high at Implenia, as a project-based organisation, due to project phases, reductions and increases in personnel, and fixed-term contracts. Looking at voluntary turnover in isolation (excluding fixed-term contracts, retirement, etc.), the rate was 9.1 percent. In order to monitor attrition within different age groups more effectively, reporting methods were improved in 2024 so that measures can be taken to improve employee retention based on the resulting data.

Status: end 2024

FLUCTUATION RATE



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

In Division Civil Engineering, the latest surveys show that employees consistently support the company's strategic direction. They also confirm the positive and sustained impact of the "YOU MATTER!" campaign, thanks to which many employees receive regular recognition for their contributions. Given the many changes that have taken place in recent years, Implenía also uses this tool to monitor how different teams perceive the pace of change – and to take targeted action if necessary.



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, Implenias complies with statutory minimum wage requirements. In 2024, around 55 percent of the Group's workforce worked under a collective employment contract. For employees not covered by a collective agreement, Implenias 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, Implenias makes targeted use of the budget for salary increases to rebalance gender differences, and it conducts quantitative analyses during pay reviews to ensure that gender pay gaps are minimised or eliminated.

In 2024, Implenias Switzerland had its wage equality analysed externally using "Logib", the Swiss government's respected analysis tool. Taking into account personal and location-specific circumstances, there was a gender wage gap of 2.5 percent in favour of men. This is good by national comparison (see [Federal Statistical Office](#)).

Implenia plans to overhaul its remuneration practices in 2025 to ensure they comply with the requirements of the EU Pay Transparency Directive.

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

Since the beginning of 2023, compensation for members of the Implenias Executive Committee (IEC) has also been linked to the achievement of goals based on the company's sustainability targets. These goals will only be achieved if all employees at every level of the organisation contribute to the effort. IEC members receive a percentage bonus on top of their salary if they make the required progress. Implenias sets targets for each IEC member individually in accordance with their area of influence.

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

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

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

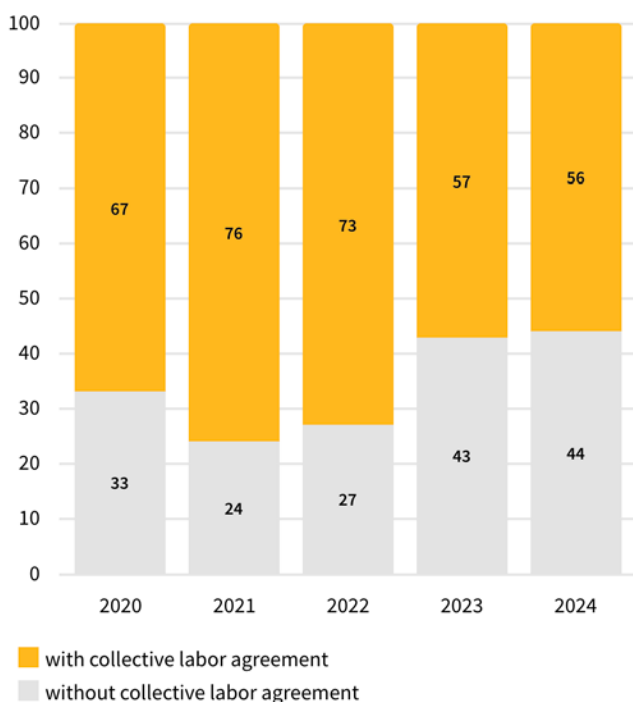
In Germany, Implenia employees receive a company pension and anniversary bonuses. Nearly all permanent employees are members of the "2005 retirement and risk insurance plan" which provides added security in old age. In addition to old-age benefits, employer contributions cover the risk of disability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

Status: end 2024

EMPLOYEES WITH AND WITHOUT COLLECTIVE LABOR AGREEMENT

in %

2023 influenced by integration of Wincasa



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.

In order to protect all employees from disadvantage or unequal treatment – such as sexual harassment and discrimination, Implenia sets out clear rules in its “How We Work” **Code of Conduct**. The company also runs several reporting channels, including the **Implenia Speak Up Line** introduced in 2023, which provides advice and support on any issues or problems employees may encounter, as well as a place to report critical incidents in confidence and anonymity.

Where in-house advisory and support services are not sufficient, Implenia offers its employees the opportunity to access the external agency Lyra free of charge and in confidence. Its consultants offer professional help and support 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. Dependents living in the same household can also make use of this service.

Training and continuing professional development

INDIVIDUAL DEVELOPMENT

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

Training is coordinated, documented and carried out at Group, national and local levels. Specialist training is provided by experts from the operational units, augmented with the latest expertise from external specialists, manufacturers and suppliers. The success of the training programme is due in part to the fact that it addresses all levels of the hierarchy, reaching every employee from top management to project level.

In order to support all of its employees equally in their careers, and facilitate targeted succession planning, Implenia reviews the organisation, and the talent within it, in the annual “Organisation Capabilities Review”. This ensures a systematic approach and increases awareness of talented people and performances relevant to key roles within the organisation and to the company’s future needs.

Technical-commercial staff, who account for 60 percent of the workforce, undergo annual, systematic performance assessments. In 2024, these employees completed about 10,000 training hours on the digital learning platform (e-lessons only, classroom training is not yet logged systematically). These figures are not yet systematically recorded on a global level for on-site staff.



SUSTAINABILITY ACADEMY

Implenia established the Sustainability Academy in 2022. Each segment of this digital training programme covers one of the Group's sustainability goals, thus informing employees about the most important sustainability issues. Five modules have been released and are steadily being integrated into training plans and the onboarding process for new employees. Nearly 1,100 of the approximately one-hour training courses on environmental protection, CO₂ reduction, circular economy, sustainable planning and realisation and biodiversity were completed in 2024.

MANAGEMENT TRAINING

In order to achieve a consistent approach to management, Implenia uses various leadership programmes to develop managers in all its markets. An important pillar of this is the group-wide "WE LEAD" programme, which Implenia uses to train managers from all markets. It is based on the Executive MBA continuing education programme "**emba X**" devised by the ETH Zurich and the University of St. Gallen. WE LEAD consists of several modules on topics such as change management, leadership and collaboration.

WE LEAD communicates Implenia's values and leadership principles, as well as promoting group-wide exchange between current and future leaders and managers. Since its introduction, it has delivered targeted training and education to a total of 450 current and future managers, helping to prepare them for responsible roles within the company. In May 2024, WE LEAD completed its second wave, which was specifically aimed at managers and high potential individuals, creating a strong pipeline of talent ready to take the business forward.

Implenia launched a new management training course called "Leading@Implenia" in 2024. This programme provides new leaders with the tools and skills they need to lead their teams in line with Implenia's vision, mission, and leadership principles. Training includes three days of face-to-face sessions and up to 1.5 days of self-study and group work.

MENTORING PROGRAMME

Division Buildings piloted a mentoring programme in summer 2024 that was extended to the Division Civil Engineering in November.

This programme focuses on:

- Promoting knowledge exchange between mentor and mentee
- Building hierarchy-neutral relationships
- Networking between managers and talents
- Supporting talent development
- Increasing motivation and satisfaction
- Strengthening a homogeneous, future-oriented management culture



VOCATIONAL TRAINING

Implenia also wants to be a leading company in the construction industry for promoting young talent. The company has always trained young professionals – to secure its own future and at the same time to fulfil its social responsibility. Around 300 young people were doing an apprenticeship in a commercial or technical field at Implenia in 2024.

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 – especially on construction sites. The topic is also a fixed item on the agenda of every Implenia Executive Committee meeting and of all meetings of the divisional management teams. In recent years the company has launched numerous initiatives and created various structures to minimise risks on its construction sites. Around 80 percent of all Implenia business units have ISO 45001 certification.

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



SAFETY CULTURE

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

The **“How We Work” Code of Conduct** obliges all employees without exception to comply with the **Safety Rules**. Based on the **Implenia Code of Conduct for External Business Partners**, this also applies to subcontractors operating on Implenia construction sites. Implenia also actively tries to heighten its employees' awareness of health and safety. In Switzerland, for example, this already starts during the induction week for new trainees, where more than half of teaching time is devoted to health and safety at work.

Regular meetings and workshops designed to identify risks, improve the management of health and safety risks 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.

GRI 403-5

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

Implenia is continuously strengthening its international cooperation on health and safety. A constant 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 a uniform 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 AND DAY

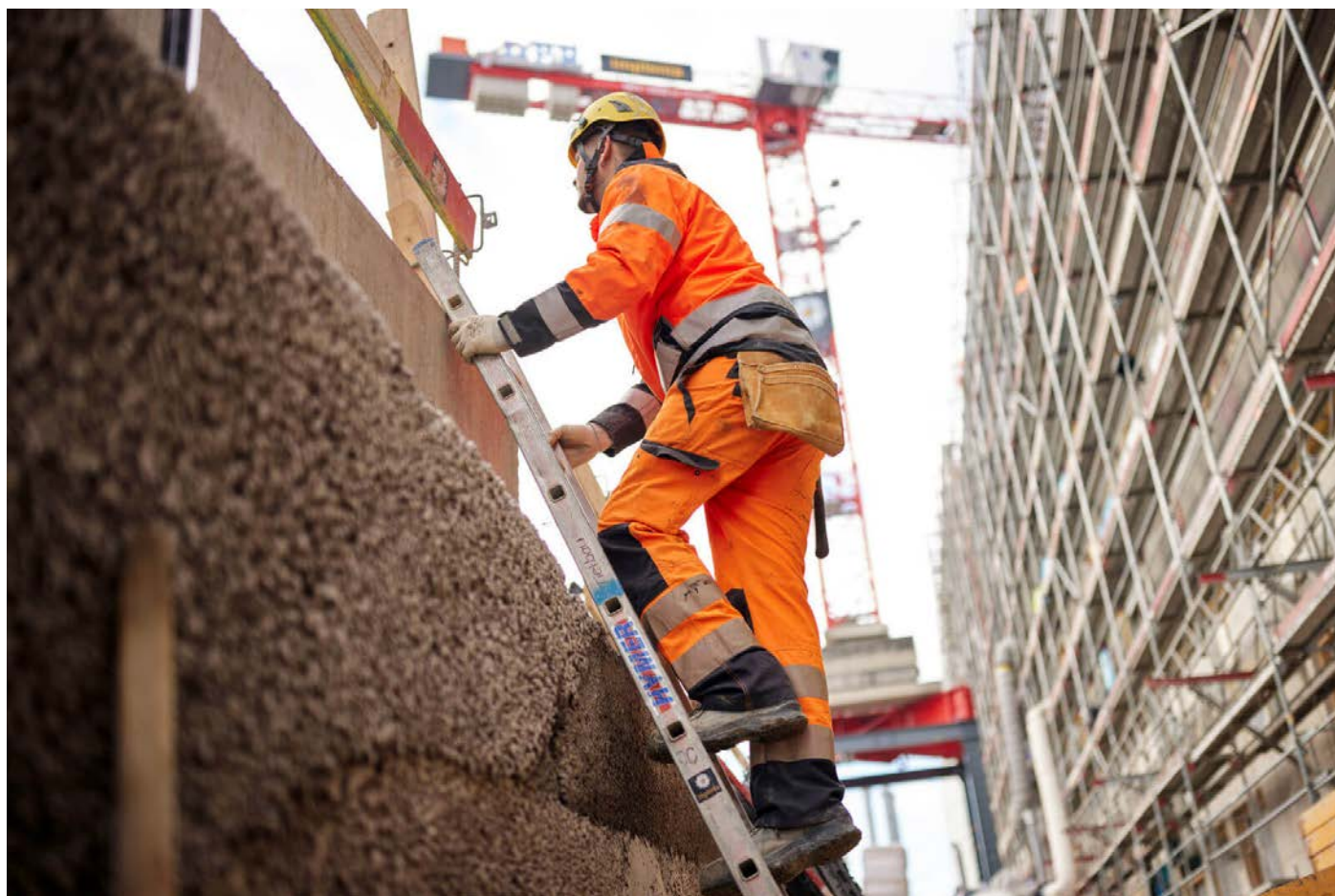
Implenia's annual Health & Safety Award recognises outstanding achievements in occupational health and safety by three teams or individuals across the Group. The award is designed to encourage development of active solutions and publicise good ideas throughout the Group.

The 2024 Health & Safety Award was won by the "Kabeldiagonale" project team in Berlin for its innovative and safe approach to cleaning pipes on tunnel construction sites ([more information](#)).

The third Group-wide Health & Safety Day was held in September 2024. Every employee in all the different countries and departments, on construction sites and in offices, took a break from their day-to-day work to discuss and learn about how they can make a personal contribution to reducing accidents and creating a healthy working environment.

In 2024, the day focused on a team-level discussion about the topic of "Speak Up!", which centres on the need to call out unsafe situations and unacceptable conditions. Anyone can prevent accidents and even save lives by refusing to look away, pointing out infringements of the rules and dangerous situations, and taking appropriate action where necessary.

In addition to discussions on the main topic, numerous other activities were held across the Group, including workplace safety tours, health workshops, specialist lectures, and evacuation and emergency exercises.



ACCIDENTS AND ABSENCES

The number of accidents at Implenia has thankfully fallen sharply over the years. In 2024, the accident rate was 37 accidents per thousand full-time jobs (2023: 41). The most common types of accident include trips, injuries when lifting loads by hand, and eye injuries.

However, the accident rate is only one of several health and safety indicators. It does not adequately capture rare but serious incidents. Alongside the accident rate Implenia therefore also includes the number of serious incidents in its annual health & safety targets and aims to reduce both figures further.

Unfortunately, in 2024 three fatal accidents involving subcontractors and employees of a joint venture partner occurred on Implenia construction sites or in joint ventures led by Implenia.

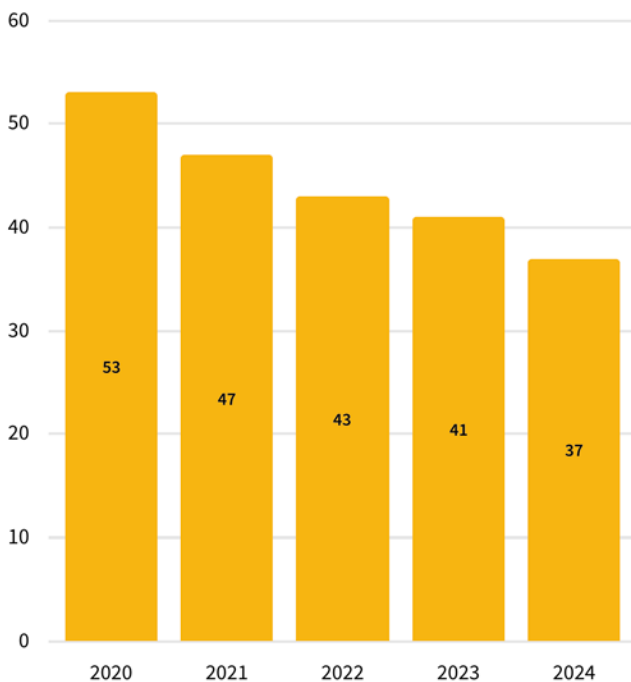
Days of absence due to occupational accidents rose slightly to 7,399 in 2024 (2023 6,722). The number of non-occupational accidents rose slightly between 2023 and 2024. Most accidents in people's private lives happened when playing ball sports, on the roads, or as a result of slips and trips in the home or garden.

When its employees have serious accidents or are seriously ill, Implenia works with internal health managers on their rehabilitation and reintegration. In 2024 the team supported 232 such cases in Switzerland.

Status: end 2024

OCCUPATIONAL ACCIDENTS

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







Social commitment and compliance

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



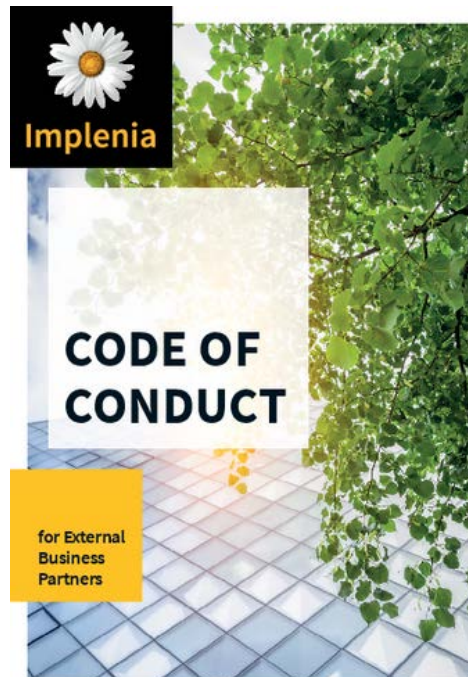
Compliance Management System

CODE OF CONDUCT AND DIRECTIVES

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

Implenia has also issued further Group-wide directives and introduced standards and processes that are binding on employees. Together with the Code of Conduct, these ensure that ethical conduct and compliance with laws are embedded in the Group as fundamental expectations.

In 2023, Implenia introduced an independent **Code of Conduct for External Business Partners**. This defines the most important principles and specific conditions for cooperation with business partners. It focuses on working conditions, human rights, fair and respectful treatment of employees, ethical business practices, responsible supply chains, environmental protection and sustainable procurement. The Code of Conduct for External Business Partners is an integral part of the agreements concluded between Implenia and its business partners.



Code of Conduct



Code of Conduct for external business partners

ORGANISATION

The Group's Chief Compliance Officer and General Counsel speaks for this area on the Implenla Executive Committee. He reports here and at every meeting of the Audit Committee on company compliance issues. He is supported by the Global Head of Compliance & Data Protection. Her department is responsible for, among other things, implementing the compliance management system. Country Compliance Officers and Data Protection Coordinators and Officers are responsible for regional compliance issues in each country. They act as first points of contact for questions about legal and regulatory compliance and they receive initial reports of suspected irregularities. Together, they ensure that Implenla's compliance standards are consistently applied across all markets.

TRAINING AND AWARENESS RAISING

Following the introduction of the revised **"How We Work" Code of Conduct** in 2023, all technical-commercial staff completed a mandatory e-learning programme on the content of the Code. This training programme also forms part of the new employee onboarding process to ensure a consistent understanding of core values and compliance obligations from the outset. In addition, regular training sessions are held on key legal and ethical topics such as competition law, conflicts of interest and corruption prevention. These measures strengthen everyone's commitment to a Group-wide compliance culture.

In 2024, all technical-commercial staff completed e-learning courses on a variety of compliance issues. Of these, over 5,000 employees took part in Code of Conduct training, around 3,000 completed an e-learning course on data protection, and around 2,000 completed a course on competition law. As well as the e-courses, in-person training was held at local and Group meetings, and tailored training sessions were delivered at offices and on construction sites.

To keep the principles of the Code of Conduct in the forefront of people's minds, Implenla regularly carries out awareness-raising campaigns. The launch of the revised Code of Conduct was accompanied by an internal communication campaign, for example, which was recognised by an INKOMETA Award in the "Campaigns" category in 2024. Further awareness-raising measures addressed, among other things, the way to handle gifts and invitations. Common questions, such as rules of conduct at trade association meetings, video surveillance on construction sites and dealing with conflicts of interest, are covered in the "Quick Guides" that Implenla has developed for employees.

The first internal Compliance Day was held in 2024. External specialists gave talks to more than 100 participating employees about important and Group-relevant compliance issues.

POTENTIAL COMPLIANCE VIOLATIONS

Implenia encourages anyone who notices a possible violation of the Codes of Conduct, other internal policies or legal regulations to report the incident. There are several channels available for this purpose, including the Implenia Speak Up Line. This whistleblower platform, operated by an external organisation, also enables anonymous reporting via a publicly accessible website, and offers an option to communicate with the whistleblower. Every incident is investigated comprehensively and neutrally. The protection of whistleblowers from discrimination or punishment is a central feature of the process.

If suspicions are confirmed by the initial investigation, the relevant Country Compliance Officer or the Global Head of Compliance & Data Protection will conduct an in-depth investigation in consultation with the Chief Compliance Officer. When there are complaints concerning Implenia's supply chain, a member of Procurement and the Implenia Human Rights Officer are brought into the process (see "Human Rights" chapter). Results are documented and presented to the responsible body for them to make a decision.

In 2024, 36 reports were received across the Group. These included reports of theft, sexual harassment and potential conflicts of interest, which were investigated and resulted in appropriate measures being taken. In addition, two suspected cases of corruption were reported: one could not be substantiated after consultation with the whistleblower, the second report proved to be groundless.

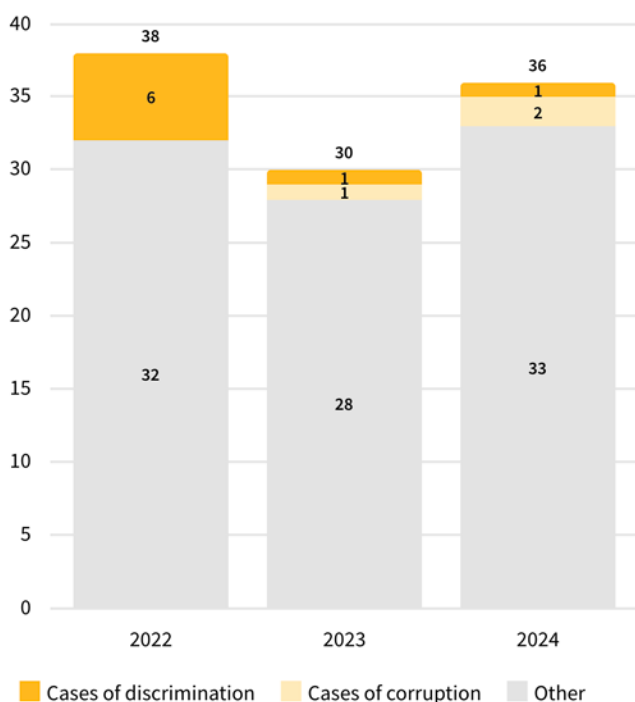
Status: end 2024

COMPLIANCE CASES

In number of reported cases by incident type

Reported allegations of corruption and discrimination.

No corruption or discrimination detected after investigation.



Fighting corruption anti-competitive behaviour

GRI 205-2, 205-3

The construction and real estate industry is highly competitive. Implenla deals with this by fair means, pursuing a zero-tolerance policy against anti-competitive behaviour and strictly rejecting any form of bribery or corruption. Clear rules about who has the power to make decisions and grant approvals, or be informed of them, plus the “two-pairs of eyes principle” act as essential measures to prevent corruption. As part of the standard auditing process, auditors regularly check the consolidated accounts for any irregularities.

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

Implenla has formulated a Group-wide competition directive to help familiarise employees with competition law requirements and protect them from infringements. This contains unambiguous rules and prohibits any agreements that could violate competition law. It also shows employees how to conduct themselves in accordance with the law.



Infringements 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. Since 2010, a total of five official investigations have taken place, two of which were completed some time ago. Implenia dealt with three outstanding cases during the period under review, two of which are still being investigated.

- In Switzerland, the Competition Commission carried out several investigations between 2010 and 2019 in Canton Grisons. These concerned suspicions of illegal collusion in the road construction market as well as in building construction and civil engineering prior to 2010. Implenia gave the Competition Commission its unreserved cooperation throughout the process and helped to clear up the agreements on price and territories that were being investigated. The investigating authorities therefore refrained from imposing a fine on Implenia in the main investigation. The main investigation was subsequently divided into several sub-inquiries. In two of these, the Competition Commission refused to recognise Implenia as a principle witness and imposed fines for alleged collusion on two smaller building projects. Implenia appealed to the Federal Administrative Court against this refusal, and against the division of proceedings. This appeal was dismissed, so Implenia appealed to the Federal Supreme Court, where the case is still pending.
- In Austria, the Central Public Prosecutor's Office for Combating Economic Crime and Corruption in Vienna has been conducting an investigation into suspected collusive bidding since 2017; Implenia Baugesellschaft GmbH is one of the companies it is looking at. The investigation is still under way.
- In March 2024, the Swiss Competition Commission broadened its investigation into possible collusion in civil engineering and building construction in Canton Neuchâtel, which was originally launched in November 2023. The investigation was extended from the original three to 19 companies, including Implenia. The Commission is investigating whether these companies colluded on offers and pricing for around 100 civil engineering tenders put out by public and private clients between 2009 and 2024. Implenia has assured the Competition Commission of its full cooperation.

Information on older cases can be found in previous [Sustainability Reports](#).

Human rights

GRI 2-23

Respect for human rights is a central concern for Implenia as it seeks to meet its corporate responsibilities. Its commitment here is based on the United Nations Universal Declaration of Human Rights and the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work. In its [Policy Declaration](#) Implenia pledges its respect for, among other things, internationally recognised human rights and commits to uphold them in its business activities along the entire value chain.

Implenia has also pledged to comply with the following international conventions:

- United Nations Universal Declaration of Human Rights
 - International Covenant on Civil and Political Rights
 - International Covenant on Economic, Social and Cultural Rights
 - The International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work and its follow-up declaration
 - Ten principles of the UN Global Compact
 - United Nations Guiding Principles on Business and Human Rights
 - OECD Guidelines for Multinational Enterprises

Implenia has implemented the following due diligence procedures to stop or redress human rights violations within its supply chain:

- Internal, global purchasing rules require that human rights and selected environmental criteria are applied when choosing and evaluating suppliers; self-declarations are required from suppliers to confirm they are meeting country-specific legal standards
- Supplier audits including appropriate control measures
- Obtaining self-declarations from suppliers
- The Code of Conduct for External Business Partners is integrated into current and future supplier agreements, which ensures there is a contractual obligation on suppliers to comply with human rights and environmental due diligence obligations in the supply chain
- When attending national procurement meetings, purchasing managers are trained in due diligence processes in the supply chain as well as in current national and European legislation
- Consistent implementation of measures to ensure that every employee is working in a safe working environment. This includes regular training to raise awareness of potential risks, and the provision of protective equipment
- Strict controls and policies are applied to minimise accidents and risks to health

Implenia promotes a culture that encourages all individuals, within and outside the company, to report possible cases of misconduct – including concerns or suspicions about human rights violations within the company. The anonymous Speak up Line ([see chapter on the Compliance Management System](#)) provides one channel for such reports.

If there are any signs of possible violations or concerns in the supply chain, the Human Rights Officer will investigate with the help of representatives from Procurement and the Legal & Compliance Department. Investigations take place digitally in accordance with a defined, transparent process, which is set out in the internal Implenia Management System (IMS). If necessary, the Human Rights Officer will consult other people from the Divisions, global functions and countries.

Implenia sets out clear rules against child and forced labour in its “How we work” Code of Conduct, which is mandatory for all employees. The rules apply to suppliers, as well as to the company’s own business. In countries with a higher risk of human rights violations, Implenia continued to carry out unannounced inspections at plants and on construction sites in 2024.

A comprehensive regulation on this topic is contained in the policy declaration on human rights strategy adopted by Implenia. This takes legal requirements along the entire value chain into account ([read more](#)).

According to a risk analysis carried out internally in 2024, no reasonable suspicion of child labour was found at Implenia or in its supply chain, so under Article 5(2) of the Swiss Supply Chain Act, Implenia is exempt from due diligence and reporting obligations in the field of child labour as set out in Article 964j et seq. SCO.

Working with universities

Implenia works with universities to strengthen knowledge transfer between academia and business, and to help develop skilled professionals.

Partnerships include:

- Swiss Federal Laboratories for Materials Testing and Research EMPA (CH)
- Campus Sursee (CH)
- Swiss Federal Institute of Technology ETH Zurich (CH)
- Zurich University of Applied Sciences HWZ (CH)
- Lucerne University of Applied Sciences and Arts HSLU (CH)
- University of St. Gallen HSG (CH)
- Darmstadt University of Technology (DE)
- Rheinisch-Westfälische Technische Hochschule Aachen (DE)
- Technische Universität Dortmund (DE)
- Hochschule Biberach (DE)
- Die Bergische Universität Wuppertal (DE)
- Technisch-Naturwissenschaftliche Universität NTNU Trondheim (NO)

Research projects supported by Implenia include, the NEST research and innovation platform at Empa ([read more](#)) and the Hagerbach Test Gallery ([read more](#)).



Social commitment and sponsorship

As the leading construction and real estate services provider in Switzerland, Implenla recognises its 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. In all its commitments, Implenla attaches great importance to sustainable, partnership-based relationships.

An example of its social commitment is the annual "social project week" for Implenla apprentices. In 2024, a group of 16 apprentices renovated a footpath in Saas Balen, Canton Valais. The aim of the project was to make the dilapidated path fit for pedestrians again and thus create direct added value for the community ([read more](#)).

Implenla follows the highest ethical standards in its approach to sponsorship and donations. 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. Similarly, donations to other organisations must always be openly declared, and there must be no intention to influence these organisations' decisions.

MORE ABOUT IMPLENLA'S COMMITMENT



Community engagement

Construction work, especially on large sites and infrastructure projects, can lead to disturbance from noise, dust and vibrations, for example. This often necessitates greater communication about local impacts. Implenla works to reduce negative impacts on local people and to encourage dialogue – through consultation processes during planning, for example, and through regular communication with residents during the construction phase. The company also organises informative guided tours and visits for residents and school children. Wherever possible, Implenla uses the project to create positive added value for local people.

A new challenge has increasingly come to the fore in recent years: on completion of a construction project, the site has to become a living space that connects people and their diverse needs. With this in mind, Implenla, with Wincasa, has been expanding its range of services around community management for some time now. Especially in mixed-use sites, this approach ensures that life in residential buildings, offices, hotels and business areas intertwines harmoniously.

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

In the Swiss canton of Vaud, Implenla is a partner of the disability insurance scheme and has recruited new employees via various reintegration programmes ([read more](#)).





Financial and operational excellence

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



Creating value

Consolidated Financial Statements 2024



Value Assurance

The success achieved by Implenía depends to a large extent on its ability to create value by developing, planning, executing and managing large projects, so it is very important to exploit opportunities and control risks in every phase. This is the only way to secure sustainable growth for the whole Group.

This is why Implenía operates according to the Value Assurance model. Each project undergoes a predefined process in which its intrinsic value is checked several times. This model is applied as soon as projects are selected and tenders prepared. It then continues across all the key stages up to and including actual construction and completion.

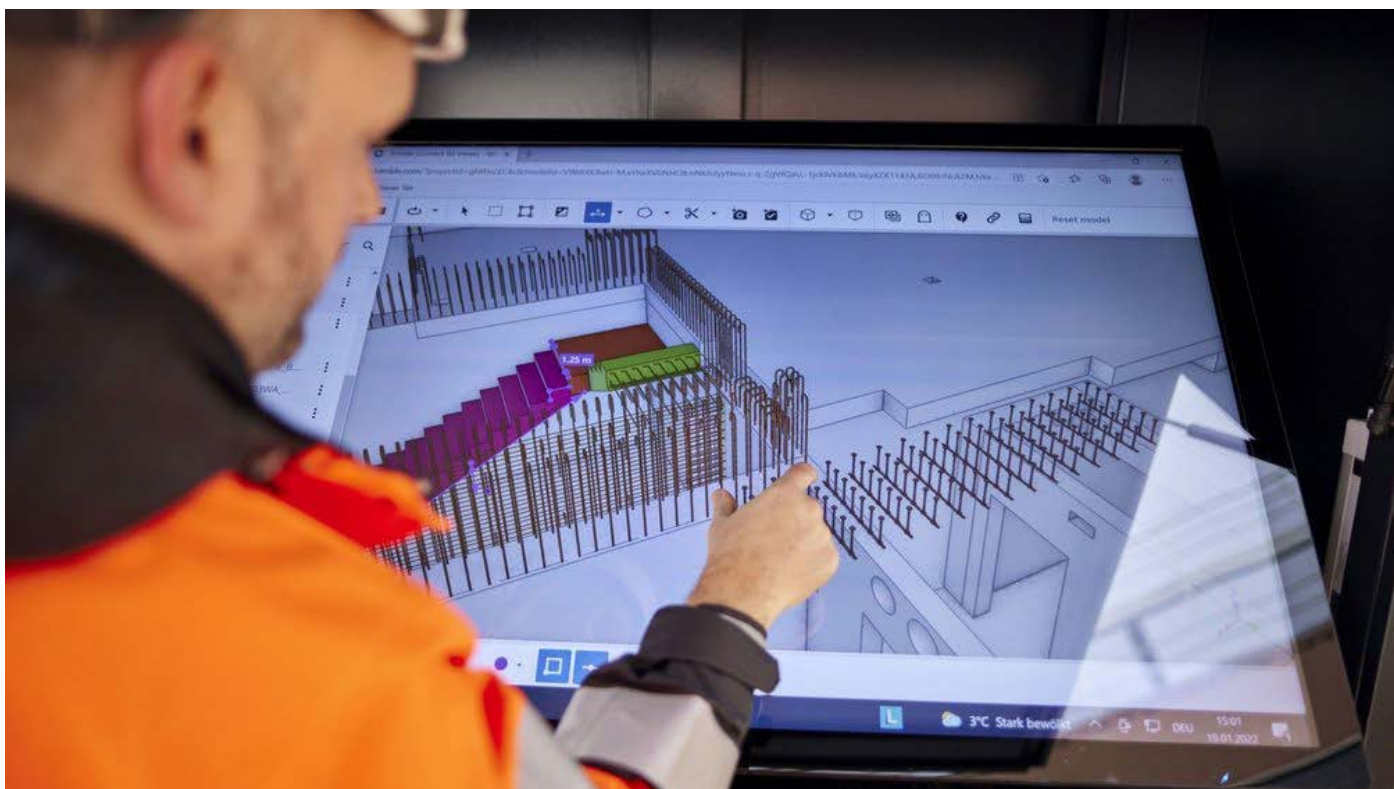
Implenía divides its projects into classes on the basis of various parameters, including size, complexity and contractual conditions. Depending on the class, a specific decision-making body (Value Assurance Committee – VAC) will be responsible for overseeing the project. The VAC approves the tender and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

BIM

It is hard to think of anything that has changed the construction industry as profoundly in recent years as Building Information Modeling, or BIM. Implenía is constantly expanding its model-based work – from planning to implementation to documentation. Planning is already almost completely done with digital 3D models. This is increasingly leading to paperless construction sites where all the relevant information is available on digital devices.

Building documentation is also produced completely digitally. These digital depictions provide extensive data for operating and maintaining buildings, and changing them in future. One advantage of this is that materials within the building can be identified at a later date and reused or recycled.

BIM is organised decentrally at Implenía. Local BIM units help the divisions implement new methods in their operational business. They train project employees, provide support and take the technology forward in areas such as the calculation of CO₂ footprints at the beginning of the planning phase.

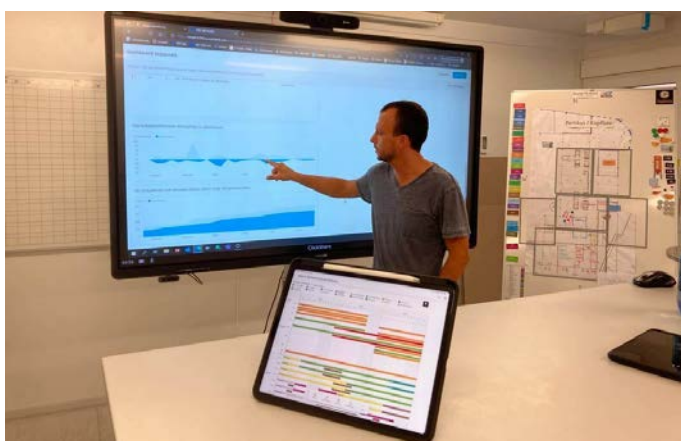


Lean Construction

Implenia uses Lean Construction methods to preserve resources and ensure efficiency in the planning, management and execution of construction projects. As well as optimising planning and production processes, these methods get all stakeholders involved at an early stage, shorten decision-making paths and strengthen cooperation with partners, customers and subcontractors. This increases material and energy efficiency, but also improves the safety and satisfaction of all parties involved.

An internal Lean toolbox, which is based on best practice and is continuously being developed, brings all the methods together in standardised form. Implenia also introduced a Lean Expert training course in 2021, which has already been completed by almost 250 employees and is helping to embed Lean principles in the corporate culture. This course is accredited by the Lean Competency System (LCS) and meets industry standards.

In 2024, Implenia also began to promote continuous improvement teams in all areas of the business. These teams identify and test ideas to streamline processes. One team, for example, reduced energy consumption by 30 percent by introducing an intelligent heating control system for construction containers.



Cybersecurity

As more and more processes within the company become digitally networked, the risk of hacker attacks and data theft increases. In response, Implenía uses the latest 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 Implenía'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 Implenía, therefore, whether and how the Group's engagement is perceived and valued by the financial sector. The company also attaches great significance to transparent communication, in particular of its objectives and key indicators.

A raft of positive ratings reflects the external recognition that Implenía's commitment to sustainability has received in recent years. MSCI ESG – one of the world's leading credit rating agencies – gave Implenía a AAA rating in 2024, for example. Implenía also received above-average sustainability scores from rating companies Morningstar Sustainalytics, Inrate, CDP and EcoVadis.

“GREEN” CREDIT FINANCING

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



Sustainable investment decisions

In order to make its investment decisions more sustainable, Implenia developed an ESG due diligence test procedure in 2024 and integrated it into the M&A process. This is based on the Code of Conduct for External Business Partners as well as on a questionnaire integrated into the supplier management system that assesses the sustainability credentials of suppliers and subcontractors. The checklist takes account of key issues such as environmental protection, environmentally friendly products and services, human rights and working conditions, occupational safety, health and integrity. The test methodology allows Implenia to take further steps where necessary. For example, discussions may be held with business partners, suppliers or their customers in order to highlight specific sustainability aspects. Individual parts of the ESG due diligence process may also be outsourced or verified externally. An investment or M&A transaction is only permissible for Implenia in terms of sustainability if the Code of Conduct criteria are met as a bare minimum.

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 percent of its business units (excluding Wincasa) are subjected to the ISO 9001 continuous improvement process.

Implenia's quality strategy is based on three pillars:

- Excellent process management with clear procedures 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 is continuously evolving. This serves as a reliable reference for all standards, documents and information ("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.







About this report

Implenia reports in accordance with the globally recognised Global Reporting Initiative (GRI) standard for sustainability reporting. In accordance with these guidelines, transparent information is provided below about how the report's content is consolidated.

Compiling the report's content

SCOPE AND STANDARD

GRI 2-2

The statements in this Sustainability Report generally relate to the whole Implenia Group. However, the scope is more limited for some of the reported topics. If data or statements relate only to individual Divisions and/or countries, this is explicitly shown in the text and charts. Specific examples are given particularly to show how the measures achieve the objectives. Reporting is carried out in line with GRI standards.

GRI 2-5

The contents were compiled with great care and were reviewed and approved by the Sustainability Committee, Implenia Executive Committee and the Board of Directors.

The following data has been subject to a voluntary limited assurance audit: Scope-1 emissions, accident rate, lost days, fatal accidents, proportion of women, proportion of women in management, age distribution of employees and compliance cases (see **independent practitioner's limited assurance report**). A more comprehensive limited assurance audit is planned for the 2025 report (publication 2026).

GRI 2-3

Implenia has continuously reported on sustainability topics on this web platform since 2012. Indicators are updated annually (current status: reporting year 2024).

Information about new projects and initiatives is continuously communicated at **sustainability.implenia.com**. The company revises all the content every year. Readers thus always have an up-to-date picture of the Group's sustainability efforts. For environmental reasons we do not produce a printed version.

PRINCIPLES OF GREENHOUSE GAS REPORTING

GRI 2-4, 2-6

Greenhouse gas emissions are recorded in accordance with the international standards set out in the Greenhouse Gas Protocol. Data is based on energy bills, information from suppliers and partner companies (electricity providers and leasing partners, for example) as well as Implenia's own measurements at its production facilities.

Since 2020, Scope-1 and Scope-2 CO₂ data have been collected for all markets, i.e. for Switzerland, Germany, Austria, Norway, Sweden and France. Since 2024, data has also been collected at Implenia's non-European production sites. These activities outside Implenia's core business are small in financial terms, but they consume relatively large quantities of diesel, which is why they have been included in the footprint. Although these sites do not contribute significantly to the company's revenue or reflect its core business, a review revealed that large quantities of diesel are consumed, so the decision was taken to include these emissions in the company's CO₂ footprint.

In order to ensure the consistency, relevance and comparability of greenhouse gas emission data, Implenia established guidelines for recalculating CO₂ emissions in 2024. A base-year recalculation of CO₂ emissions is triggered when a certain threshold is exceeded (10% of Scope-1 & 2 emissions).

In 2024, Implenia recalculated CO₂ emissions for the base year 2020 as defined in these guidelines. This was prompted by various factors including the integration of production sites outside Europe, the acquisition of Wincasa and improvements in data collection in Austria.

Implenia uses the "fixed base year" method for recalculations, so 2020 remains the base year for CO₂ emissions. The recalculation has adjusted emissions figures for the base year and for subsequent years to ensure that the changes are reflected consistently.

Implenia uses the location-based method for Scope-2 emissions. This calculates both the absolute and revenue-adjusted CO₂ footprint and all other published KPIs that include Scope-2 or electricity. Implenia has also published its "Market-based Footprint" since 2022 in order to convey a more comprehensive perspective.

The following emission factors were used uniformly for the base-year footprint in 2020: Scope-1 = Defra,

Scope-2 = IEA (electricity) & MLC (district heating), “market-based” supplier-specific emissions and residual mixes. The following emission factors were used for Scope-3: Defra (personal and business travel), Defra/MLC/IEA (energy and fuel-related activities), Defra (purchased goods and services).

Implenia calculates greenhouse gas emissions using the “operational control” approach. Emissions from all operations managed by Implenia are entirely attributed to the company regardless of its financial participation. This means that emissions from all leased and rented assets (properties, vehicles, machinery, etc.) are also treated as Scope-1 and 2 emissions. An exception to this rule is joint ventures, where financial accounting can change over the years. This makes it more difficult to calculate a revenue-adjusted footprint. In each case, Implenia calculates the footprint using the Group’s revenue as stated in the annual report, irrespective of how the joint venture is consolidated. The operational control approach can therefore only be applied to joint ventures to a limited extent.

OTHER EXCEPTIONS AND ESTIMATES

Actual data and consumption figures are collected wherever possible. However, there are exceptions, as shown in the following subsections. Implenia is working to further refine its data for future years.

CONSTRUCTION SITES IN SWITZERLAND AND GERMANY: MINERAL OILS

Implenia manages several thousand active projects each year, mainly in Switzerland and Germany. These projects vary in duration, from a few days to several years, and can differ greatly in their complexity. Collecting project-specific data is therefore a significant challenge. In order to solve this, the relevant information is collected through the prism of Procurement: data is collected from the largest suppliers by revenue. This ensures wide coverage. Missing energy data is extrapolated using the percentage coverage.

ELECTRICITY IN SWITZERLAND

Due to the large number of projects and the more than 100 electricity suppliers in Switzerland, regular collection of project-specific data is a complex task. For this reason, electricity consumption is extrapolated from revenue based on an analysis of supplier data carried out in 2023.

OFFICES IN SWITZERLAND AND GERMANY

The last few years have shown that our offices have a minimal impact on our footprint. Data collection is often complex because invoices arrive after a delay and consumption data is often not available for the specific rented space alone. Consumption for offices in Switzerland and Germany is therefore estimated on the basis of the floorspace used. These estimates are based on SIA standard measures.

DECEMBER ESTIMATES

Since consumption data and invoices often arrive after a delay of several months, December figures are estimated when this is the only option.

EMPLOYEE COMMUTING

In order to calculate the emissions generated by our employees’ commutes, we rely on national statistics, where available, which indicate what percentage of employees use which mode of transport to get to work. We use the headcount numbers we receive from Human Resources, combined with the average statistics, to calculate emissions.

EXCEPTIONS FOR OTHER NON-FINANCIAL INDICATORS

The indicators “age distribution” and “women in management” include data for all European markets. It was not possible to specify the distribution for the non-European locations as the information is not currently integrated into the global HR system.

Significant sustainability-related memberships and partnerships

GRI 2-12, 2-28

Organisation	Type of support
Öbu – Netzwerk für nachhaltiges Wirtschaften	Corporate membership, since 2009
Minergie	Corporate membership and specialist partner, since 2014
NNBS, Netzwerk Nachhaltiges Bauen Schweiz	Founding and funding member, since 2012
CEO4Climate	Member of the campaign, since 2020
ETH Partnership Council	Industrial partner for creation of an assistant professorship for innovative and industrialised construction, since 2016
SINTEF	Member of the “Green Construction Sector” network, since 2017
C33	Corporate member, since 2024
Fossil Free Sweden	Member of the initiative, since 2020
ENCORD	Corporate member, since 2006
ECORE (ESG Circle of Real Estate)	Corporate membership, since 2023
NEST research and innovation platform at Empa	Implementation partner, since 2024

Compliance with external guidelines

GRI 2-23

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

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

Independent practitioner's limited assurance report

on selected indicators in the Sustainability Report 2024 to the Board of Directors of Implen AG,
Glattpark (Opfikon), Switzerland

We have been engaged by the Board of Directors to perform assurance procedures to provide limited assurance on selected indicators in the Sustainability Report 2024 (including the GHG emissions) of Implen AG and its subsidiaries (hereafter "Implen AG") for the period from 1 January 2024 to 31 December 2024 (hereafter "Subject Matter Information").

Scope and subject matter

The following selected indicators in the Sustainability Report 2024 of Implen AG were subject to our limited assurance engagement:

- Scope 1 direct in t CO₂ eq./a (GRI 305-1 a)), page 48;
- Accident rate (accidents per 1'000 full-time jobs), occupational deaths and days of absence due to occupational accidents (GRI 403-9), page 79;
- Diversity of governance bodies and employees (proportion in women in %, women in management roles in % and age structure in %) (GRI 405-1 a) i and ii; b) i and ii), page 67 and
- Confirmed cases of corruption (Compliance cases) (GRI 205-3)), page 84.

Criteria

The selected indicators in the Sustainability Report 2024 of Implen AG (including the GHG emissions) was prepared by the Management of Implen AG (the 'Company') based on the above mentioned requirements in GRI Standards, as issued by the Global Reporting Initiative (GRI) and disclosed in the section Compiling the report's content in the Sustainability Report 2024 of Implen AG ("suitable criteria").

Inherent limitations

The accuracy and completeness of the data for the Subject Matter Information are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. In addition, the quantification of the Subject Matter Information is subject to inherent uncertainty because of incomplete scientific knowledge used to determine factors related to data for the Subject Matter Information and the values needed to combine e.g. emissions of different gases. Our assurance report will therefore have to be read in connection with the suitable criteria used by Implen AG, its definitions and procedures in the section Compiling the report's content in the Sustainability Report 2024 of Implen AG.

Management's responsibility

The Management of Implen AG is responsible for preparing and presentation of the Subject Matter Information in accordance with suitable criteria. This responsibility includes the design, implementation and maintenance of the internal control system related to the preparation of the subject matter information that are free from material misstatement, whether due to fraud or error. Furthermore, the Management is responsible for the selection and application of the suitable criteria and adequate record keeping.

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PricewaterhouseCoopers AG is a member of the global PricewaterhouseCoopers network of firms, each of which is a separate and independent legal entity.

Independence and quality management

We are independent of the Implen AG in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

PricewaterhouseCoopers AG applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Practitioner's responsibility

Our responsibility is to perform a limited assurance engagement and to express a conclusion on the Subject Matter Information. We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) 'Assurance engagements other than audits or reviews of historical financial information' and the International Standard on Assurance Engagements (ISAE) 3410, Assurance Engagements on Greenhouse Gas Statements ('ISAE 3410'), issued by the International Auditing and Assurance Standards Board. Those standards require that we plan and perform our procedures to obtain limited assurance whether anything has come to our attention that causes us to believe that the Subject Matter Information was not prepared, in all material respects, in accordance with the suitable criteria.

Based on risk and materiality considerations, we performed our procedures to obtain sufficient and appropriate assurance evidence. The procedures selected depend on the assurance practitioner's judgement. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement. Consequently, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement and therefore less assurance is obtained with a limited assurance engagement than for a reasonable assurance engagement.

Work performed

We performed the following procedures, among others:

- Inquiries of the relevant stakeholders for the selected indicators in Implen AG's Sustainability Report (including the GHG statement);
- Interviews with personnel responsible for the sustainability reporting and data collection at the selected Implen AG sites and at Corporate level to determine the understanding and application of Implen AG's specified guidelines and methodology;
- Sample based inspection of relevant documents and testing of underlying data;
- Reconciliation of data collected with financial reporting data and other underlying records;
- Reperformance of relevant calculations;
- Analytical procedures on selected site-level, as well as Corporate level; and
- On-Site visits for selected Implen AG sites in France, Germany and Switzerland. The selection was based on quantitative and qualitative criteria.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Conclusion

Based on the work we performed, nothing has come to our attention that causes us to believe that the selected indicators in the Sustainability Report 2024 of Implen AG (including the GHG emissions) for the period from 1 January 2024 to 31 December 2024 are not prepared, in all material respects, in accordance with the suitable criteria.

Intended users and purpose of the report

This report is prepared for, and only for, the Board of Directors of Implen AG, and solely for the purpose of reporting to them on the Subject Matter Information and no other purpose. We do not, in giving our conclusion, accept or assume

responsibility (legal or otherwise) or accept liability for, or in connection with, any other purpose for which our report including the conclusion may be used, or to any other person to whom our report is shown or into whose hands it may come, and no other persons shall be entitled to rely on our conclusion.

We permit the disclosure of our report, in full only and in combination with the suitable criteria, to enable the Management to demonstrate that they have discharged their governance responsibilities by commissioning an independent assurance report over the Subject Matter Information, without assuming or accepting any responsibility or liability to any third parties on our part. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Management of Implenla AG for our work or this report.

PricewaterhouseCoopers AG

Cristian Manganiello

Christine Blass

Zürich, 24 February 2025

‘The maintenance and integrity of Implenla AG’s website and its content are the responsibility of the Management; the work carried out by us as the independent practitioner does not involve consideration of the maintenance and integrity of the Implenla AG’s website, accordingly, we accept no responsibility for any changes that may have occurred to the Subject Matter Information or suitable criteria since they were initially presented on the website.

Swiss Code of Obligations Art. 964b content index

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

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

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

Swiss Code of Obligations Art. 964b requirement	Chapter
General information	Implenia at a glance Sustainability organisation Sustainability Management
Description of the business model	Implenia at a glance
Environmental matters*	Sustainability Goals: 4. CO₂ Reduction Sustainability Goals: 5. Environmental protection Sustainability Goals: 6. Circular Economy Environmental management Climate and Energy Circular Economy Environmental standard
Social issues*	Sustainability Goals: 9. Implenia without borders Sustainability Goals: 10. Ethical Governance Code of Conduct Social commitment and sponsorship Community Engagement
Employee-related issues*	Sustainability Goals: 8. Engaged employees Sustainability Goals: 10. Ethical Governance Code of Conduct Attractive working environment
Respect for human rights*	Sustainability Goals: 10. Ethical Governance Code of Conduct Human rights
Combating corruption*	Sustainability Goals: 10. Ethical Governance Code of Conduct Fighting corruption
Risk management	Material Topics Risks and opportunities
Main performance indicators	Indicators

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

TCFD content index

TCFD Pillar	TCFD recommended disclosure	Reference
Governance Disclose the organization's governance around climate-related issues and opportunities.	G-A Describe the Board's oversight of climate-related risks and opportunities.	Sustainability Organisation Risks and opportunities created by climate change
	G-B Describe management's role in assessing and managing climate-related risks and opportunities.	Sustainability Organisation Risks and opportunities created by climate change
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy and financial planning where such information is material.	S-A Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long-term.	Risks and opportunities created by climate change
	S-B Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Risks and opportunities created by climate change
	S-C Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Risks and opportunities created by climate change
Risk Management Disclose the processes used by the organization to identify, assess and manage climate-related risks	R-A Describe the organization's processes for identifying and assessing climate-related risks.	Risks and opportunities created by climate change Standards and regulations
	R-B Describe the organization's processes for managing climate-related risks.	Risks and opportunities created by climate change
	R-C Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Risks and opportunities created by climate change

TCFD Pillar	TCFD recommended disclosure	Reference
Metrics and targets Describe the metrics and targets used to assess and manage relevant climate-related risks and opportunities	MT-A Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Material Topics Risks and opportunities created by climate change Indicators
	MT-B Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions (GHG) and the related risks.	CO₂-Emissions Indicators
	MT-C Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Goals 2025

GRI Content Index



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

Statement of use	Implenia AG has reported in accordance with the GRI Standards for the period January 1st 2024 to December 31 st 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No sector standard available for construction and real estate yet

General Disclosures

GRI 2: General Disclosures 2021

Disclosure	Location	Comments and/or Omissions
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 2024 was published on February 26th 2025. The reporting period corresponds with the 2024 annual report published on the same date.
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 2024.
2-8 Workers who are not employees		Omission: Information unavailable. Implenia hires freelancers directly in projects. There is currently no systematic reporting on global level available, as they are managed on a project level and are not integrated in the global HR system. Implenia plans to include more information on workers who are not employees for next years report.
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 Significant sustainability-related memberships and partnerships	
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		Omission: Information unavailable. Calculation of the compensation ratio not available for the reporting year as the HR system is currently not set up to calculate compensation ratio. Implenia plans to calculate the compensation ratio for next years report.
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 Human rights Code of Conduct Human rights	
2-25 Processes to remediate negative impacts	Supplier management Code of Conduct Human rights	
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	Comments and/or Omissions
3-1 Process to determine material topics	Material Topics	
3-2 List of material topics	Material Topics	<p>Material topics:</p> <ul style="list-style-type: none"> ■ Health & safety (GRI: Occupational Health and Safety) ■ Internal working conditions (GRI: Employment, Diversity and Equal Opportunity, Training and Education) ■ Circular economy (GRI: Materials, Waste) ■ Integrity (GRI: Anti-corruption, Anti-competitive Behaviour, Non-discrimination) ■ Environmental protection (GRI: Waste) ■ Energy and CO₂ (GRI: Energy, Emissions) ■ Supply chain (GRI: Supplier Environmental Assessment, Supplier Social Assessment) ■ Economic performance (GRI: Economic Performance) ■ External workers (GRI: Employment)

Economic performance

GRI 3: Material Topics 2021

Disclosure	Location	Comments and/or Omissions
3-3 Management of material topics	Creating value Sustainability Management	

GRI 201: Economic Performance 2016

Disclosure	Location	Comments and/or Omissions
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 (2023: 126.9%).
201-4 Financial assistance received from government		Omission: Not applicable. No financial assistance received in the reporting period.

Anti corruption

GRI 3: Material Topics 2021

Disclosure	Location	Comments and/or Omissions
3-3 Management of material topics	Sustainability Goals: 10. Ethical Governance Sustainability Management Code of Conduct	

GRI 205: Anti-corruption 2016

Disclosure	Location	Comments and/or Omissions
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	Comments and/or Omissions
3-3 Management of material topics	Sustainability Goals: 10. Ethical Governance Sustainability Management Code of Conduct	

GRI 206: Anti-competitive Behavior 2016

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

Materials

GRI 3: Material Topics 2021

Disclosure	Location	Comments and/or Omissions
3-3 Management of material topics	Sustainability Goals: 6. Circular Economy Sustainability Management Environmental Management	

GRI 301: Materials 2016

Disclosure	Location	Comments and/or Omissions
301-1 Materials used by weight or volume	Circular economy	Partial omission: Information incomplete. For the reporting year there is no systematic global calculation of material used by weight or volume. Currently, data is available for concrete, steel, asphalt and wood. Further information will be available in the following years.

301-2 Recycled input material used	Circular economy	Partial omission: Information incomplete. Implenía uses recycled materials in many projects, (mainly recycled asphalt and concrete). However, the percentage of recycled input material is not yet calculated on a global level. Further information will be available in the following years.
301-3 Reclaimed products and their packaging material	Circular economy	Partial omission: Information incomplete. Implenía has started using reclaimed materials in several projects. However, the percentage of reclaimed input material is not yet calculated on a global level. Further information will be available in the following years.

Energy

GRI 3: Material Topics 2021

Disclosure	Location	Comments and/or Omissions
3-3 Management of material topics	Sustainability Goals: 4. CO₂ reduction Sustainability Management Environmental Management	

GRI 302: Energy 2016

Disclosure	Location	Comments and/or Omissions
302-1 Energy consumption within the organization	Energy and climate	
302-2 Energy consumption outside of the organization		Omission: Information unavailable. For the reporting year there is no systematic calculation of energy consumption outside of the organization available, due to the reporting systems covering own operations. Implenía is expanding its energy reporting continuously and will make more information available in the following years.
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

Omission: Information unavailable. For the reporting year there is no systematic calculation of the reduction in energy requirements of products and services available due to the complexity of construction services. Implenia is expanding its energy reporting continuously and will make more information available in the following years.

Emissions

GRI 3: Material Topics 2021

Disclosure	Location	Comments and/or Omissions
3-3 Management of material topics	Sustainability Goals: 4. CO₂ reduction Sustainability Management Environmental Management	

GRI 305: Emissions 2016

Disclosure	Location	Comments and/or Omissions
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: Information incomplete. The gross other indirect (Scope 3) GHG emissions in metric tons of CO ₂ equivalent are not yet complete. For the reporting year, three out of twelve categories of Scope 3 emissions are reported on a global level: “Energy and fuel treatment”, “Business travel” and “Employee commuting”. Further categories will be added in future reports.
305-4 GHG emissions intensity	Energy and climate	
305-5 Reduction of GHG emissions	Energy and climate	

305-6 Emissions of ozone-depleting substances (ODS)		Omission: Not applicable. 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	Energy and climate	Partial omission: Information incomplete. All emission data is reported in CO ₂ equivalent, Implenia did not report individual gases for the reporting year. Implenian is expanding its CO ₂ reporting continuously and will make more information available in the following years.

Waste

GRI 3: Material Topics 2021

Disclosure	Location	Comments and/or Omissions
3-3 Management of material topics	Sustainability Goals: 5. Environmental Protection Sustainability Management Environmental Management	

GRI 306: Waste 2020

Disclosure	Location	Comments and/or Omissions
306-1 Waste generation and significant waste-related impacts	Waste and hazardous substances	
306-2 Management of significant waste-related impacts	Waste and hazardous substances Circular economy	
306-3 Waste generated	Waste and hazardous substances	Partial omission: Information incomplete. Implenian operates in countries with high overall recycling rates. For the reporting year there is no systematic global calculation of waste generated. Currently, data is available for Norway, Austria, Sweden and France. Further information will be available in the following years.

306-4 Waste diverted from disposal	Waste and hazardous substances	Partial omission: Information incomplete. Implenia operates in countries with high overall recycling rates. For the reporting year there is no systematic global calculation of waste diverted from disposal. Currently, data is available for Norway, Austria, Sweden and France. Further information will be available in the following years.
306-5 Waste directed to disposal	Waste and hazardous substances	Partial omission: Information incomplete. Implenia operates in countries with high overall recycling rates. For the reporting year there is no systematic global calculation of waste directed to disposal. Currently, data is available for Norway, Austria, Sweden and France. Further information will be available in the following years.

Supplier Environmental Assessment

GRI 3: Material Topics 2021

Disclosure	Location	Comments and/or Omissions
3-3 Management of material topics	Sustainability Goals: 2. Sustainable Supply Chain Sustainability Management Supplier management	

GRI 308: Supplier Environmental Assessment 2016

Disclosure	Location	Comments and/or Omissions
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	Comments and/or Omissions
3-3 Management of material topics	Sustainability Goals: 8. Engaged Employees Sustainability Management Attractive working environment	

GRI 401: Employment 2016

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

Occupational health and safety

GRI 3: Material Topics 2021

Disclosure	Location	Comments and/or Omissions
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	Comments and/or Omissions
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 Advice and support	
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: Information incomplete. Freelancers (workers who are not employees but whose work and/or workplace is controlled by the organization) are currently not included in the calculation of the percentage of employees covered by an occupational health and safety management system. It is planned to collect further data on external workers for future reports.
403-9 Work-related injuries	Accidents and absences	
403-10 Work-related ill health	Accidents and absences	

Training and education

GRI 3: Material Topics 2021

Disclosure	Location	Comments and/or Omissions
3-3 Management of material topics	Sustainability Goals: 8. Engaged Employees Sustainability Management Attractive working environment	

GRI 404: Aus- und Weiterbildung 2016

Disclosure	Location	Comments and/or Omissions
404-1 Average hours of training per year per employee	Training and continuing professional development Code of Conduct	Partial omission: Information incomplete. For the reporting year, the training hours for online trainings completed by white collar workers are reported (incl. "Sustainability Academy" and the Code of Conduct trainings).
404-2 Programs for upgrading employee skills and transition assistance programs	Training and continuing professional development	
404-3 Percentage of employees receiving regular performance and career development reviews	Training and continuing professional development	Partial omission: Information incomplete. Systematic, yearly performance reviews are conducted at least for all white collar workers, which make up 60% of the workforce. For blue collar workers the percentage is currently not tracked.

Diversity and Equal Opportunity

GRI 3: Material Topics 2021

Disclosure	Location	Comments and/or Omissions
3-3 Management of material topics	Sustainability Goals: 8. Engaged Employees Sustainability Management Attractive working environment	

GRI 405: Diversity and Equal Opportunity 2016

Disclosure	Location	Comments and/or Omissions
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: Information incomplete. Gender pay gap (ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation) is calculated on regional level and was not reported systematically on a global level for the reporting year. It is planned to collect further data on equal pay for future reports.

Non-discrimination

GRI 3: Material Topics 2021

Disclosure	Location	Comments and/or Omissions
3-3 Management of material topics	Sustainability Goals: 10. Ethical Governance Sustainability Management Code of Conduct	

GRI 406: Non-discrimination 2016

Disclosure	Location	Comments and/or Omissions
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	Comments and/or Omissions
3-3 Management of material topics	Sustainability Goals: 2. Sustainable Supply Chain Sustainability Management Supplier management	

GRI 414: Supplier Social Assessment 2016

Disclosure	Location	Comments and/or Omissions
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	

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GRI 2-3

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