Non-Financial Performance Statement.

2020

SMART BUILDING

Responsible and sustainable strategy

#weBuildforLife

Summary

Photo credits

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#weBuildforLife

2020 was a devastating blow for us all. The health crisis will be forever etched in our minds and has turned our professional and personal lives upside down. Its economic consequences will surely be felt for many years to come.

However, in these unprecedented circumstances, one thing seems to have remained unchanged: the impact of property and construction on the planet, cities and the lives of people is still large and our economic but also environmental, social and societal responsibility is even larger.

More than ever, we have to make more progress in solving our challenges and stand up to our responsibilities. More than ever, we want to be a committed stakeholder, develop projects with a positive impact and push the boundaries of our industry to build a more sustainable world together.

The Group continues to be guided by its strong entrepreneurial values, which allow us to build relationships around trust, courage, simplicity and solidarity. Respecting its commitments and constantly researching operational and technical excellence can be found among these values.

As a pioneer of off-site construction, we are a dynamic group driven by wanting to challenge the status quo as well as contribute to driving this industry forward by listening and innovating. The company also considers sharing the value created is a sustainable catalyst for its success.

Becoming an example of “positive company”, in all senses of the term, is a challenge we have taken on both as a group and as individuals.

Sébastien Matty
Chairman of GA Smart Building

An atypical and pioneering group

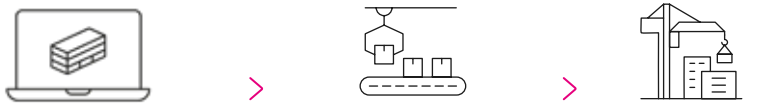
An original stakeholder in property and construction for 140 years, the Group has operated in the tertiary and residential market and has offered its clients a global and integrated range of sustainable and intelligent buildings.

The historic originality of GA Smart Building is found in its constructive off-site approach, which has been developed by producing components of the building structure and façade as well as their equipment in factories. Everything is produced in the Group's 8 factories in France before being transported then assembled on-site. This perfectly executed industrial process makes it possible to minimise disruption caused by construction sites for residents while being beneficial for the environment. It's also the guarantee of top-quality performance and respect for commitments regarding both deadlines and price. The company expanded in 2018 with the addition of Ossabois, which specialises in prefabrication and construction of modular wood elements.

This acquisition met several strategic objectives:

- → to reduce the carbon footprint of operations thanks to the wood/concrete mix,
- → to optimise construction deadlines,
- → to accelerate development in the residential market.

Construction model



3D FullBIM modelling of the design at the operational phase

Factory production of structural and facade components and equipment

On-site assembly

GA Smart Building is striving to strengthen its position as a pioneer of off-site construction by combining quality, acceleration of work performance and an optimised environmental impact. This strategy requires a global approach and perfect execution of a high-performance industrial tool.

Since 2015, the Group has adopted a diversification strategy by developing its range in the hospitality, business and residential markets.

Business model

Being an investor, promoter, designer, constructor, general contractor, manufacturer and administrator at the same time, GA Smart Building is a group that is integrated into the entire value chain of property and construction.

GA Smart Building is an atypical company especially due to its position as an integrated global stakeholder, its industrial model as well as its shareholder profile.

Regarding this last point, the Group proceeded with a capital structure plan in 2017, at the end of which employees became GA Smart Building's majority shareholders. Regardless of their position in the company, employees have been able to acquire shares, under strict equality conditions. The Group therefore has 332 shareholders that are individuals, employees or former employees including beneficiaries who collectively own 60% of capital.

GA's presented business model is transferred to the operational value chain that covers four main activities.

The company expertise is centred around complementary units that integrate all the trades of the property industry, from development to operation followed by design, construction and innovation. This agile organisation favours synergy from within the Group but also ensures a level of flexibility and excellence that allows GA Smart Building to deliver constant levels of quality and to guarantee control over deadlines and costs.

GA Smart Building's trades

Investment and development

- Promotion Unit
- Marketing & Development Unit

Design

- Engineering Unit

Construction

- Construction Unit
  - GA Entreprise
  - GA Rénovation
- Manufacturiang Unit
  - Factories
  - (Prega, Equilab, Paquet Fontaine)
  - Ossabois

Opérer

- GA Services

The **Sales & Development** unit ensures prospects of new activities for the Group and is responsible for the development of market shares in France.

Teams from the **Promotion** unit cultivate inclusive property projects adapted to the landscape or town development and to changing lifestyles and ways of working.

The **Engineering** unit ensures the progress and development of technologies by designing constructive and increasingly innovative solutions that echo transitions, whether digital or environmental, that the sector must navigate.

These technologies are then manufactured in the Group's 8 factories, forming the **Industry** unit, which allows workers to work in optimal safety conditions. The off-site construction approach makes it possible to reduce disruption from building sites for residents and to build well-functioning buildings, while respecting its commitments for deadlines and prices as much as possible and ensuring perfect operational quality for its customers.

The **Construction** unit is in charge of carrying out business matters, which are conceived with the help of the Engineering unit. It conducts pricing research, establishes commercial offers, and surrounds itself with partners and pilots building sites as a general contractor until the buildings have been completed.

GA **Services** can then take over as Property Manager to ensure the rental, technical or administrative management of the buildings on behalf of its clients.

Le modèle d'affaires

RESOURCES USED

- **Primary materials**
  Concrete: 32 900 m_3
  Wood: 8 500 m_3
  Refrigerants: 1,323 tonnes
- Financing: €3,56 million
- No. suppliers: 704
- No. contractors: 175
- No. employees: 773 with permanent contrat
- Manufacturing tools

- 3 concrete prefabrication factories
- 1 comfort equipment factory
- 1 aluminium façades and joinery factory
- 3 wood module and framework factories
- Rent of bungalows, cranes, aerial platforms, vehicles, etc. on building sites: €647 k

CREATION OF OPERATIONAL VALUE

- Tertiary: 114,100 m^2
- 3D modules: 1,553
- Wooden housing: 203

TURNOVER: €220 million

- Sales
- Fees
- Rent
- Fringe benefits

COST STRUCTURE

- General fees
- Total payroll
- Supplier and contractor procurement

REDISTRIBUTION OF FINANCIAL VALUE: €35 million

- Employees: bonuses and raises, recruitment
- Investment in manufacturing tools
- Loan repayments
- State and authorities: taxes and dutiers

LARGER VALUE CREATION

- Creation of jobs
- Tons of CO_2 avoided thanks to the industrial models
- Nomber of days of disruption avoided for residents
- Metres cubed of water avoided thanks to manufacturing process

MAJOR CHALLENGES

- Climate change and depletion of natural resources
- Construction revolution, densification and urbanisation of land
- Changes in lifestyles and ways of working
- Well-being, comfort, health
- Tranformation of the business world

Every trade in therefore affected by the sector-s major challenges and contributes to GA Smart Building's financial and non-financial value creation.

The diagram shows the resources that GA Smart Building has used in 2020 for its operations, thanks to which the Group has created both financial and non-financial value. It also described the way in which financial flows are redistributed to the Group's stakeholders (employees via salaries, suppliers and contractors via procurement, authorities via taxes and duties, etc.).

To go even further, the diagram also shows the non-financial value that the Group has created. Beyond the jobs generated by the Group's activities, its trades have an impact on the environment and society through the creation of working and living spaces that support the users' well-being and increase performance for the companies that occupy these spaces.

Analysis of a changing world

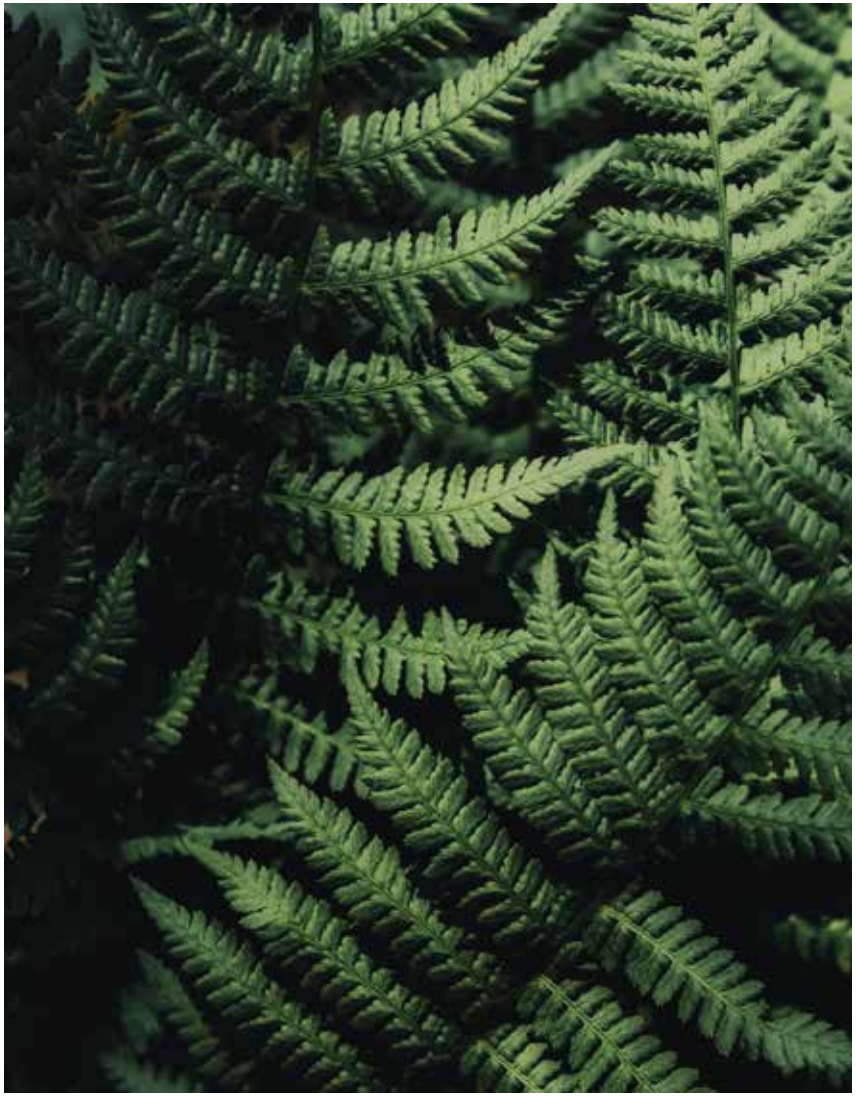
Resilience is the key word when it comes to protection against the impacts of an economic and social crisis, like the one caused by the COVID-19 pandemic. This crisis forces us to take measures to react so we can overcome it without losing sight of potential opportunities.

The major challenges facing the construction and property industry have escalated:

- → Climate change and depletion of natural resources.
- → Construction revolution, densification and urbanisation of land.
- → Changes in lifestyles and ways of working.
- → Well-being, comfort, health.
- → Transformation of the business world.

Despite being an ever-present risk for all stakeholders and therefore a driver of recovery for companies, global warming is still a major challenge to take on. **Tomorrow, the companies most in demand by clients, investors, prospective employees will be those who have kept up with their corporate social responsibility** and who will have seized the opportunity to be transparent with their emissions, who will have established their reduction path, strived for carbon neutrality in the long-term and who will have been able to invest accordingly.

RE2020, an environmental regulation which will come into force in France at the start of 2022, will provide the guidelines for the building of tomorrow: the decarbonised building. Without waiting for official texts, the Group has chosen to get involved with this virtuous process as it has decided to make its new head



office an exemplary building by incorporating its latest solutions to restrict the environmental and energy footprint throughout its life cycle. Bioclimatic design, off-site construction, wooden structure, reuse and implementation of highly efficient fittings, everything has been thought out to adapt to climate change and **enter into the property industry's post-carbon era** without compromising on the user's comfort or the project's aesthetics.

GA Smart Building is convinced that modernisation of the construction and property sector, thanks to **off-site construction methods, is essential leverage** for fighting against increasing greenhouse gas emissions from buildings and the sites they are built on. This constructive and environmentally friendly model, which supports the well-being of the employees and guarantees compliance with timeliness and quality, is the future of the sector.

Off-site construction is also a rational solution for better management of resources facing depletion – for example, via optimisation of the supply chain, better handling of deposits such as material recovery of waste with a view to reuse or recycle them, etc. With the digital building, GA Smart Building can provide genuine mapping of potential deposits used in its construction once each project is complete, which helps move the sector towards the dynamic nature of circular construction. In this case each building represents a bank of materials that will once again be used as part of ReUse, Upcycling, Recycling.

It has to be possible for the city of tomorrow to become more densely populated, be more inclusive and more environmentally friendly. Builders and planners have to reinvent the real estate of tomorrow in order to make it **a place people want to live in and a place people can feel well.** After the lockdowns from last year, the relationship between man and the built environment is more important than ever.

Exposure to nature is essential for people to feel well. Direct access to outdoor and indoor spaces that include nature are indispensable and even vital for guaranteeing the well-being and health of their occupants.

In a world where working from home is one solution to overcome the crisis, **the offices of tomorrow have to be reinvented.** Diversification of proposed services, modularity of spaces, mutual benefit of functions, etc., offices are above all a place where people can meet, exchange with one another and be creative They must be flexible and offer a safe environment for the company and its employees. Co-living, co-working, flex-office: the tertiary property sector has to be agile to get through the crisis.

In 2020, the Group is pursuing its objectives of positive impact on the environment, cities and life with its strategy **#weBuildforLife**:

- → **Positive design**: Designing smart and sustainable buildings that improve quality of life and protect the environment
- → **Positive construction**: Pushing the boundaries of our industry and promoting off-site construction
- → **Positive company**: Act as responsible entrepreneurs
- → **Positive community**: Creating adhesion and an attractive workplace

The Group's 8 material challenges are distributed interdepartmentally across each of the four focuses of its sustainable strategy.

Its commitments will continue into 2021 to respond to the search for meaning, rationalisation and corporate social responsibility from its internal and external stakeholders.

The company of tomorrow will be a company that can cope with the crisis thanks to its agility in bouncing back, its expertise in innovating and its talent for thinking as a group because **"If you want to go fast, go alone. If you want to go far, go together".**

The 8 challenges of GA Smart Building's responsible and sustainable strategy

To confront its issues, GA Smart Building has developed a responsible and sustainable strategy centred around 8 main challenges

1 ENVIRONMENTAL PERFORMANCE: LOW CARBON AND ENERGY CONSERVANCY

Constructing buildings that are exemplary throughout their entire life cycle with regard to carbon and energy.

% of environmental certifications

2018	83% of completed buildings
2019	100% of completed buildings
2020	100% of submitted building permits that entered the marketing phase

2 DEPLETION OF RESOURCES AND CONSUMPTION OF MATERIALS

Constructing buildings that are exemplary throughout their entire life cycle with regard to carbon and energy

Indicator still being defined

3 EXEMPLARY BUILDING SITES: THE OFF-SITE MODEL

Promoting off-site construction and increasing the modular share in sales turnover to reduce the impact of building sites.

% of modular turnover

2018	38.8% of Ossabois turnover
2019	81.5% of Ossabois turnover (x2.1)
2020	62.2% of Ossabois turnover (11.2% of the Group's turnover)

4 WELL-BEING, HEALTH, SATISFACTION

Designing buildings that work for their users' well-being while still considering the neighbourhood, community and society as a whole.

% of well-being certifications

2019	50% of completed buildings
2020	67% of submitted building permits that entered the marketing phase

% of landscaped projects or projects supporting biodiversity

2019	100% of completed buildings
2020	100% of submitted building permits that entered the marketing phase

% of returning customers

2018	31% outside of Ossabois
2019	45% outside of Ossabois
2020	44% outside of Ossabois–67% within the Group

5 CAPACITY FOR INNOVATION AND DIGITAL INTEGRATION

Always being more innovative by integrating smart technologies thanks to strategic partnerships, constant monitoring and promotion of these points.

% of operations in FullBIM

2019	100%
2020	83%

Total invested in R&D

2018	€2.7 million
2019	€3.2 million
2020	€3.5 million

FTE invested in R&D

2020	7.1 full-time equivalent

6 CREATING ADHESION AND AN ATTRACTIVE WORKPLACE

Creating adhesion and commitment, strengthening its community built on trust to embody a positive company.

Number of employee and beneficiary shereholders

2018	324
2019	330
2020	332

Staff turnover

2018	7.37%
2019	8.24%
2020	5.43%

% of internal mobility

2018	9.6%
2019	8.5%
2020	15.1%

Gender equality index

2019	75/100 GA - 85/100 Ossabois
2020	69/100 GA – 74/100 Ossabois

% of co-option

2019	11.3%
2020	7.4%

% of speculative applications

2020	24.1%

7 SAFETY

Ensuring the safety of all employees in factories, building sites and across all of the Group's sites.

TF2 (stands for "Frequency rate of accidents with and without time off work")

2018	
2019	38.4
2020	38
	39.5

8 RESPONSIBLE PROCUREMENT AND BUSINESS ETHICS

Building relationships of trust with subcontractors, suppliers and partners to encourage them to adhere to its sustainable strategy and contribute to the common good.

Number of ethical code deviations / number of initiated procedures

2019	0 (0 deviations/0 alert procedures initiated)
2020	0 (0 deviations/1 alert procedure initiated)

Environmental performance: low carbon and energy conservancy

CHALLENGE 1

AMBITION

Constructing buildings that are exemplary throughout their entire life cycle with regard to carbon and energy.

Roadmap

Gear 1: Aim for environmental excellence
Gear 2: Develop low-carbon solutions
Gear 3: Design and construct low-energy and low-carbon buildings

Performance indicator

% of environmental certifications
2018: 83% of completed buildings
2019: 100% of completed buildings
2020: 100% of submitted building permits that entered the marketing phase

For more information...

Are you asking yourself what the offices of tomorrow look like? Don't wait any longer and discover the Astérie project in Bordeaux (33)

GA Smart Building is aware of the risks related to the impact of human activity on climate change. These activities are usually energy-intensive and produce gases that negatively impact the natural greenhouse effect, leading the global temperature to increase.

Global warming has direct consequences that may combine with each other: instability and intensification of temperatures and climate events, alteration of land-based and marine environments, increased food shortages and less access to water and the inherent conflicts over this, decreased biodiversity and increased invasive species, increased health risks, additional migratory phenomena and an increasing economic cost due to health, agricultural and social crises.

The IPBES Global Assessment Report 2019 showed that one million animal and plant species are endangered (out of 8 million, including 5.5 million insects) and that 75% of land-based environments have been “severely altered” by human activity (40% for marine environments)[1].

2020 : acceleration

2020 has been the hottest on record in France since Météo France first started measuring temperatures in 1990. Despite the significant slowing down of human activity due to two successive lockdowns during the COVID-19 pandemic, the reduction in greenhouse gas (GHG) emissions was modest and especially the CO 2 concentration in the atmosphere had never been so high.

1 IPBES / Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services

Also, at the time of the 5 th anniversary of the Paris Agreement to become aligned with its objective of restricting global temperature increase to below 2°C compared to preindustrial levels, the European Union revised its target plan upwards. From then on, the objective has been to reduce GH emissions by at least 55% by 2030 compared to the level in 1990 and to achieve carbon neutrality by 2050.

In order to do this, the EU can rely on two main strategies:

- → increase the production of renewable energies;
- → promote and accelerate energy efficiency, with a particular focus on buildings as they represent approx. 40% of energy consumption. TheState of the Union address in September 2020 stated the objective was to reduce emissions by 36 to 39% by 2030.

Stricter regulations that create opportunities

In order to reach these objectives concerning reduced energy consumption, the French legislator has planned in the ELAN (changes in housing, land management and digital technology) law for several sections that impact the code of construction and housing, which gives GA Smart Building the opportunity to adopt an active approach in responding to these expected standards. The Group ensures its competitiveness, its alignment with regulations and its attractiveness as an employer brand.

Le tertiary decree

The decree from September 2019, which applies to all buildings for tertiary use where the surface area exceeds 1,000 m², anticipates a 40% reduction in energy consumption by 2030, 50% by 2040 and 60% by 2050 compared to a chosen reference year. To respond to this requirement, the stakeholders involved, owners as well as occupants, have to provide information on the OPERAT platform by ADEME (French Agency for Ecological Transition) about their consumption and may monitor progress towards attaining these objectives, for which there are many cataysts.

GA Smart Building can rely on:

- → its expertise in the energy performance of buildings ;
- → its expertise in the digitalisation of buildings to enable active management;
- → the expertise of a leading partner in data management, allowing optimal energy management and support for occupants' behaviour;
- → know-how and the tools used by GA Services for property management.

To guide tertiary occupants in defining improvement plans that can be implemented to reach the designated objectives while monitoring and reporting them, GA Smart Building can rely on:

- → the expertise of the Renovation department to roll out innovative, low-carbon, low energy solutions, whereby the core business is to renovate, refurbish buildings and to fight against the outdatedness of property assets.

With over one billion m² and approx. 15% of final energy consumption in France[2], existing tertiary buildings represent a significant market opportunity for GA Smart Building to the extent where the Group controls the entire value chain to offer its clients ready-to-use solutions regarding energy renovation.

2 https://www.ademe.fr/sites/default/files/assets/documents/costic-brochure-guideademe_d_2_col-8.pdf page 9

RE2020

These environmental regulations for new buildings, also stemming from the ELAN law, will come into force from 2022. Simulations have been launched to determine the thresholds and criteria of these regulations that aim to:

- → improve the energy performance (especially form insulation) and reduce the consumption of new buildings by giving priority to energy conservancy and renewable energy (end of fossil fuel use in 2024);
- → reduce the carbon footprint of new buildings especially regarding their lifecycle, and to this end resoting to biosourced materials and wood should become more ommonplace over time to reach the objective of -30% CO_2 emissions by 2030;
- → guarantee occupants that the buildings are adapted to resist more intense climate conditions related to global warming (summer heat waves).

GA Smart Building closely monitors the progress of these regulations and has anticipated expectations by integrating low-carbon logic since 2018. As an integrated stakeholder, the Group works on the entire construction value chain. It is therefore aware of the impact of extracting raw materials as a designer, aware of the environmental impact of building site as a builder and finally aware of energy and carbon catalysts during the operations phase as a property manager. In a position to act responsibly in each phase of a building's lifecycle, the Group is convinced that this constitutes a major opportunity.

European recovery opportunities "Next Generation EU" and "Green Deal"

To confront the social and economic crisis caused by the COVID-19 pandemic, the EU state leaders have decided on a European recovery pan in July 2020 costing €750 billion. Divided by country, the French plan amounts to €100 billion, including €40 billion provided by the EU. It has to comply with a budget line of 37% allocated to European environmental objectives for decarbonation, by aligning with the taxonomy of sustainable activities. This plan complements the "Green Deal" announced at the end of 2019, which aims to respond to the climate challenges by restricting erosion innovation and technologies and developing affordable and healthy means of transport. By innovating to offer low-carbon construction solutions that contribute to resource management, GA Smart Building is able to integrate these programs.

With these sector-specific challgenges that must be addressed to make its activity sustainable and respond to regulatory requirements, GA Smart Building has embarked on taking actions regardind its organisation. This means an Environmental Engineering unit has been created with objectives developed around the historic missions of the former Sustainable Construction department. In addition to certifications and labels, standards and expertise regarding Life Cycle Assessment (LCA) of products as well as expertise in concrete has been strengthened, especially with a new technical director having being appointed.

By joining INSA's Chair of Sustainable Construction in 2009, the Group has systematically integrated a carbon foorprint assessment on the complete construction cycle for operations undergoing environmental certification, and since integrated its Strategy #weBuildforLife covering the entirety of operations developed by GA's Promotion unit: from extraction of raw materials, to the operational phase until the end of life by thinking beforehand about reuse and material circularity.

In order to do this, GA has the following means

- → in 2020, the Group acquired a new software, One Click LCA, which performs LCA calculations and efficiently interacts with digital tools used in the Group's different departments (digital model);
- → eligible for R&D tax credit, the development of a plug-in that the R&D BIM teams are creating makes LCA easing using the BIM (Building Information Modeling) model, by automatically collecting quantitative project data such as data entered into the One Click LCA software.

Benchmarking the decarbonised range enables the Group to offer its clients, from now on, a comparative assessment of design options not just from the cost aspect but also regarding its carbon impact. Therefore, this enables clients to have all the material they need to make a decision and have a say in their externalities.

Moreover, by integrating a technical director within the Environmental Engineering team in 2020, the Group has strengthened its expertise in concrete to meet the needs of building sites and factories, and expand the range of concrete products that may be implemented based on the low-carbon ambitions of projects. This expert has made it possible for GA Smart Building to gain both theoretical and practical skills by detecting new products and technologies in precast concrete (products developed internally) and also ready-to-use concrete (external sourcing). This is therefore another tool at the disposal of operations, rendering the application of these new solutions easier whether they developed internally or outsourced.

Environmental policy is centred around three gears:
Gear 1: Aim for environmental excellence
Gear 2: Develop low-carbon solutions
Gear 3: Design and construct low-energy and low-carbon buildings


GA Smart Building's future head office in Toulouse - Architects: Studio Montazami/Tezuka Achitects

GEAR 1

Aim for environmental excellence

A voluntary and pioneering approach

After creating a Durable Construction department immediately after the Grenelle Environment Forum, GA Smart Building paved the way for a virtuous environmental performance approach. Since then, this commitment to offer GA's clients low-energy buildings has been constantly reinforced:

- → 2009: signing of INSA's Chair of Sustainable Construction;
- → 2010s: gaining skills in environmental certifications and labels and mastering of LCA tools, including EPD which is related to it;
- → 2015: Agua, first tertiary building in France to receive the BEPOS-Effinergie label;
- → Since 2015: developing bioclimatic design and latest technologies to minimise energy consumption;
- → 2018: acquisition of Ossabois, construction of modular wood elements.

Since 2018, the carbon footprint of activities is key to the Group's choices and actions. In 2019 and 2020, by taking part in ADEME's "Positive Energy and carbon reduction buildings (E+/C-)" trial, in preparation for RE2020, GA Smart Building has once again taken a proactive and pioneering approach with regard to low-carbon construction.

In 2020, GA's Promotion unit certified the entirety of its tertiary buildings completed via the HQE or BREEAM process, which demonstrates exemplary quality regarding sustainable construction. In order to be proactive and avoid having to potentially deviate from the set objective, the environmental performance of development projects is from now on measured by the

percentage of building permits submitted by GA's Promotion unit, and entered into the marketing phase, with an environmental certification. In 2020, the Group's Promotion branch submitted 4 building permits, including 3 already in the marketing phase:

- → UP in Gennevilliers (92) with a floor area of 15,500 m2 is aiming for double certification: HQE Sustainable Building level Excellent and BREEAM level Very Good;
- → Astérie in Bordeaux (33) with a floor area of 10,000 m2 is striving for the certification BREEAM level Very Good;
- → the operation of the Group's future head office in the Montaudran district of Toulouse (31) with a surface floor of 5,000 m² is striving for the certification HQE Sustainable Building level Excellent and even Exceptional, etc.

Therefore 100% of building permits submitted by GA's Promotion unit and entered into the marketing phase in 2020 have an environmental certification.

First GHG assessment for GA Smart Building in 2021

GA Smart Building will carry out its Greenhouse Gas Assessment in 2021. This voluntary approach will be based on all of the Group's emissions (the 3 scopes), following ADEME's Carbon Assessment method.

This assessment will aim to achieve two objectives:

- → control and guide the Group's own externalities by defining a Climate Strategy with an associated action plan: choices related to the Group's own activities (policy on business trips, choice of eco-responsible suppliers, etc.);
- → provide innovative decarbonised options to clients, allowing them to have a say in their externalities.

GEAR 2

Develop low-carbon solutions

Design, develop and manufacture innovative products

GA Smart Building has a prospective and atypical approach towards property. Exceeding standards and anticipating the needs of tomorrow are part of the company culture. By choosing to design, develop and manufacture innovative products in factories, the Group is convinced that it has an efficient field for experimentation to offer products that have the lowest environmental impact.

2020 has been a decisive year for the development of GA products:

- → the Group has received confirmation of its request for a grant of €2.7 million from the ADEME for its wooden/concrete floor Atom Wood, which has also received the coup de coeur award from the Hub of low-carbon prescribers;
- → 2020 has also seen the rise of optimising the concrete slab Atom Concrete, a pioneering structural product. The first trials of this optimised slab will take place in 2021, which is partly made of cork to reduce the total carbon weight of the product.

GA Smart Building is engaged to offer decarbonised concrete solutions

GA Smart Building is participating in several research projects.
On one hand, the Group has e**ntered into a contract with the Laboratory for Materials and Construction Works Durability (LMDC)** in Toulouse (31), a university research laboratory in the area of structural and material science in civil engineering to redouble efforts in the environmental transition of self-consolidating precast concrete. The Group's wish from this partnership is to **reduce the carbon footprint of concrete by half for 2025**.

On the other hand, the Group has developed an **industrial partnership with LAFARGE, SIKA and ECOCEM to test new cement formulae in its factories**. Joining forces with industry stakeholders that are taking action to support low-carbon solutions is another catalyst of the environmental transition of its precast concrete. In concrete terms, this partnership has enabled a trial campaign for slag-based concrete in one of GA Smart Building's factories and in the SIKA laboratory.

Irrigo in Bobigny - Architects: Leclerq Associés

2020 also marks a turning point for air treatment modules that are historically developed by the Group: the “Leaf” air treatment systems. These products now have a **new refrigerant fluid that has an impact on global warming that is three times weaker than the previous model**.

Moreover, the CTSB research and trial centre located in Sophia Antipolis (06) has qualified the running performance of these air treatment modules (newest model to date). It is therefore a conclusive trial for the energy performance of the devices, which has been approved by GA Smart Building and its subsidiary Equilab. The work by Applied Research initiated by Equilab, in partnership with CTSB, ended in October 2020 with a report crediting the range as it runs 2 times better at the RT2012 (French Thermal Regulation) “default” entry, which is the regulation in force that cover thermal and energy performance of newly constructed buildings. The Group then renewed its commitment to measure the energy efficiency of its projects.

Sourcing and deploying innovative solutions

In 2020, **significant efforts have been made to procure decarbonised ready-to-use concrete**. Used in the Safran projects in Malakoff (92) and Irrigo at the edge of the l’Ourcq canal in Bobigny (93), the cement-based ready-to-use concrete CEM III has made it possible to significantly reduce the carbon footprint of the structure usually made of “standard” ready-to-use poured concrete. This trial received positive feedback from the work team. A bill of materials was created by the Group’s internal Design Office, Omega, so that it can be deployed on all building sites in the future.

GEAR 3

Design and construct low-energy and low-carbon buildings

Just like its range of products, GA Smart Building is moving closer to the most demanding requirement in the design-construction of its buildings to improve their energy conservancy and limit their GHG emissions. In order to do this, the Group is systematically integrating **bioclimatic design**, i.e. optimisation of the building depending on its environment to make it as passive as possible and therefore limit its energy consumption for heating, cooling or lighting.

To this end, façade products developed in the Group's factories, PREGA, as well as the exterior joinery, from the subsidiary Paquet Fontaine, are already responding to the objective of the future RE2020, namely a Bbio (bioclimatic needs factor) improved by 30% compared to RT2012.

The air treatment modules (over-ventilation, freecooling, precise running, individualised control) and active slabs (heat transfer by radiation, heavy inertia of concrete) efficiently meet needs during summer. Also, as specified earlier, GA Smart Building's engineering teams have undertaken significant work to reduce the carbon weight of products by changing the devices' refrigerants, introducing biosourced materials into the concrete products with the mixed wooden/concrete flooring or the slab containing cork.

Finally, by attaching an **artificial intelligence** unit to the **software for controlling and monitoring energy consumption (Galaxy Pilot®)** of buildings that are completed, the Group is making significant progress in the functional phase. Developed in partnership with CEA Tech, this unit optimises consumption by restricting peaks and prioritising renewable energy to supply the building.

A pilot project for an alternative decarbonised offer

By offering a **decarbonised commercial range, i.e. centred around the carbon aspect and not just the price**, the Group is striving to push the boundaries of the industry, and finally make it possible for clients to measure the impact of their choices on their externalities in the short and medium term.
The objective of this approach, which is aiming for dual accounting with financial costs on one side and CO2 on the other, is to highlight the CO2 emissions saved compared to a building with regulated standards. This is a tendency that will be highly valued in the future regulation RE2020.

Astérie project in Bordeaux (33)

It's an ambitious project due to its size and modern functions with 10,000 m2 of office space over 9 divisible levels and 800 workstations. On the ground floor, which is reversible for sustainability, pioneering services will be offered with a coworking space, shared meeting rooms and a concierge service.

Regarding accessibility, five minutes from the Saint-Jean station, Astérie leads into a district that prominently features soft mobility (protected cycle paths, pedestrian walkways, etc.) and also incorporates 100 bike racks and parking spaces close by.

This is a project that demonstrates the Group's ambition to head towards **increasingly decarbonised solutions in line with society's expectations**. In this regard, the building has been designed with a wooden structure and stricter requirements for energy consumption. It is striving for the certification BREEAM level "Very Good" and falls within the scope of E+/C-.

Astérie in Bordeaux- Architects: Leclerq Associés

For more information

Depletion of resources and consumption of materials

CHALLENGE 2

AMBITION

Constructing buildings that are exemplary throughout their entire life cycle with regard to carbon and energy.

Roadmap

Gear 1: Think ReUse in our day-to-day as a responsible company

Gear 2: Analysis and optimisation of resources supply: reuse, recycle and sustainable design

Gear 3: Make circular processes systematic in projects

Performance indicator

Still being defined

For more information...

Nothing is wasted! Find out how to adopt circular processes by reusing debris from a concrete tank

To meet humanity's needs, the equivalent of 1.6 planet Earths are needed[1]. With an estimated global population of more than 10 billion people by 2050, (re)thinking more restrained manufacturing and consumption methods is essential. The construction and building sector, which meets the needs of human activities for accommodation, travel and work is inevitably included in the increasing scarcity of resources. For example, the global consumption of sand has tripled in the last 20 years, with a particularly high demand in Asia where China is the biggest global consumer. Since the sand of the seas used to make concrete is massively exploited, it endangers the climatic balance and biodiversity of productive coastal areas. As a result, at 40 to 50 billion tons annually, sand is the most extracted raw material in the world. Some countries (Indonesia, Vietnam, Cambodia, etc.) have put restrictions in place regarding the exportation of sand due to its shortage[2].

[1] 2020 national footprint accounts Global Footprint Network

[2] UN report dated May 2019

GA Smart Building is aware of finite resources, the COVID-19 health crisis has also shown that procurement of raw materials can become complex, reinforcing the Group's wish to research circular solutions. Reuse is an opportunity worth addressing in this sector, as industrial "waste" or surplus may contribute to a mindset of industrial ecology on a territorial scale. During 2020, the Group continued with previously initiated processes to garner feedback from experience. At the same time, in order to gain skills in this area, the Environmental Engineering department took training sessions. Also by renewing its commitment within the **CIRCOLAB** community for the 3rd consecutive year, GA Smart Building reaffirms its desire to take action with other committed stakeholders in the property sector supporting **the development of a circular economy in order to find the best solutions for reusing materials**.

In 2021, the Group anticipates implementing an action plan to define reuse processes: percentage for the amount of work, performance indicators, etc. In addition, a design brief will define, in technical and administrative terms, the inclusion of reused elements in the market clauses.

Think ReUse in our day-to-day as a responsible company

GA Smart Building is experimenting daily with **new ways of upcycling** by prolonging or giving products or materials a second life.

Some examples:

→ By streamlining its production sites and head office, Ossabois faced the need to dismantle its former site in Chabreloche (63). At that time, the residual stock in the factory was reused to a large extent to construct the canteen in their new site in Balbigny (42), as well as the materials and equipment from having deconstructed the site.

→ The Group is brainstorming how to incorporate the current head office's furniture into the new head office. A feasibility study into reused materials and products is also ongoing during the technical design phase of the future building.

→ The Ossabois factory in Vosges entered into a partnership with AITHEX Vosges in 2019, a stakeholder within the social economy that aims to create employment and local integration through work. This association picks up residual MFP palettes from Ossabois and upcycles them during the manufacturing of palettes and packing cases. While the waste isn't reusable, it is fed into a shredder and the wood boiler of a local ESAT (French organization that help disabled people back into work).

Analysis and optimisation of resources supply: reuse, recycle and sustainable design

To establish responsible consumption, GA Smart Building is striving to incorporate a percentage of **reused materials** or **sustainable design in its buildings**. To do this, the Environmental Engineering department will continue its qualitative work of selecting biosourced or, in better words, ecological products in 2021 while ensuring the same level of quality. In addition, thorough work on the quantitative optimisation of orders will be conducted to integrate the notion of waste and its use or recycling in factories early on in the project, for example during the design of 3D modules in Ossabois (e.g. choice of packaging to limit wrapping and maximally reduce losses, take-back of any offcuts by the supplier, etc.). These actions will lead to a roadmap in the months to come.

This is one example of how the Group's products will use materials resulting from **virtuous resources supply**, like the tiles of health modules stamped "cradle to cradle" or even the soundproofing, from Echojazz, of meeting rooms that is designed with recycled plastic bottles.

GEAR 3

Make circular processes systematic in projects

GA Smart Building's business model, ranging from the design of buildings in BIM to the manufacturing of modules off-site and then to its activity as an administrator of the buildings, makes it possible to consider integrating the **BAMB, Building As Material Bank**, concept in the next few years. Inspiring and instructive for the Group, this European research and innovation project[3] aims to design buildings while imagining their **reversibility** from the design phase. It explores technical solutions to deconstruct and reuse the materials that will be easier to trace via "passport".
This groundbreaking approach aims to keep "source of resources" rather than "waste management" in mind and to make the structure more resilient by adapting easier to a changing context.

On the subject of this forward-looking vision of its line of business, the Group is organising itself from now on so it can offer to reuse office furniture or surfaces to implement a process encompassing circular economy as soon as possible. In 2020, with Backacia, a marketplace that connects buyers with suppliers of building equipment, the entity that manages customer service for GA Smart Building's buildings has led an operation to reuse the carpet from an office building in Marseille (13). This approach concerning circularity and reuse of materials is not only virtuous from a carbon perspective but is also profitable. The Group would like to make this process systematic.

[3] https://www.bamb2020.eu/about-bamb/

Bearing in mind that special attention is drawn to the supply of material during the sourcing of new materials and construction products. Areas of the raised floor in the Group's recent construction operations are thus built by Mobius slabs, made from reused materials and therefore improving the carbon weight of the flooring. In the Safran office project in Malakoff (92), more than a third of the raised floor is made from reused materials.

Perfectly aware that the mindset of reusing materials contributes to a low-carbon strategy for its activities overall, and also implemented when choosing raw materials that the Group works with, GA Smart Building is aiming to define the KPIs of this aspect in 2021 to continue this progress strategy with the entire value chain.


Safran in Malakoff - Architect: Studios Architecture

Good practice for reusing concrete tank debris

During the manufacturing of concrete in the Group's factories, there may be debris at the bottom of the tank after having poured the products into the precast moulds. To upcycle this excess, the PREGA factory in Alsace makes large concrete "Lego" blocks that are sold on to businesses or farms to create silos,enclosures, etc. An outdoor furniture project (benches, tables) that uses successive layers of the tank debris has been thought up by the Group's Design Studio. As concerns the PREGA factory in Normandy, it "washes" the tank debris to recover aggregates, and then offers to sell a category of concrete made from recycled aggregates that is used to make embankments, for example.

For more information

Exemplary building sites: the off-site model

CHALLENGE 3

AMBITION

Promoting off-site construction and increasing the modular share in sales turnover to reduce the impact of building sites.

Roadmap

Gear 1: Building off-site to reduce disruption

Gear 2: Reduced deadlines, better control of costs and quality via off-site building

Gear 3: Off-site as a vehicle for modern construction

Performance indicator

% of modular turnover

2018: 38.8% of Ossabois turnover

2019: 81.5% of Ossabois turnover (x2.1)

2020: 62.2% of Ossabois turnover (11.2% of the Group's turnover)

For more information...

Modules up to the heavens! "Etoile des Sybelles" from the group Maulin.ski in Savoy is the tallest hotel in Europe made 100% from modular wood elements

Greater energy efficiency in buildings and reduction of their carbon weight regulated by more and more demanding environmental legislation has encouraged lots of progress in the building sector in recent years. Companies have to therefore adapt to stay competitive with reduced numbers of qualified construction workers. The off-site construction model finally addresses a number of these points.

Firstly, it makes it easier to incorporate the obligations related to environmental regulations without losing sight of economic efficiency (better control when choosing materials, better waste management in factories than on building sites, implementation of a virtuous industrial ecosystem within the factories, etc.).
Secondly, it allows the construction to be considered more efficiently (the BIM model enables the 3D model to be linked to the building's technical management tools for optimal control) but also in a reversible manner (modules that can be dismantled, recycled and moved, etc.) which foresees the potential progression of buildings in the mid to long term.
Finally, the off-site model has demonstrated its efficacy during the lockdown in spring 2020 due to the COVID-19 pandemic: by fully managing the manufacturing sites (in factories), implementation of hygiene and safety measures is easier for the company and reduces downtime on building sites.

Well known in South-East Asia, Japan and in a number of Anglo-Saxon countries (United States, UK), the off-site model that GA Smart Building has developed has good development perspectives in France. According to a survey conducted by the magazine HORS SITE in 2019, more than 50% of buildings will use the off-site and modular methods by 2022.
Everyone agrees that one of the challenges facing construction is minimising the impact of building sites on their environment and vicinity: residents, district, city, region and their governments. In addition to improving the carbon weight of its building sites, GA Smart Building does not want to tarnish its reputation and wants to protect its construction workers; an exemplary building site is a subdued site, a building site where serenity reigns supreme.


101 George Street, Croydon, Royaume-Uni

Building off-site to reduce disruption

As GA Smart Building has chosen the off-site construction model, a certain number of actions can be streamlined to improve the environmental and health impact. In its objectives for 2021, GA Smart Building anticipates drafting a complete carbon assessment for the Group, which will be stated per manufacturing unit to establish specific progress points unique to each site. Actions have already been taken for the following topics.

Virtuous territorial ecosystem and optimal waste management

Due to its temporary nature, a building site cannot set up local partnerships with suppliers or companies within the social economy as easily as factories to develop a circular economy for resources and an inclusive workforce. Thanks to the off-site model that GA Smart Building is applying, it is possible to **optimise supply but also to better manage waste or the second life of materials**.

→ For example, in Ossabois' factories, a partnership has been set up with the supplier ISOVER to pick up the offcuts of insulation inserted in the partitions of modules for bedrooms or toilet blocks. Glass wool is also recovered as it can be 100% recycled over and over again[1], this loop makes it possible for excess to be turned into resources rather than waste.

→ Another partnership with Gerflor, a supplier of flexible flooring, has also started to pick up offcuts of surfaces that were used during the design of 3D models.

→ In 2020, GA consolidated its « waste register » for the entire Group and will continue its analytical work into 2021. It enables a detailed action plan to be established to reduce waste and optimise its reuse and recycling. One of the objectives, for example, is to develop a closed loop with regard the wood supply in PREGA's precast concrete factories. Manufacturing formwork or dunnage used for deliveries can be used many times, indicating the implementation of a reuse mindset.

Optimisation of energy consumption

The Group ensures monitoring of energy consumption in its different manufacturing sites. When necessary, the appropriate corrective measures are used:

→ For example, the Ossabois factory in Balbigny (42) has been undergoing reorganisation since the end of 2019 to improve its energy performance: installation of a gas boiler, insulation in the walls, etc.

→ As for the Ossabois factory in Vosges and following an analysis led by the HSE team, corrective measures were taken to improve thermal regulation of the workshop to save energy and ensure all site employees are comfortable.

[1] Isover's website

Optimisation of water use

GA Smart Building is aware that water is a precious resource and that its use must be measured and its pollution restricted. The use of water in different manufacturing sites is being monitored and is paid particular attention to in the Group's carbon assessment report, which will be led in 2021. Therefore the PREGA factories have implemented the following actions:

- → recycling water from laitance (residue of fine cement and water elements during the manufacturing of concrete);
- → use of recycled water in the manufacturing of concrete;
- → settling basin in each factory and recording the measurements of their effluents;
- → hydrocarbon separator and equipment to correct the PH to limit the impact of effluents in the Normandy factory.

Optimisation of transport: less air and noise pollution in and next to the city

By limiting the number of deliveries of materials to building sites (located in the city or on the outskirts, therefore close to residential and living areas) and concentrating them in industrial areas where the modules are manufactured, GA Smart Building's model means that there is less air and noise pollution from a building site that would affect residents. The incoming flow of trucks to a building site is reduced by 4, which reduces the volume of traffic in the city as well.

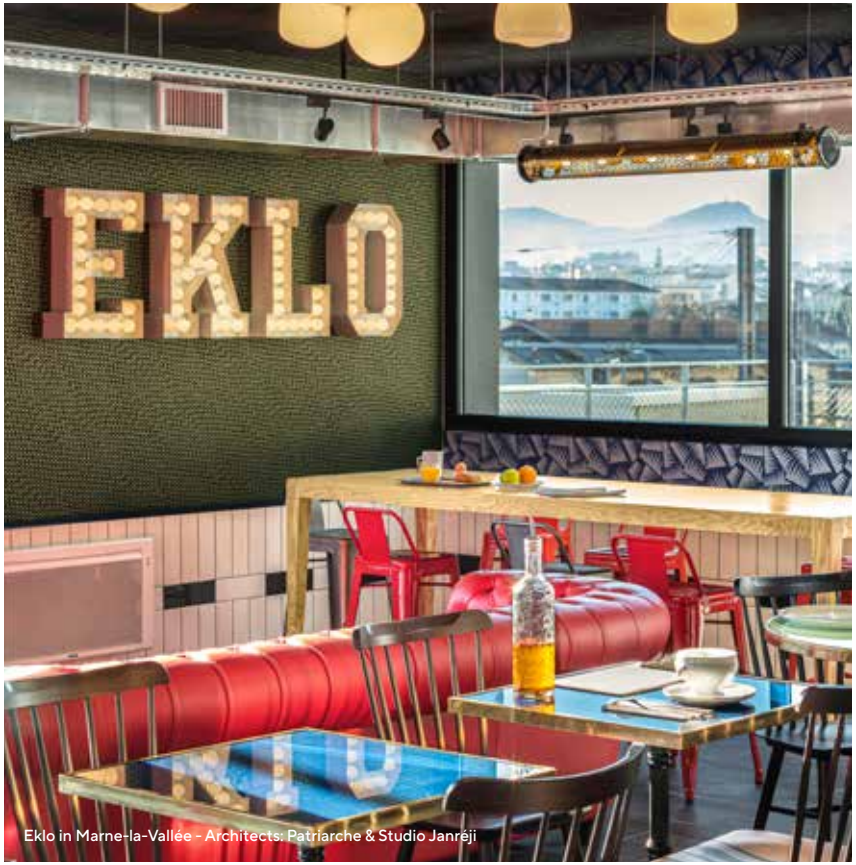
Working on average 20 km from their workplace[2], employees in GA Smart Building's off-site manufacturing units also generate less CO2 from transport since they no longer have to go to a building site further away from their domicile.

Finally, thanks to GA Smart Building's innovation with its mixed wooden/ concrete flooring, 40% lighter than the traditional precast concrete flooring, loading trucks can be optimised to be fuller, and therefore reduce the number of journeys between the factory and building site.

At the end of 2020, GA Smart Building completed a hotel with 108 rooms in Marne-La-Vallée (77). An innovative concept for the hotel industry both economically and from a lifestyle aspect, this premier hotel Eklo in the Paris region is no other than a model of a sustainable project. Built from modules with a wooden structure, it meets priorities such as comfort, environmental performance and economic efficiency. Thanks to GA Smart Building's off-site

approach, which considerably reduces the time needed for a building site, and to the know-how of its subsidiary Ossabois, disruption to residents is kept to an absolute minimum.

[2] Statistic from the Group's mobility survey from December 2020



Eklo in Marne-la-Vallée - Architects: Patriarche & Studio Janrëji

GEAR 2

Reduced deadlines, better control of costs and quality via off-site building

By moving a part of a building's construction to an « off-site » manufacturing unit, GA Smart Building benefits from a mix of advantages due to this model: **cost/deadline/quality optimisation**.
Modules are assembled while protected from bad weather, which not only ensures safer and high-quality working conditions, but also greater continuity of service, demonstrated during the lockdown in spring 2020 where the closure of factories only lasted a month – the time it took to implement appropriate health measures. Moreover, the building site can be set up alongside the off-site manufacturing of modules that will be delivered and immediately assembled.

By industrialising the module construction process, the time spent early on in the project by engineering on design, technical feasibility, the industrial solutions and associated regulatory requirements is shared over a large number of projects and buildings. Since the off-site manufacturing model chosen by GA Smart Building is continuously optimised in R&D to meet the most demanding environmental expectations, the quality of buildings following this model is not lacking.

While there is a recorded 20% reduction in productivity in the construction industry for 20 years[3] and the environmental challenges and regulations increase, GA Smart Building reaffirms that its off-site model makes it possible to construct sustainable, high-quality buildings at a predictable cost.

[3] XERFI according to data from the Batimat Construction Tech Observatory between 1995 and 2018

Off-site as a vehicle for modern construction

With shorter deadlines, reduced disruption from building sites, exceeded environmental requirements and well-managed costs, GA Smart Building has analysed and endorsed the virtues of the off-site construction model throughout the world over the last few years.

Due to densification and urbanisation of land, the model that consists of relocating a large part of building site work to manufacturing factories is usually imposed in larger cities. This model that aims to make savings in the early phases, especially with BIM design, enables larger investments in R&D for delicate subjects related to reducing carbon from buildings and also responds to a reduction in qualified workforce within the construction industry. The McKinsey consulting firm reckons 20% of buildings will be constructed off-site by 2030. In Singapore, this construction model has become an obligation. Croydon, near London, has just beaten the record for the tallest modular building ever constructed: 44 levels, 135 m tall, 546 modules installed in 24 months.

The Group believes in the dynamic progression of the industry, its abilities and its practices. To this effect, it is a **patron of the « Campus Hors-Site » [off-site campus]** for the second year. This participatory platform provides access to numerous educational resources (studies, reports, e-learning modules, videos, etc.) and offers a catalogue listing training sessions for specific trades within off-site construction. It is the first (and only) French school to receive training in off-site construction.

Industrial areas meeting market expectations

With a view to modernising its manufacturing processes, GA Smart Building has invested in and opened a new factory in Balbigny (42) at the end of 2019, which will now replace the manufacturing site in Chabreloche (63).

Spearheading its **modular range with high added value**, the factory can manufacture around 20 modules per week, in optimal working conditions, for hotel and student residences, hospitals or even tertiary buildings under GA's Promotion unit.

For Ossabois, the modular share in sales turnover is 62.2%, which represents 11.2 of the Group's consolidated turnover.

In 2020, GA Smart Building installed a new concrete mixing plant in the PREGA factory in Normandy. It makes it possible to quadruple the manufacturing of concrete and offers interesting perspectives for the coming years, especially for supplying ready-to-use concrete to the Group's external building sites. **PREGA manufactures all types of decarbonised concrete to meet the environmental standards, especially RE2020**.

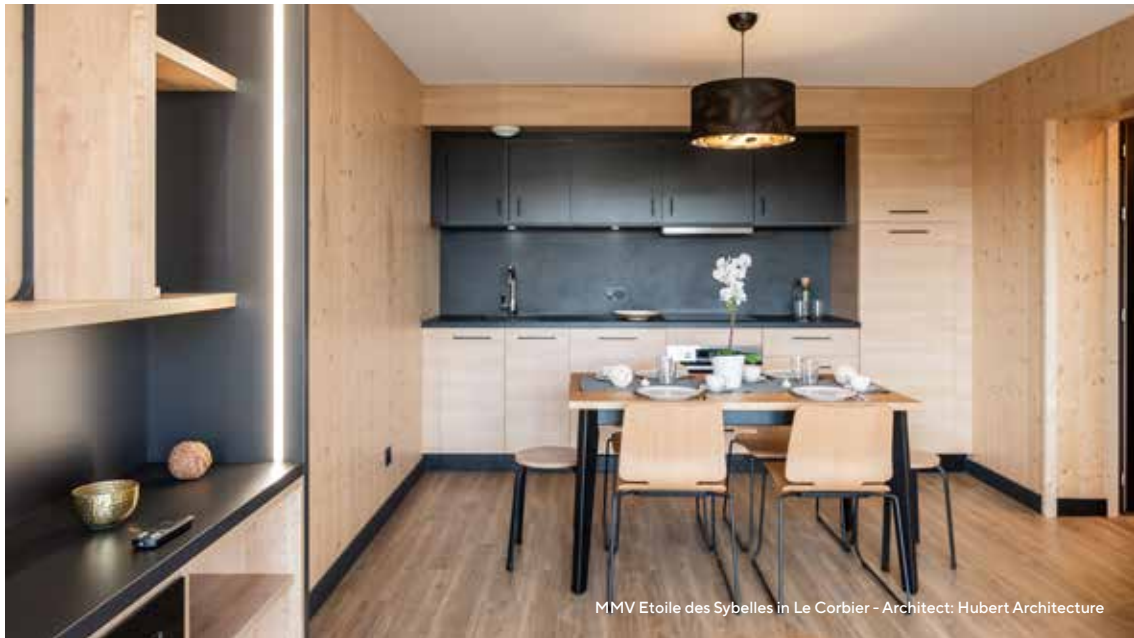
New concrete mixing plant, PREGA in Normandy

The hotel residence “Etoile des Sybelles” from the group Maulin.ski in Savoy

This Ossabois project shows the resilience of the off-site construction model since the Group stuck to the initial deadlines despite the unexpected lockdown due to COVID-19 in the spring 2020.

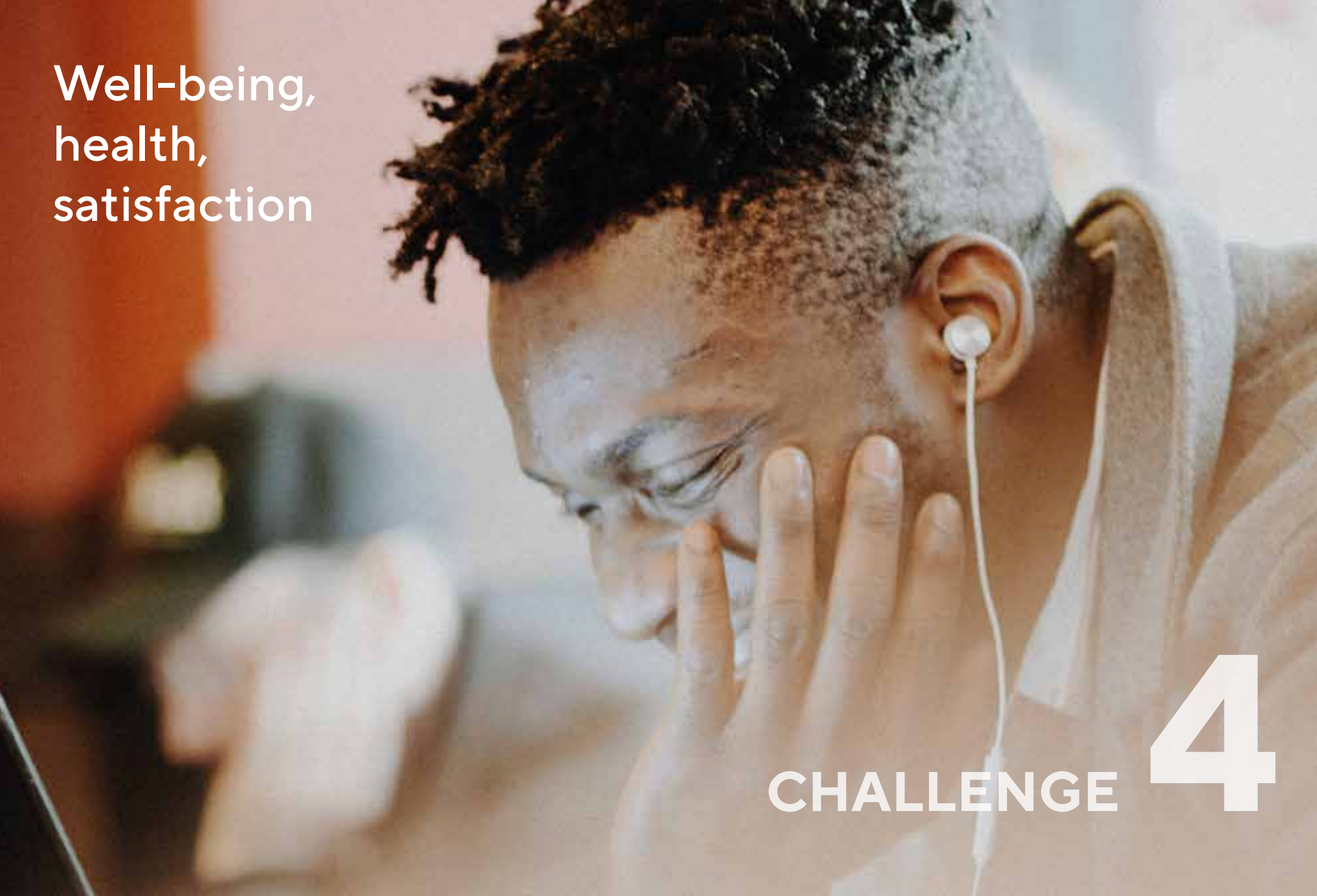
In March 2020, Ossabois’ manufacturing sites were stopped like in the rest of the country. One month later, after implementing essential health measures to be able to reopen, the factories restarted the manufacture of modules for the hotel residence belonging to the group Maulin.ski. Only 18 days after the end of the lockdown, the first of 310 wooden modules divided over 8 levels and 10,000 m2 were set up in the middle of Le Corbier ski resort at an altitude of 1,550 m.

This virtuous model was not just a matter of sticking to a tight construction deadline under unusual conditions, it also incorporated a low-carbon approach with the use of biosourced materials (wooden modular construction) and a mindset to reduce waste thanks to reusing flexible flooring and insulation undertaken between the manufacturers and the Ossabois factory (see ISOVER and Gerflor above).



MMV Etoile des Sybelles in Le Corbier - Architect: Hubert Architecture

For more information



Well-being, health, satisfaction

CHALLENGE 4

AMBITION

Designing buildings that work for their users' well-being while still considering the neighbourhood, community and society as a whole.

Roadmap

Gear 1: Health working for well-being

Gear 2: Biophilic design working for well-being

Gear 3: Accessibility working for well-being

Gear 4: "Building as a service"

Gear 5: When well-being meets client satisfaction

Performance indicators

% of well-being certifications
2019: 50% of completed buildings
2020: 67% of submitted building permits that entered the marketing phase

% of landscaped projects or projects supporting biodiversity
2019: 100% of completed buildings
2020: 100% of submitted building permits that entered the marketing phase

% of returning customers
2018: 31% outside of Ossabois
2019: 45% outside of Ossabois
2020: 44% outside of Ossabois – 67% within the Group

For more information...

Flow key: The revival of GA Smart Building's historic product that merges design and ecology

Quality of life at work is a performance component for companies and these companies incorporate this challenge into their corporate social responsibility strategy. For GA Smart Building, whose core business is to design buildings while considering all their functions and users, integrating elements of health and well-being into its sustainable strategy is paramount to meet the clients' expectations. With new ways of working, employees' new expectations, the need to maintain its pulling power to attract talented people and the prevention of health risks, the company is confronted more than ever with the progression of functions that buildings have to adapt to and meet. While the global COVID-19 health crisis completely changed our relationship with the workplace as companies were forced to make distance working the new normal, thinking about the needs of the office of tomorrow is even more significant. 6 "new distance workers" out of 10 were considering "asking to keep working from home regularly or occasionally even after the lockdown has ended" according to a CSA survey for Malakoff Humanis published on 6th May 2020. Unity of place, time and action was the "office of yesterday" and no longer relevant and companies must reinvent their modus operandi as well their spaces to continue to stand united by also implementing all ways of ensuring the health and safety of their employees.

GA Smart Building is aware of these challenges and has been offering contemporary solutions for many years as part of an active strategy: flexibility of spaces and their functions, integration of buildings into their environment, accessibility for everyone, user comfort through air treatment, optimisation of visual and thermal comfort, and finally being in good standing with nature. In addition to these aspects, there are now more that the COVID-19 virus has given rise to or exacerbated: limiting contact areas, reviewing the amount of people allowed in one room, monitoring and improving air quality to restrict viral transmission.


UP Gardens à Gennevilliers- Architecte : ATSP

GA Smart Building's Promotion unit has set itself the **objective of having 100% of its operations certified WELL, OsmoZ or Ready to OsmoZ**, labels and certifications referencing the level of well-being and quality of life at work. The Group measures its performance via the percentage of building permits submitted in 2020 that entered the marketing phase and that have well-being certification. In 2020, GA's Promotion unit submitted 4 building permits, 3 of which are being marketed. Among these, 2 operations will have a well-being label:

→ The UP project in Gennevilliers (92) with a floor surface of 15,500 m² registered under the Ready To OsmoZ approach, which allows future users to feel free to acquire the complete label for the building or not.

→ The Group's future head office in the Montaudran district in Toulouse (31) with a floor surface of 5,000 m² is striving for the complete OsmoZ label, i.e. according to the three aspects of the reference standard: structure/ arrangement of areas/organised activities.

As a result, 67% of building permits submitted by GA's Promotion unit and entered into the marketing phase in 2020 have a well-being label.

The Group is working on several levers to reach its objective.

Campus Pernod Ricard Université in Clairefontaine (78) - Architect: Cyrille Durand Behar

GEAR 1

Health working for well-being

With the health crisis in 2020 and its consequences on the organisation of work, quality of life at work and the prevention of risks have been imposed as priority components for companies.

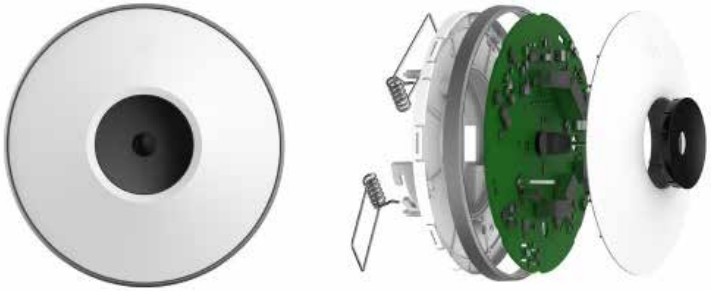
The indoor air quality (IAQ) of buildings has repercussions on the health and well-being of its users. Humidity, VOCs, dust, CO2...poor air quality may be causing disorders ranging from an olfactory disturbance or irritation of the eyes to more severe pathologies like asthma or allergies. Moreover, hygrometry and temperature have a direct impact on the proliferation of viruses and the condition of mucous membranes that combat them.

Acknowledged by health authorities, including WHO, after numerous studies, it has been established that the COVID-19 virus can be transmitted by aerosols (droplets that contain the virus). A study conducted for Radio Canada tried to show the importance of ventilation with respect to this. As a result, this study demonstrated how renewing interior air within buildings limits the risk of breathing or inhaling these particles, as explained by Caroline Duchaine, Canada Research Chair on bioaerosols at the Laval University.

The design of air treatment in buildings is based on the personalisation of air treatment modules, enabling impressive filtration efficacy in the terminal on one hand and on the other the maintenance of optimal ventilation, in the entire building, even in the event of maintenance on one of the systems. The majority of designs focusing on centralised air treatment do not allow for this.

The air treatment modules that GA Smart Building installs in its buildings have CO2 sensor modules every 2.70 lineal metres of the façade, which make it possible to collect information on the level of air quality. Also, these latest air treatment modules incorporate fresh-air inlets on each office unit, therefore avoiding the mix of polluted air and fresh air and ensuring reduced ventilation when the building is not occupied to avoid the sedimentation of viruses on the filters.

GA Smart Building's Design Studio has been able to perform extremely detailed analyses on the IAQ thanks to another type of equipment, the **Star Light** sensor.



All of this data on hygrometry, temperature, CO2 levels, light levels and use of spaces collected using the different equipment ensures accurate input data in order to manage the buildings better. The flow of users in spaces and the quality of air provided can be analysed day by day and hour by hour, which allows corrective measures to be implemented. **These tools and GA Smart Building's teams' ability to handle them represent an opportunity for the Group to accompany its clients in the safest use possible from a health perspective**.

ILLUSTRATION

GA Smart Building's future head office and its approach to comfort and well-being

The company's future head office is looking to be a reference in all areas, as a pilot project, similar to the Agua building that the Group has occupied for 7 years. It is striving to express and show the merits of its convictions to its clients. In addition to improved energy performance, the building will be designed so that employees can work with well-being in mind:

- → floors designed with no central structure so there is no obstruction to the 360° view;
- → natural light at all times;
- → "Leaf" air treatment modules.

Let's not forget the complete OsmoZ label for this project with requirements monitored over 3 levers (structure/arrangement of areas/organised activities) to materialise the achieved specifications.

GA Smart Building's future head office in Toulouse - Architects: Studio Montazami/Tezuka Achitects

Biophilic design working for well-being

Biophilic design refers to an architectural concept that promotes the reconnection of humanity with its natural environment. The fact of spending large of amounts of time inside on a daily basis tends to cut the link between our societies and nature too often. Apart from its benefits on air quality and reduced temperature, the biophilic design of buildings is known to reduce the stress level, increase creativity, foster social connections, and also helps users have a better physical and emotional balance.

By choosing biosourced materials, especially wood, wherever possible, GA Smart Building incorporates natural materials in its designs. The biophilic approach is, of course, also used outside of the buildings as well.

In 2020, 100% of building permits submitted by the Promotion unit and entered into the marketing phase are going to be designed with a landscaper and/or an ecologist.

ILLUSTRATION

GA Smart Building's future head project and its biophilic approach

Nature will be everywhere in a future building designed by GA Smart Building:

- → The continuous presence of natural elements inside and outside the building: the building is embedded in an islet of dense and lively biodiversity which will draw the vegetation inside with an exterior living wall, two large green terraces and a green wall when entering the building.
- → A garden, where people can reconnect with a natural space and all sorts of social interactions can occur: a restaurant terrace owned by the company where people can have lunch and relax, spaces for group sports with ping-pong tables and a pétanque court, an area with plants emitting aromatic fragrances and fruit trees to please the senses of smell, sight and taste...
- → As a virtuous, environmentally friendly natural material, wood is visibly incorporated into the building's structure. This increases the users' well-being thanks to its thermal and acoustic comfort and relaxing effect.

GA Smart Building's future head office in Toulouse - Architects: Studio Montazami/Tezuka Achitects

GEAR 3

Accessibility working for well-being

Accessibility to buildings is a challenge that GA Smart Building is committed to working on. The Cité Universelle project is a good example of this. Considered a **symbol of universal accessibility**, and envisaged by Ryadh Sallem, a high-level athlete and community activist, Social and Solidarity Economy entrepreneur and Paris 2024 Ambassador, this 30,000 m² building offers equal accessibility, participation and comfort for all. A truly inclusive ecosystem composed of 4 units:

- → the Sports Unit composed of a multi-purpose sports hall close to 3,000 m². Amongst the 1,000 seats, 20% will be accessible to disabled persons, i.e. 10 times more than usual;
- → the Health Unit will meet the needs of people who visit the Cité Universelle daily as well as residents;
- → the Work'in Unit will accommodate a coworking space, 20,000 m² of offices and the head office for the association Handitech;
- → the Hospitality Unit will offer 100 hotel rooms, all wheelchair accessible and some rooms will be able to accommodate for people with severe disabilities.

Innovating to a high standard to set up this real estate development project is what the jury of the 6th edition of the SIATI (Real Estate, Spatial Planning & Innovation Summit) recognised. Composed of professionals who gather for this event, the SIATI assembles 600 decision-makers to preside over the value chain of the property industry and city's development.

With the desire to build a bridge between the public and private sectors, the Summit joins the leaders of three ecosystems together (property, land management, innovation), strengthens their bonds, confronts their strategic visions and fosters them by sharing expertise.

é Universelle in Paris Porte de Pantin - Architects: Baumschlager Eberle & Studio Montazami

ILLUSTRATION

GA Smart Building's future head office and the Accessibility label

The future building designed by GA Smart Building is striving for the Accessibility label, which is issued by Certivéa.

As accessibility is a large social challenge, the offices of tomorrow will have to incorporate this component to offer optimal and inclusive quality of life for all users.

The new head office will reflect the Group's social policy via its design that supports diversity and more specifically disability, but also equality in the workplace between men and women as well as equal chances (parking spaces for pregnant women only, a nursing room, etc.).

GA Smart Building's future head office in Toulouse - Architects: Studio Montazami/Tezuka Achitects

GEAR 4

“Building as a service”

The user at the heart of the design

The concept of “building as a service” consists of no longer selling the structure itself but rather its current uses and the prospect of future uses by anchoring it into a local ecosystem. Flexibility, reversibility and adaptability are needed in a world undergoing constant change and whose resources are becoming rarer and rarer. A building needs to consider both uses and users so that it can be perfectly integrated in the district and its environment, and therefore meet the specific needs of each individual. This is why GA Smart Building designed the Cité Universelle project in Paris: this space of more than 30,000 m2, thought to be the new gateway to the city in Porte de Pantin,
will be a new place for meeting, sharing, a place that respects diversity and a place that embodies circular economy in the district.

The structure as a controllable technological tool

To optimise the well-being and comfort for its users, GA Smart Building can depend on its BMS (Building Management System) being continuously improved with its smart building service-based system, Galaxy Pilot®, which allows the comfort and energy as well as environmental performance of the buildings to be controlled.

In 2020, the Group made its first updates to adapt its Galaxy Pilot® application to the Ready2Services (R2S) label, which is a reference standard for the sustainable and digital city and which determines the framework principles for connected buildings. By striving to attain these labels, the Group adds value to its projects for its clients.

In July 2020, the Group completed the first building of the Campus Now Living Spaces, an ensemble of tertiary buildings with 16,000 m2 of space in Alten. A green jewel in the heart of the aeronautic complex, the campus was designed with a strong biophilic approach and accessibility adapted to low-carbon means of transport (parking spaces with chargers, spaces for bicycles with lockers and showers, etc.). This inspiring work environment is nonetheless compliant with the best standards and is aiming for the R2S label that highlights the quality of the building’s connectivity. This operation has also been selected as a pilot site for the future certification 4GRIDS, allowing the energy management of a building to be qualified.

From supervision of buildings to remote hypervision

Going deeper into the BMS, GA Smart Building continued its development of Galaxy Pilot® in 2020 to move this system towards remote maintenance, which would benefit distance working. Additional functionalities like archiving data and using results have been added.

ILLUSTRATION

GA Smart building's future head office designed "as a service"

As a pioneer of the OsmoZ label (the current head office has been a pilot project to test the label before its release), the Group is now striving to meet all levers of the reference standard via its future head office. This opportunity for GA Smart Building is able to make its vision of **"Building as a service"** a reality **where the well-being of occupants is completely central from designing the building to establishing its functions**. It will therefore meet the expectations of the label by:

- → designing and using the structure's spaces as tools that serve the occupants;
- → arranging and managing spaces adapted to different ways of working and to the needs of employees;
- → allowing Human Resources to organise activities to life to provide a better quality of work life.

The project has been designed to be completely integrated into the district, therefore meeting the needs of employees and future talents. They will be drawn to the cultural attractions (Halle de la Machine, Aeroscopia Museum, upcoming UGC cinema), food shops and services as well as accessibility by all means of transport (soft and public transport, etc.).

The building will also welcome a true **community**, made up of GA Smart Building's team and a **new ecosystem of employees** within the Now-Pop the Work areas, hosted by Now Coworking, an experienced player in coworking that the Group will open up its head office to in order to make the spaces and teams more dynamic.

GA Smart Building's future head office in Toulouse - Architects: Studio Montazami/Tezuka Achitects

GEAR 5

When well-being meets client satisfaction

GA Smart Building considers the quality of the client experience a major strategic challenge and ensures long-term success of relations, especially with partnerships, suppliers, contractors and clients. This is particularly demonstrated by its ability to listen to clients' needs and continuously adapt its product range.

Measuring client satisfaction

The Group has been working on implementing indicators to monitor client satisfaction. The key performance indicator "Client satisfaction" Is now part of the Group's 5 performance indicators monitored by Management. In 2020, the Group continued to implement its **"5 Stars Program"**, which has the 2 following objectives:

- → to measure the satisfaction of project stakeholders and the quality of relationships with GA Smart Building at different stages of the project. This aspect is called the HAPPINESS INDEX and has been incorporated into 14 projects so far, 4 of which have allowed all responses to be aggregated in 2020 – there is not enough very positive data to act as an indicator at the moment;
- → **to measure the quality of a building's functions pertaining to GA Smart Building.**

These 2 objectives make it possible to obtain a grade out of 5 for the entire programme.

The quality of the client experience, a key value for GA Smart Building, is worked out based on the **percentage of returning clients**. In 2020, this was **44%** for GA Smart Building (roughly the same as last year at 45%) and **70%** for Ossabois, which gives a consolidated total of **67 %** for the Group.

Improving the legibility of its range

In co-creation with the communication and marketing team, the Design Studio has worked on naming its products by range and by model to improve how they are understood and read as part of the user experience. The theme of nature is being carried forward. This way there is synergy between the elements used to make the structure and the characteristics of natural elements. Therefore Atom, the building block of matter, will be the name of the range for flooring – base of the buildings. Leaf represents the principle of exchange from the air treatment modules. Referenced in this way, a product catalogue emphasising their specific uses and functionalities has been rolled out both internally as well as to subscribers (design offices, architects) and clients.

Listening to users' needs

Several areas of work have been developed to improve the user experience and optimal assimilation of buildings and products that GA Smart Building is marketing.

To design the buildings, GA Smart Building also designs projects by creating "personas", i.e. standard profiles of different users. By doing this, their needs and life course are envisaged and mapped out to maximise the user experience during the design phase.

GA Smart Building has implemented a **"product committee"**, whose objective is to develop or improve, e.g. by collecting answers to questionnaires, the expectations of end users and products best adapted to their needs thanks to R&D. By the same logic of appropriation, room planners have been developed (health) or are being developed (cubicle).

By adding another functionality to technical equipment by working with more noble materials, we also improve the pleasure derived from its use:

- → Leaf panorama is therefore the air treatment module with cushions placed on top, transforming it into an informal space where people can sit down;
- → Leaf vertical has been installed with tablets to display presentations and notices, etc.

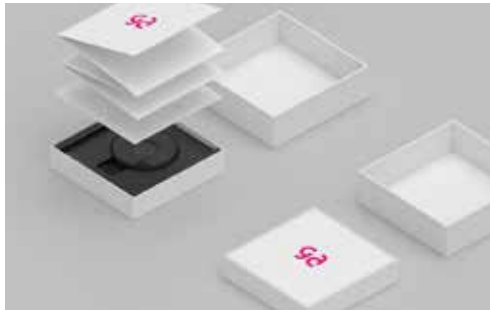
Cité Universelle in Paris Porte de Pantin - Architects: Baumschlager Eberle & Studio Montazami

Revival of a historic product: “Flow Key”

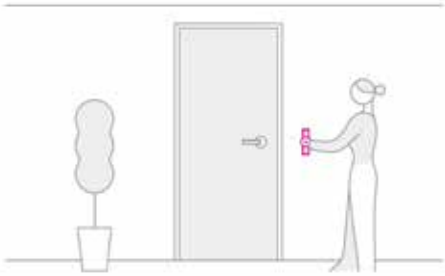
The Flow Key has been conceived to simplify the daily life of users in their offices:

→ accessing the building safely;

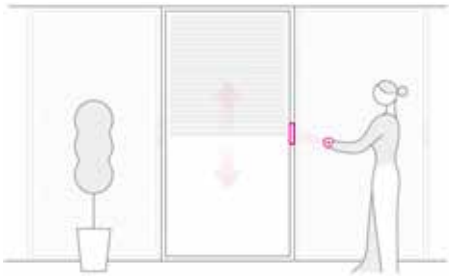
→ personalised comfort with one movement.



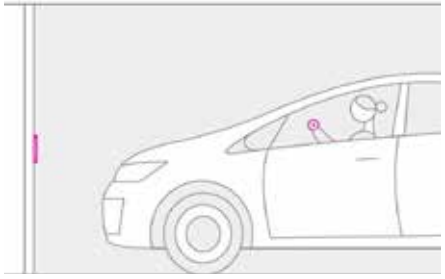
The packaging is made out of growing paper. Put it in a pot filled with soil, cover with soil and water!



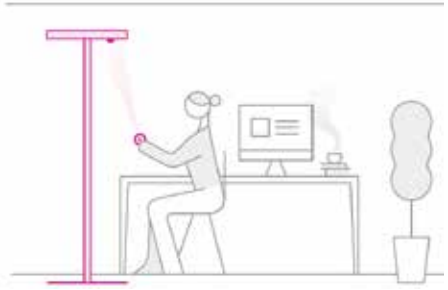
Open doors by placing the Flow Key on the reader.



Control blinds by pointing the Flow Key at them and clicking the arrows to make them go up or down. Pushing the button again will stop them moving. Holding the button down will adjust the direction of the slats.



Open garages and gates by clicking on Flow Key’s main button.



Control lighting by pointing the Flow Key towards the light and clicking on the corresponding pictograms to turn it on or off. Holding the button down will change the brightness.

Capacity for innovation and digital integration

CHALLENGE 5

AMBITION

Always being more innovative by integrating smart technologies thanks to strategic partnerships, constant monitoring and promotion of these points.

Roadmap

Gear 1: Transforming our collaborative practices by substantially increasing the use of digital technologies that are applied in our profession
Gear 2: Developing high-performance and decarbonised construction products and equipment that meet our clients' expectations

Gear 3: Instilling our knowledge into the talents of today and tomorrow and ensuring its long-term success

Performance indicators

% of operations in FullBIM
2019: 100%
2020: 83%

Total invested in R&D
2018: €2.7 million
2019: €3.2 million
2020: €3.5 million

FTE invested in R&D
2020: 7.1 full-time equivalent

For more information...

Discover or rediscover the flagship product from GA Smart Building's decarbonised range: the wooden-concrete flooring Atom Wood!

Streamlining the structure and construction methods, low-carbon materials, optimisation and control of energy consumption in buildings... To work within the ecological transition, the property sector and its businesses cannot operate nowadays without the support of digital technology while the sustainable and smart city of tomorrow depends upon these tools.

As GA Smart Building assumes the position of challenging the norm, it has always invested in the digital sector, allowing it to stay ahead when it comes to technology. Despite the health crisis in 2020, the Group's research and development budget was not reduced. Its vision is so that these investments contribute to the long-term success of its activity and competitiveness. Also, GA Smart Building can rely on the proven testing method from its Engineering department: product development, monitoring of a test period on a pilot project, improvements thanks to feedback from testing, then large-scale roll outs on other projects.

It's also by following this methodology that the future head office was created, enabling the Group to both test solutions and products that it offers to its clients, and simultaneously develop its tools, skills and trades, especially within the digital sector.

In 2020, GA Smart Building as a key player in positive construction, continued **investing in innovation, research and development** by allocating resources to the total of **€3.54million**, i.e. a 30% increase compared to last year. No less than 20 projects, declared for the R&D tax credit, have been carried out in parallel. Despite the health crisis and impact on lost work time in 2020 (cumulative loss of 2.5 FTE), approx. **7.1 FTE were entered into the accounts for R&D** for the GA Group (outside of Ossabois), compared to 12.5 in 2019, i.e. equivalent human resources since last year.

GEAR 1

Transforming our collaborative practices by substantially increasing the use of digital technologies that are applied in our profession

The Research, Development and Innovation department accompanies the Group's projects by providing support and expertise to resolve technical issues stemming from the fusion of the "Full GA" model and features specific to each project.

It oversees the implementation and integration of GA products, the general use of BIM (Building Information Modelling) throughout the construction process, and the technological transfer of marketed innovations when necessary.

In 2020, 83% of projects completed by GA's Promotion unit have been designed and accomplished in full BIM, i.e. 5 projects out of 6. Thanks to this 3D modelling method for buildings, it is possible to quantify costs precisely from design to usage, optimise construction deadlines and simulate the building's energy efficiency, making it possible to measure its carbon weight.

By continuously and competitively monitoring for technologies, the Research, Development and Innovation department can source innovations useful for development and continuous improvement of GA products, with an aim to limit their environmental and societal impact.

Olivier Pellegrin, BIM Manager

BIM is still the main medium for innovation within the Group

To this end in 2020, different developments have been paired and connected with the BIM model, allowing digital technology to be integrated more extensively in the design and construction phases of the projects. For example, a plug-in that allows digital data from finishing touches to be incorporated into the BIM model has been developed. This therefore enables the final BIM model to be consolidated more easily and to improve quality and efficiency.

The digital tool has also monitored its roll-out in the PREGA factory in Normandy, the beta test site for the "Armaor" project, a software system allowing productivity and logistics to be optimised. Phase 3 of the project was therefore launched in 2020.
The first phase consisted of simplifying the planning of manufacturing in factories following the design of preset concrete products in the Group's research department, Omega. This is especially the case when transferring the digital data of products to be manufactured directly in the factory.
The second phase made it possible to digitalise adapted digital equipment (QR codes, digital tablets for managers, etc.) and the monitoring of manufacturing with real-time localisation of products (workstations, stock storing area, loading before delivery and on-site receipt of materials).
As for the third phase, this improved the granularity of known information at each key manufacturing stage. This will especially allow for the very precise management of workflows related to manufacturing such as the management of wooden formwork required for concrete pouring. **As soon as this test is a success, the Armaor project will be rolled out to all PREGA sites**.

BIM model of the Safran project in Malakoff (92)

Olivier Pellegrin, BIM Manager

GEAR 2

Developing high-performance and decarbonised construction products and equipment that meet our clients' expectations

Innovating to reduce the carbon footprint

Atom Wood is the **low-carbon and mixed wooden/concrete flooring** from GA Smart Building's Research and Innovation department in 2020. It creates a long-span building structure while having the benefits of wood (reduced carbon footprint, lightness, etc.) and concrete (mechanical and acoustic strength, thermal inertia, reduced cost, etc.) at the same time. Aspiring for environmental excellence with the arrival of RE2020, this product from GA Smart Building received the **"coup de coeur" from the Hub of Low-Carbon Prescribers**.

GEAR 3

Instilling our knowledge into the talents of today and tomorrow and ensuring its long-term success

Creating partnerships with universities and scientific organisations as well as contributing to the training of professionals are catalysts for instilling knowledge and ensuring its long-term success.

Innovation, research and development are solutions for the building of tomorrow, which is more resilient and especially low in carbon. To improve its efficiency in addition to investing in this area, GA Smart Building joins forces with the sector's stakeholders, unites all its teams around these topics and fosters a culture that passes on knowledge.

It's with this goal in mind that **the Group contributes to the training of future talent**, via educational courses for all levels (beginner and advanced training for technicians or engineers), or even via webinars and conferences with a view to share its experience and knowledge with as many people as possible. This is why the Group is taking part in Mines d'Albi (81) in the "Energy and Digital Transition" module and even at the INSA (National Institute for Applied Sciences) in Toulouse (31) for its lectures on sustainable construction, BIM, etc.

Following the success of the BIM MOOC, which was developed in partnership with the INSA in Toulouse (31) and included 3 sessions with over 10,000 people enrolled in total, ADEME reignited its passion for this project and a new **BIM MOOC will be available in 2021.**

Like every year, GA is continuing its educational sponsorship to the INSA to assist the school in training the engineers of tomorrow. In its future position as the **"Constructing for life" Chair**, as the contract signing has been pushed back to 2021, the Group has decided to assist the Automatic and Electronic, Engineering Mathematics and Modelling departments with the topic: the sustainable city of tomorrow, i.e. smart cities. This sponsorship comes in addition to its historic support and investment in the Civil Engineering department.

MOOC BIM

Devenez acteur de la transition numérique

ga SMART BUILDING

INSA INSTITUT NATIONAL DES SCIENCES APPLIQUÉES TOULOUSE

GA Smart Building's new wooden-concrete flooring: Atom Wood

Pursuing an innovative objective to offer products off-site with the best relationship between moderate cost and limited carbon footprint, GA Smart Building presented Atom Wood in 2020. This **wooden-concrete flooring** composed of beams made from glued laminated timber and fine concrete slab, whereby one part of the cement has been replaced by blast-furnace slag, which reduces the carbon footprint of the Group's flooring by 3 times the previous total.

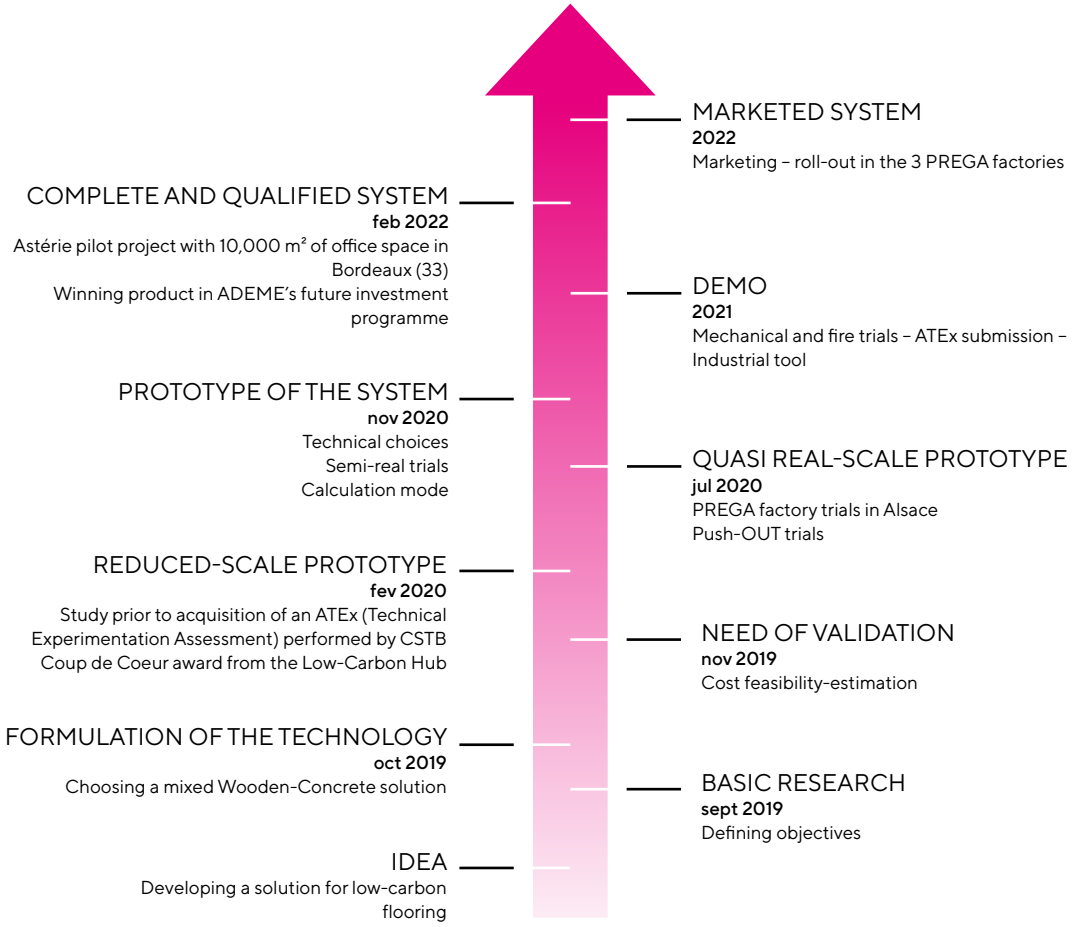
At a smaller price than the 100% wooden flooring, Atom Wood has a carbon balance that conforms to the new thresholds stipulated in RE2020. It was for this reason that it received the "coup de coeur" award from the Hub of Low-Carbon Prescribers, a collaborative platform driven by the IFPEB (French Institute for Building Efficiency), among others, in partnership with the consulting firm specialised in energy transition and adapting to climate change: Carbone 4.

Sealed with a contract signed in September 2020, the project will benefit from aid totalling €2.7 million from ADEME as part of the PIA (Plan d'Investissement pour l'Avenir [Investment for the Future Program]). GA has chosen to industrialise this product by installing its first casting bench. Due to be operational at the start of 2022, this bank will be installed in the PREGA factory in Ste-Croix-en-Plaine (68) close to a wood and laminated wood supplier/sawmill. Bpifrance has confirmed its financial support for the industrial tool to manufacture this wooden-concrete flooring in its post COVID-19 relaunch plan.

TRL (Technology readiness level) scale for AtomWood

- → **April 2020:** aid worth €2.7 million accepted by ADEME
- → **September 2020:** contract signed with ADEME
- → **October 2020:** first building permit that includes Atom Wood for the Astérie office project in the industrial area Armagnac Sud in Bordeaux (10,000 m2 of usable surface area in GF+8)
- → **December 2020:** "coup de cœur" from the Hub of Low-Carbon Prescribers
- → **End of 2020:** validated financial support from Bpifrance
- → **From 2022:** the Ste Croix-en-Plaine site close to Colmar will have a capacity of 25,000 m2/ year

Designed for office use, the soundproofing of this flooring complies with HQE and BREEAM requirements



For more information

Creating adhesion and an attractive workplace

CHALLENGE 6

AMBITION

Creating adhesion and commitment, strengthening its community built on trust to embody a positive company.

Roadmap

Working at GA Smart Building means...

Gear 1: Being part of a group adventure

Gear 2: Enjoying work

Gear 3: Learning every day

Gear 4: Contributing to a sustainability project

For more information...

In these times of social distancing, maintaining social ties is more important than ever. Find out about ideas implemented by GA Smart Building to bring internal communication to life!

Performance indicators

Number of employee and beneficiary shareholders
2018: 324
2019: 330
2020: 332

Staff turnover
2018: 7.37%
2019: 8.24%
2020: 5.43%

% of internal mobility
2018: 9.6%
2019: 8.5%
2020: 15.1%

Gender equality index
2019: 75/100 GA - 85/100 Ossabois
2020: 69/100 GA – 74/100 Ossabois

% of co-option
2019: 11.3%
2020: 7.4%

% of speculative applications
2020: 24.1%

For any company, the risks related to managing human capital are significant: a drop in attractiveness if the projects, skills or salary do not meet expectations, unable to attract the best talent for key managerial roles or roles requiring expertise or even difficulty recruiting a qualified workforce. Not taking this challenge of "Creating adhesion and an attractive workplace" into account could therefore lead to talent gaps and a lack of key skills, reduced commitment from employees or even social tension that possibly ends in conflicts or strikes if social dialogue is not prioritised.

GA Smart Building knows that the talent within the Group is a strategic tool that ensures its long-term success, competitiveness and its ability to adapt and innovate. Conscious of the quality of life at work, the Group is able to rely on its incentives such as an off-site approach based in a factory rather than on-site building sites, which allows for:

- → a set and reduced transport time.
- → a better work-life balance.
- → working conditions that are less harsh.
- → better management of skills.

In addition to the structural challenges, there are also circumstantial challenges as a result of the COVID-19 health crisis that started in 2020. Since there is a loss of direction and motivation due to working from home and since employees are worried about the economic impact and reduced salaries due to part-time work lasting a long time for some personnel, the psychosocial risks are rising.

Clément Sécher, Property Programs Manager and Olivia Guidolin, Senior Property Programs Manager

Attentive to these difficult challenges and aware of its responsibility as an employer, the Group has sought to maintain social ties with each member of its community during the health crisis. Work on internal communication – in all ways possible given the context – was conducted to give employees visibility regarding the ins and outs of the circumstantial impact on the Group's activities. This type of internal communication and dialogue with all its employees will remain a priority for the HR department in the coming months.

However, the Group's attractiveness and competitiveness is more important than ever for its long-term performance. This is measured by the percentage of co-options, an indicator that gauges employee satisfaction and confidence towards the Group. While the objective is to reach 15% as early as possible, **7.4% of employees with a permanent contract came from a co-option** in 2020 (vs. 11.3% in 2019). The second indicator, whereby the Group's target is 15%, is the percentage of **speculative applications, calculated at 24.1%** in 2020, demonstrating the Group's reputation and attractiveness.

Working at GA Smart Building means being part of a group adventure

The atypical model of the employee shareholders

Sharing the value created by the company fairly: the Group's characteristic shareholder policy allows it to develop a culture of commitment and a sense of belonging. The Group has actually invited all employees to benefit from its capital if they wish to do so, under conditions of strict equality, creating an employee shareholder model that is virtuous.

The Group's employees own 60% of the Group's capital, which represents 332 shareholders and 70% of the workforce.
Attaining **mutual objectives is compensated by sharing the value created as a group**.

It's in the spirit of collaboration that a culture of sharing is fostered within the Group. Whether in the company's structural projects or ones that are ongoing, the teams pass on their knowledge and innovative ideas in a format called **"Café-projet"**. This meeting that opens the dialogue and promotes discussion has been adapted due to the health crisis, but the videoconference format gathered together no less than 50% of employees[1] just on the topic of transforming the IT System Department. Sharing the success of individuals hasn't been stopped by the lockdown either with the change to "e-promotion parties" in 2020.

[1] Scope: GA without Ossabois

A sustained social dialogue to take the best decisions as a group

For the Group, the **group adventure consists first of all of making its activities and jobs a long-term success.** To this effect, when having noticed that Ossabois' factory in Chabreloche (63) had become obsolete as its overheads were harmful to its profitability compared to the more recent factory in Balbigny (42), the Group implemented the conditions necessary for dialogue regarding a collective performance agreement to define the teams' conditions for mobility. Signed in September 2020 between management and staff representatives, the agreement recognised that the site in Balbigny (42) had a larger and more modern production line, a larger storing area as well as a more dynamic employment market. The 3D design teams from the factory in Vêtre-sur-Anzon (42) were also integrated into the Balbigny (42) site as part of this reorganisation. To this end, varying mobility allowances were negotiated to enable employees to work in the new production site. The signing of this collective performance agreement was also an opportunity for Ossabois to renegotiate working hours and conditions when distance working in order to allow employees to have quality of life all while choosing to work in this more modern site that is better adapted to the Group's needs.

When work resumed following the health crisis and its many organisational and economic impacts, the elected members of the CSE (Comité Social et Économique [Economic and Social Committee]) were in high demand and enlisted by HR to assist with health processes. The CSE showed themselves to be very willing and organised themselves into work groups.

Engaging and sharing with peers

Finally the notion of being a group is carried on beyond the walls of the Group by GA Smart Building's **employees engaging voluntarily** with their peers within the sector to share best practices:

- → by joining the construction industry's Business Safety Association;
- → by joining the Society of Construction Procurement directors, especially to improve personal protective equipment;
- → by contributing to groups in the field of environmental engineering such as the Low-Carbon Hub or Circolab.

GEAR 2

Working at GA Smart Building means enjoying work

2020: adapting to distance working together

By aiming to adapt both to the pandemic but also on a broader scale to new professional practices that enable a better work-life balance, social agreements have been entered into between the company and its representatives regarding the distance working imposed in 2020. The lockdown in spring 2020 acted as a test run for Ossabois, which should make 2 days of distance working per week a viable option. At GA, a new agreement that formalises the principle of 2 days distance working per week has been finalised. In order to work at home more comfortably and assist employees in their mission, the IT department has rolled out equipment and services such as call transfer, VPN, laptops, headsets, etc.

Communication as a spearhead for social ties

Following the prior **Great Place To Work** survey, internal communication within the Group has been analysed. This communication makes it possible to provide meaning to our actions, value the company and its employees all while forging a bond to feel closer.

A new internal communication position has been created in GA Smart Building to highlight actions that have already been undertaken.

Its main missions are built around:

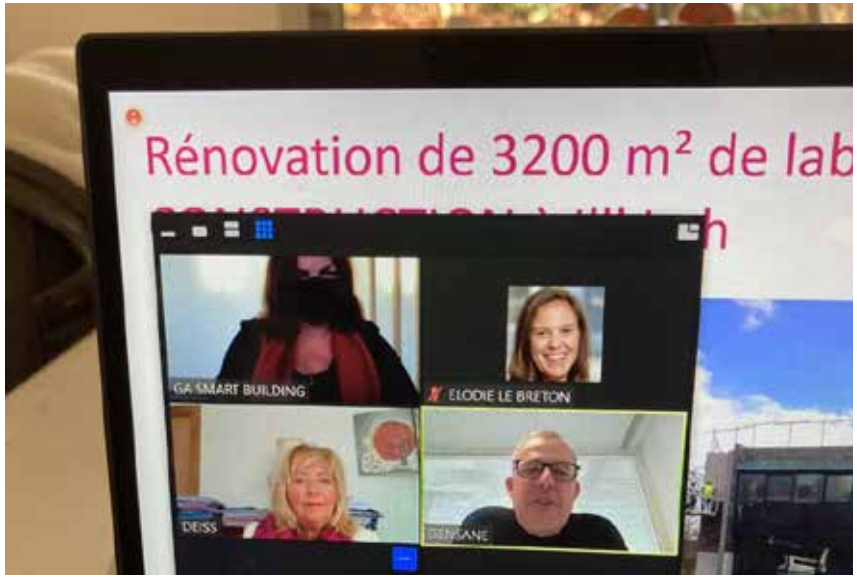
- → employees adhering to the sustainable strategy;
- → setting up a positive and kind community;
- → embarking on an adventure with employees to develop their pride for working in this company together;
- → a culture of passion as a pillar to reinforce professionalism.

This new position maintains the pleasure of working together and social ties despite distance working. In the autumn during the second lockdown, it also made it possible to organise specific ways of spending time with each other:

- → informal time known as “challenges” to let teams interact and relax.
- → profession-specific time to cultivate commitment and to spread information under the name “Café-projets”.
- → training or time to share best practices in relation to distance working: webinar about distance working, “Café-partages” between managers, etc.
- → time to discuss, the “Café-CODIR”: 30 minutes of unfiltered discussion between two members of the Management Committee and around 10 employees from all departments.

Not forgetting the human resources department, who to a greater extent contributed to maintaining social ties with employees by personally calling all employees in factories or the *Padlet* implemented by Ossabois to keep in contact with staff who do not have an email account to receive information.

For GA Smart Building, it is essential that **everybody understands the meaning of our actions as a group**. The Group monitors **employee turnover, which was 5.43% this year** (vs. 8.24% in 2019). The effort undertaken to reduce the number of employees leaving the company has therefore proved beneficial (training plan, salary scheme, support from managers, etc.) but it should not be understated that the economic circumstances due to the health crisis are not conducive to changing jobs.



Working at GA Smart Building means learning every day

A key factor in the development of society in its entirety, life-long learning relies on different economic stakeholders. To this effect, GA Smart Building is committed to ensuring men and women have equal access to education as well as allowing everyone, regardless of their experience, to access professional training and therefore opportunities for advancement.

Special attention should be drawn to the most vulnerable and youngest populations. With this in mind, the Group has forged strong partnerships with local schools and universities to contribute to the training of professionals and to anticipate its future recruitment needs. These partnerships result, among other things, in vocational experience, internships and training that aim to develop professional skills.

Assisting employees with their professional goals, making them more independent and more skilled is GA Smart Building's responsibility as an employer. The Group also endeavours to share trade knowledge on a daily basis and to formalise a global training plan with staff representatives and to plan ahead for employment and skills. This agreement is still being negotiated. As the construction sector is undergoing significant change, technical and technological professions are evolving and the Group is aware that it will need a long-term vision to be able to anticipate and adapt.

In this environment that is attentive to personal development and organisational challenges, **internal mobility** is encouraged. In 2020, there was a rate of **15.1%**. Internal mobility allows each employee to progress, learn more skills and a different sphere of action, and allows the company to ensure the best internal organisation. In 2020, the first internal move from GA to Ossabois was made. In addition to his initial role, the Marketing and Development Manager of GA's Industrial Unit took charge of Ossabois' Marketing Management to make its marketing development dynamic and initiate the merging of operations and the synergy of teams.

The Group has also undertaken to enforce government measures for continued training, by making employees aware and encouraging them to use their CPF (personal training account) rights as well as specific measures implemented during the lockdown in spring 2020. A training officer position was opened to monitor these matters.

Working in GA Smart Building means contributing to a sustainability project

Actions promoting diversity

As a responsible stakeholder, GA Smart Building is aware that to achieve gender equality and make all women independent, it must be ensured that recruitment practices and policies, salaries, recruitment conditions, access to training and advancement are based on requirements related to work, skills and results with no room for sexism. Moreover, the Group is committed to prevent any harassment by there being room for discussion, access to occupational health and makes efforts to prevent these issues. Finally, the Group wants to ensure decent and fair working conditions for all while taking into account relaxation, health, safety, protection of motherhood and a work-life-family balance..

One of GA Smart Building's priorities is to **make room for women as well as men and provide chances for everyone to develop their talents**. In 2020, the Group therefore continued its professional equality strategy rolled out in previous years, which promotes increased female participation in the workplace as the construction sector is historically a masculine industry. GA Smart Building measures its performance in terms of equality by relying on the **gender equality index that was 69/100 for GA and 74/100 for Ossabois**.

The Group has a non-discriminative policy ranging from screening candidates, the salary scheme when hired based on level of studies and to assistance and progression of intentions for career and family. Agreements allowing for a better work-life balance have been signed in 2020, especially with the roll-out of distance working, which has benefits for family balance.

One of the catalysts allowing GA Smart Building to pursue its objectives for equality and diversity is its historic and strategic partnership with INSA Toulouse (31). The Group is finalising a sponsorship agreement with the engineering school in Toulouse for 2021-2025, which is particularly aiming for:

- → a gender mentoring programme: GA Smart Building will offer intergenerational assistance for INSA students from the Group's employees;
- → the Group's participation in the Berger-Capelle Chair, created by the INSA foundation and aiming to foster diversity, social openness and inclusion, especially via a disability policy and support for the INS'ACCOMPAGNE programme, which supports the training and returning to work of disabled persons following accidents at work.

Sustainable transport working for employees

The Group's responsibility is also demonstrated by its acts for its employees to take sustainable transport (home-work). With its desire to be an exemplary stakeholder and providing concrete answers to its clients via its own experience, the Group implemented a transport plan for its head office in Toulouse in 2018 and the transport survey was renewed at the end of 2020 to initiate a new plan that will be the subject of a business agreement. The effort undertaken by the Group is paying off since the percentage of soft transport (cycling / walking / scooter) was at 10% in 2018 and now at 15%. Installing bike racks and distributing safety equipment as well as internal operations that challenge the norm, etc., have doubled the number of people cycling to work, going from 6% to 12% in 2 years. This commitment made by GA Smart Building led it to win the Silver level "Transport Management" Award as part of the Ecomobility Trophies launched by Tisséo Collectivités. The head office in Toulouse has also been selected by the French Federation for Bicycle Users and ADEME to test the requirements of the new label "employeur pro-vélo", which aims to recognise private and public sector employers who implement ambitious pro-bicycle measures.











Employees motivated by solidarity

Finally, in 2020, a particularly tough year socially, the Group contributed to an **act of solidarity by supporting the most disadvantaged by collecting Christmas boxes** composed of useful and comforting products. All of GA Smart Building's sites and head office have rallied together and have collected around 100 boxes redistributed to associations like Secours Catholique and Restos du Cœur, etc.

Internal communication during social distancing

Uniting teams around the company's challenges and group projects, it is the mission of internal communication, a role that has at the same time transformed and revealed itself to be more decisive than ever since the start of the health crisis. Maintaining social ties and motivating a community within the context of lockdowns and increased distance working wasn't an easy task but GA Smart Building's internal communication team has stretched its imagination to offer adapted formats for sharing to remain a pleasurable activity:

- → success of the e-promotion party, a pleasant event shared via videoconference;
- → involvement of employees via an immersive video, highlighting the ability to adapt and the ingenuity of all employees in 2020. This video was shared to all employees, including those working on-site or on the building sites;
- → a welcome coffee and croissant "Happy to see you back!" at the lobby of the Group's Agua head office at the start of the school year in September.

2 questions to...

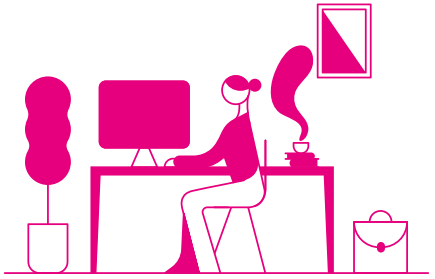
Hélène Levieux
Internal communication manager at GA Smart Building

1. What has been your biggest success out of the actions taken for internal communications in 2020?

HL: "The **cafés projets** for sure! This videoconference format that gave the floor to a specific area of expertise within the Group (transformation of Ossabois, the offices of tomorrow by GA's Promotion unit, CIO a difficult challenge for GA, etc.) really got colleagues "on board" with a connection rate between 25 and 50% of invites, which represents between 90 and up to 300 people connecting at the same time. What is satisfying is the feedback from managers, which confirms that there is a connection between teams."

2. What will be the biggest challenge for 2021?

HL: Innovating, reaching, engaging, and impacting employees day after day! Different populations have different work contexts, needs and questions. Support has needed to be adapted to each one. For example, we distributed an immersive video everywhere so the largest number of employees would see it (internal social network, factories' break rooms, via managers for workers on our building sites).
This video talks about the commitment of everyone in the Group and the projects that the teams have led despite the crisis. Knowing that we belong to a united group is important in difficult times that seem to last forever!"



For more information

Safety

CHALLENGE 7

AMBITION

Ensuring the safety of all employees in factories, building sites and across all of the Group's sites.

Performance indicator

TF2 (stands for "Frequency rate of accidents with and without time off work")
2018: 38.4
2019: 38
2020: 39.5

For more information...

Looking back at how we rallied together and showed solidarity at the start of the health crisis...

Due to the nature of the trade, the construction sector is particularly at-risk when it comes to safety: accidents, health problems, musculoskeletal disorders, psychosocial risks, etc. These issues have direct consequences on the health of employees, their commitment, and the productivity of the company on a more general scale.

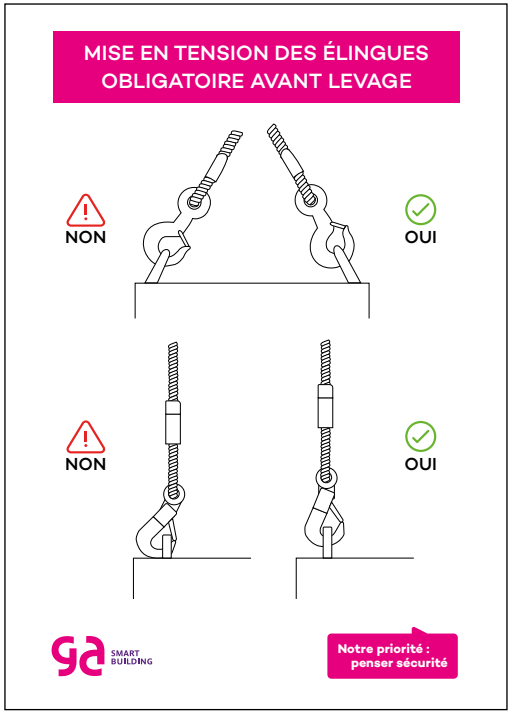
Guaranteeing the health and safety of all workers in the Group's factories, building sites and any site it owns is an absolute priority for GA Smart Building. This priority has only become more important given the COVID-19 pandemic in 2020. There are no longer just risks due to the profession but also risks from transmitting the virus, the potential complicated situations from distance working, employees quarantining due to lockdowns and also social issues related to households' potential loss of income (partial unemployment, less work). The Group's HSE (Health, Safety and Environment) department has continued with its 2020 action plan, unfortunately at a slower pace than anticipated, by adapting to confront emergency situations and consequences from the health crisis.

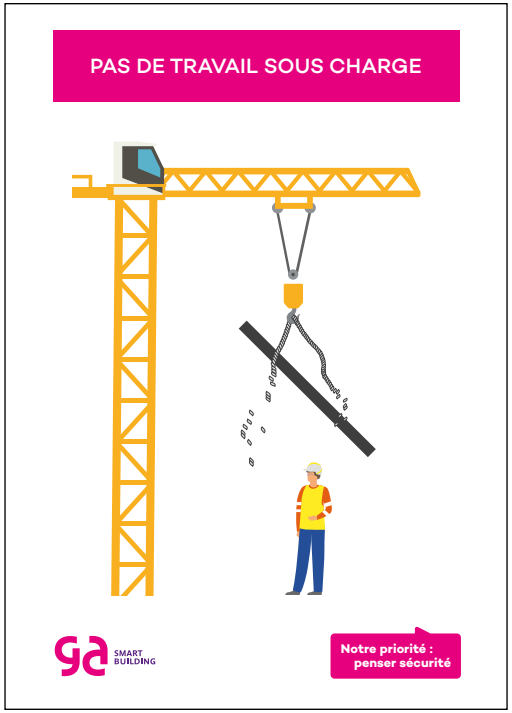
The Group has also been able to benefit from its off-site construction model, which in addition to its advantages for the environment (see challenge 3) and QWL (see challenge 6), offers safer working conditions for employees compared to being on-site while there are epidemiological risks, like with COVID-19. This industrialised and standardised model usually has benefits for safety, which impacts indicators such as TF2 (see definition on page 77)

Progression of the 2020 action plan

Due to the health crisis, Ossabois' and GA's HSE teams have completely changed their plans to prioritise the new risks related to COVID-19. Nevertheless, the objective set in 2019 has not been abandoned. Workshops to prevent the risks from fires have been conducted: all fire protection systems have been made compliant and a roadmap has been written for 2021 regarding flammable chemical products in order to prevent the related risks.

As for risks related to loading and unloading, training for building site managers and machine operators has been initiated within the Group and will be continued next year. The Group is also investing in virtual reality training sessions about picking up and putting down pre-manufactured products and in 2020 launched a campaign to tackle these issues by putting up posters on the sites in question.





Finally, in its own HSE team, the Group has a qualified person who directly ensures that GA's employees are trained in first aid. In response to the risk assessment related to the different activities specific to the Group, the HSE specialists got ready for battle to train a significant number of first aiders at work. Therefore in 2020, the Group has approx. 15% of employees trained in first aid within GA, which equates to nearly 30% for Ossabois. These percentages are symbolic of the Group's commitment to this area, especially when former directives that have since been revoked stipulated that 1 in 10 employees were required to have this training.

In the Ossabois subsidiary, 2020 saw 5 people take on roles within the new HSE team, comprising two QSE technicians and a QSE specialist also in charge of the Sustainable Development sector of activities (sustainable procurement, carbon assessment, waste management, etc.). This team falls under the responsibility of and works together with GA's HSE team to enable measures to be rolled out for the Group. Confronted with managing the health crisis after having just been trained, the new team was not able to meet the TF2 goal for 2020. This is why the Group's Management has updated its roadmap, with new measures to reduce the TF2 while keeping Safety a priority for 2021. Given the health crisis in 2020, optimum site management was not possible. With the closure of the factory in Chabreloche (63) and the project that needed to be completed for Maulin.ski within shorter deadlines due to the lockdown in spring, requiring new positions to be secured, there may have also been a lack of onboarding and introductions to safety for temporary workers in particular.

TF2 rose to 39.5 for the Group after a particularly tough year due to the health crisis.

For 2021, GA Smart Building has stepped up its roadmap and is therefore committed to communicating and providing training about HSE topics, in order to improve the TF2 by 5% year on year. The first objective is to provide an introduction to safety for temporary workers, which is done by making employees aware of all topics via videos, training sessions on the modus operandi given by the planning department and, of course, through reports of incidents, accidents and dangerous situations to Management.

Partner company's journeyman on the Safran project site in Malakoff (92)

Rallying together and showing solidarity at the start of the health crisis

In March 2020, the GA Smart Building Group found itself, as did many stakeholders, confronted by the COVID-19 pandemic in unprecedented conditions and by the obligation to implement health measures to protect its workers and keep its business going. This is what created a chain of solidarity, innovation and ingenuity across industrial sites within the same area (< 100 km), including Ossabois. The subsidiary called of its suppliers as part of a local market study to find materials needed once work resumed all while complying with strict health protocols.

Ossabois decided on the textile factory in Charlieu (42) to supply cloth masks and on ECCSEL in Tarare (69) to supply antiseptic. The Research and Development team from the textile factory in Charlieu put together prototypes of masks within one weekend, got them validated by the DGA and then managed to manufacture one million masks in a week. As for the Ossabois employees, who wanted to honour the module order for Maulin within the allocated time, they rallied together in a record time to:

- → set up hygiene measures for machine operators (disinfecting hands and
- → taking temperature);
- → cut up the masks and make individual pouches;
- → create and put up posters as well as lay down floor markers.

Texite factory in Charlieu (42)

Responsible procurement and business ethics

CHALLENGE 8

AMBITION

Building relationships of trust with subcontractors, suppliers and partners to encourage them to adhere to its sustainable strategy and contribute to the common good.

Roadmap

Gear 1: Reduce the environmental impact of the Group's Procurement

Gear 2: Make the Group's Procurement a catalyst for positive social impact

Gear 3: Get the sector on board

Performance indicator

Number of ethical code deviations / number of initiated procedures

2019: 0 (0 deviations/0 alert procedures initiated)

2020: 0 (0 deviations/1 alert procedure initiated)

For more information...

Using EcoVadis referencing for an even more responsible process

As part of the company's responsible and ethical approach, the function of Procurement is essential. **Implementing responsible procurement is the most efficient catalyst to move towards its ethical and responsible ambitions within the business, whether this is internal or external**. Internally, the Group could be put in a dangerous situation if it does not conform or if an employee's actions are contentious. Externally, the stakeholders of a company are nowadays very vigilant about social, societal and environmental commitments when awarding or signing a contract. The quality of relationships with partners, suppliers or contractors of an organisation ensures its dependability as part of the value chain. Without long-term and trustful relations, an organisation cannot honour its commitments and may put its reputation at risk.

According to Ecovadis' latest "Sustainable Procurement Barometer" from 2019, for 34% of 200 procurement managers, labour and human rights practices have become significantly more important over the past three years. 33% say business ethics have become more important and 22% say the same for environmental concerns. GA Smart Building therefore strives to forge relations built around trust, transparency and a sustained dialogue with suppliers, contractors and partners to contemplate responsible solutions, together.

Increased competitiveness is nowadays a key challenge given current and competitive circumstances have worsened. The procurement of services and work to complete projects is a major lever. That is why the management of the Procurement unit has evolved to accelerate the movement initiated toward its implementation for the operatives.
The new organisation (operational procurement falling under the responsibility of the Deputy General Manager of Engineering) will increase the technical expertise of buyers, upon contact with project and manufacturing teams.

The responsible procurement policy, an essential lever to roll out the Group's sustainable strategy, is still an action that needs to be formalised and steered and will continue in 2021 when it will take the form of a charter.
In parallel to this new organisation and writing of the responsible procurement charter, positive measures have already been taken by the Group on a daily basis in two key areas: improving the social and societal impact as well as improving the environmental impact. It is well understood that each time these two objectives overlap, these measures are prioritised because they provide more added value.

GEAR 1

Reduce the environmental impact of the Group's Procurement

In order to improve its environmental impact, GA Smart Building is already implementing concrete actions, e.g.:

- → **Reducing waste at its source and making the most of material deposits** for reuse, overstock or losses within the production chain.
- → **Prioritising products or services with an eco-design and the most local distribution channel**. To this end for example, the supply of laminated timber for the mixed-product flooring at the PREGA factory in Alsace is made using a local distribution channel (< 50 km) as well as a local and responsible supplier, whose wood is PEFC/FSC certified. This choice benefits logistics (due to proximity) and promotes local manufacturing (employment). The Group's subsidiary, Ossabois, plans to create a roadmap in 2021 to identify more local suppliers of French wood and then roll out an ambitious strategy for this in 2022. For the time being, a large amount is procured from Belgian or German suppliers as there are more of them and for now are meeting current demand better.
- → Extending offers to suppliers of renewable energy for the Group's sites.

Make the Group's Procurement a catalyst for positive social impact

GA Smart Building has already initiated concrete actions that have a positive social impact, e.g.:

→ By working together, where possible, with protected and adapted work environments with specific assistance and under durable conditions. The Procurement department thought about how the maintenance of work clothing for factory personnel could be handled by a body from an adapted sector, which promotes professional integration. A first test phase in the PREGA factory in Alsace should become a reality in 2021.

→ By developing an instinctive industrial ecology as soon as possible, the Group knows that this alongside local distribution channels will allow for the development of synergies that are economic, create employment and help territorial development. To this end, the Ossabois site in Vêtre-sur-Anzon (42) has been in partnership with an association working in the area of a social and solidarity economy, allowing people undergoing professional integration to be trained in working with scrap wood and palettes provided by the factory.

GEAR 3

Get the sector on board

GA Smart Building has chosen to put its social, societal and environmental responsibility at the heart of its business model with its strategy #weBuildforLife. Included in the value chain of many stakeholders, one participant alone is not able to successfully take up these challenges. That is why the Group is committed to combining resilience and long-term success within the construction and property industry, and to working together to improve its practices. In 2019, it therefore contributed to setting up the VIACO platform to share ethical criteria for business and sustainable development with other construction stakeholders. It was so successful that VIACO now collaborates with a major stakeholder within the sector, EcoVadis, in order to create a referencing gateway for companies (VSB, SMB) working with VIACO that will also be integrated into EcoVadis.

To this effect, the Group has already shown its willingness here as it has been enrolled in the EcoVadis platform since August 2020. It has also followed this up by referencing its own suppliers, partners and contractors within the sector. To date, 37 of its 50 main suppliers have already been recorded by GA.

These platforms ensure conformity with regulations concerning the Sapin II law, which requires the implementation of assessment procedures for commercial partners as part of the fight against corruption.

In this same pioneering spirit, the Procurement Management joined the "Society of Construction Procurement directors", which aims to improve the tracking of products and materials. In 2019, it also participated as a co-organiser in the "Build Forward" event organised by Construct Lab for climate and change experts. The 2020 edition has been postponed to May 2021.

Strict compliance with its code of ethics and actions taken by the Group to improve transparency and the sharing of these values within the construction sector are also testament to its commitment.

Business ethics

Regarding ethics, the objective is to act responsibly and set an example. To ensure this, the Group endeavours to guarantee that there are no breaches of the code of ethics edited in 2018. This charter of ethics, which defines the policy of business ethics, steered by Administrative and Financial Management is given to each of the Group's employees when they start work both in GA and Ossabois.

Developing on this, GA Smart Building is planning to make its employees further

aware of business ethics via a training session in 2021. The Group is entrusting this mission to an expert service provider.

The Group is also a full and voluntary member of the Ethibat charter, which strives to defend legal employment as part of healthy and loyal competition within the construction industry. GA Smart Building's citizen approach is declarative and unmonitored but this is an obligation for signatories, some of which were not very upstanding and had their certificate withdrawn when cases were handled in court. There **was no breach** of the code of ethics (despite receipt of 1 alert procedure) that concerned GA Smart Building directly. However in 2020, the construction industry fell victim to several cases of fraud affecting suppliers via identity theft with the goal of obtaining merchandise on behalf of the operator, which was the case for GA Smart Building. To this end, the Group has pressed charges in solidarity with the suppliers in question and agreed to reinforce identity checks (double verification).

For GA Smart Building, the CSR measures the long-term success of its activity. As a result, the Group is gradually implementing a responsible approach in each of its internal trades, getting its peers on board (suppliers, contractors) to use more virtuous and sustainable practices and inspiring everyone to be willingly dynamic to contribute to reducing its carbon impact and getting involved in industrial ecology.

Convinced of the merits of these actions for today and the future of the Group, GA Smart Building is communicating its progressive approach with all its stakeholders and offers a summarised version of its Non-Financial Performance Statement to make it easy to read and distribute.

The responsible process: EcoVadis referencing

In August 2020, the Group started its referencing and assessment of its CSR process on the EcoVadis platform. The score from EcoVadis covers a wide range of non-financial management systems, especially the consequences of the following topics: the Environment, Social & Human Rights, Ethics and Responsible Procurement. Each company is assessed on essential issues based on its size, location and business activity.

The Group received a bronze medal from its first assessment. The results for “social and human rights” and “ethics” were above the norm but there is room for improvement when reporting the KPIs for the environment and responsible procurement.

This first step has highlighted the areas where action is needed most: some had already been identified or even initiated, but the assessment makes it possible to adjust the roadmap generally for different departments and even their organisation within GA to provide corrective measures necessary to reach the goal, i.e. the gold medal as soon as possible.

For more information

Annexes

GA Smart Building's materiality matrix

Methodology note

06

In order to draft its responsible and sustainable strategy, GA Smart Building has conducted a materiality matrix.

The materiality analysis is a key tool in formalising and organising environmental, social and societal challenges into a hierarchy so that the sustainable strategy can respond to these and prioritise actions to include in GA's roadmap over the next three years. For this exercise, GA first of all identified the 21 environmental, social and societal challenges that are pertinent to the Group.

These challenges refer to general issues (business ethics and compliance, quality of life at work, etc.) or issues more specific to GA's business (incorporating issues in its range related to the progression of buildings, total land and floor space, the well-being of occupants, optimised consumption of materials, etc.).

Internally

The significance of challenges has been assessed by an "**internal panel**", comprising **approx. thirty employees representing GA's different trades** and by way of interviews with the **members of the Group's Management Committee (CODIR)**.

The panel and the 9 members of CODIR have assessed each challenge by allocating it a grade between **1 and 4** according to their impact on:

- → **operational excellence;**
- → **client satisfaction;**
- → **and the trade's image.**

These grades made it possible to calculate an **average for internal operations** and establish the horizontal axis of the matrix "Significance for GA Smart Building".

Externally

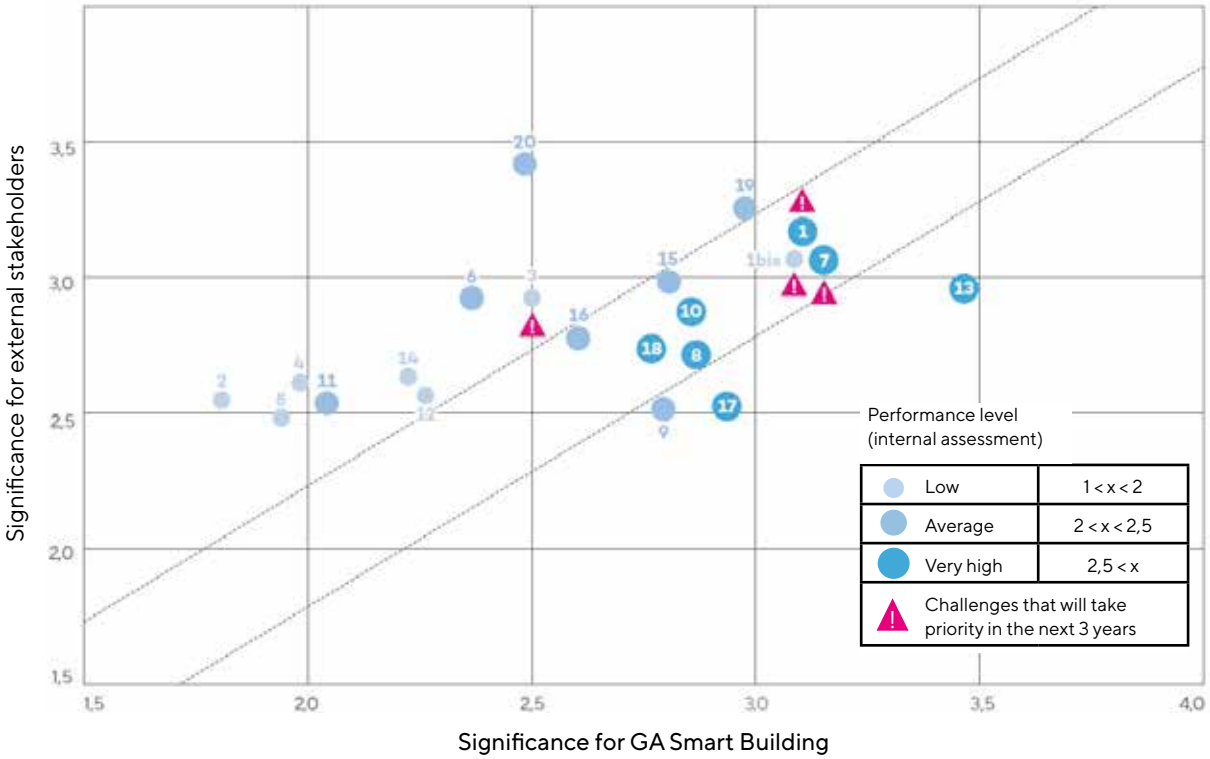
The level of expectation for external stakeholders has been assessed via an online questionnaire. Out of 346 people, **145 replied to the questionnaire** (i.e. a response rate of **40%**). They assessed the significance of each challenge on a **scale of 1 to 4** based on their level of expectation so that GA and its subsidiaries will consider these **21 challenges**.

These grades made it possible to calculate an **average for external operations** and establish the vertical axis of the matrix "Significance for GA's stakeholders":

- → suppliers;
- → partners (design offices, architects, etc.);
- → professional bodies;
- → project owners;
- → authorities;
- → media;
- → associations;
- → universities;
- → investors;
- → users of buildings built by GA, etc

Challenges becoming more and more significant

Both internally and externally, the stakeholders who took the questionnaire finally identified the challenges they believe to have the most significant impact within 3 years. A consensus between the internal panel, CODIR and the external stakeholders has therefore made it possible to ascertain four challenges considered significantly more important within the next 3 years.



1. Energy efficiency
1bis. Climate change and carbon footprint
Biodiversity
2. Circular economy and optimised consumption of materials
3. Optimised water resources
4. Total land space
5. Progression of reversible and flexible buildings
6. Well-being of occupants and health impacts
7. Capacity for innovation and digita integration
8. Strategic partnerships
9. Exemplary building sites (environmental aspect and good relations with residents)
10. Physical and economical accessibility in its range
11. Local integration and solidarity Quality of the client experience
12. Control of internal environmental impacts (off-site)
13. Health, safety, quality of life at work (QLW)
14. Diversity and equality
15. Employability, training and skill development
16. Employee commitment
17. Relationships with partners and responsible procurement
18. Business ethics, compliance with human rights and data confidentiality

GA Smart Building is issuing its Non-Financial Performance Statement for the third consecutive year. In 2018, the Group was committed to defining its priority challenges and rolling out its sustainable strategy #weBuildforLife.
In 2019, the strategy took the form of action plans, roadmaps, etc. that were mostly the subject of measures and indicators to assess their performance.
In 2020, a large number of roadmaps gave rise to actions for sustainable development illustrated in the Non-Financial Performance Statement. All due diligence procedures have yet to be implemented but the Group will endeavour to write up the last roadmaps and implement indicators thereafter.

A. The difficult challenges and their classification

In 2018, GA Smart Building conducted a materiality analysis by referring to the difficult challenges of today and tomorrow, in order to define with its internal and external stakeholders the main challenges that may affect its business.

The materiality matrix initially resulted in 14 concrete challenges. Reorganisation of the challenges, which was done in 2019, reduced the number of concrete challenges to 8, broken down into 4 approaches that form the Group's strategic plan: positive Design, Construction, Company and Community. They now echo a version that is closer to the operational reality of GA's activities. These are the same challenges described in the 2020 Non-Financial Performance Statement.
GA Smart Building, like all stakeholders in the property and construction industry, is not directly impacted by the challenges related to animal welfare, the fight against food insecurity and food waste as well as a sustainable, fair and responsible food supply. This is why these topics are not addressed in this report.

B. Scope of the report

ASGARD SA, the parent company of the Group GA Smart Building, must comply with non-financial reporting and has to publish its Non-Financial Performance Statement.

The scope of data consolidation is therefore the company ASGARD SA and the companies under its control: PINK, GA SAS, GA Entreprise, GA Promotion, GA Services, Equilab, Paquet Fontaine, Ossabois, PREGA and Omega Ingénierie.
To simplify how this report is read, the terms "GA", "GA Smart Building", "the Group" refer to the scope of consolidation.

Exceptions are explicitly mentioned, e.g. when data refers to a specific company within the Group or when referring to data including the Group but not Ossabois, which was acquired in 2018.

The chronological scope of qualitative and quantitative data is from 1st January 2020 to 31st December 2020. This "reference period" corresponds to the Group's financial year. It is also mentioned if a period of time does not strictly correspond with this reference period if applicable.

C. Business model

The business model section refers to the Group's consolidated figures over the reference period.

D. Details about the scope of challenges

1. Environmental performance: low carbon and energy conservancy

The performance indicator, i.e. the percentage of building permits submitted and marketed, refers to operations:

- → whose building permit was submitted in 2020;
- → that have entered into the marketing phase;
- → developed by GA's Promotion unit (or related company) as the Project Manager;
- → that are being built from scratch or renovated;
- → with over 3,000 m², echoing the marketing strategy of the Promotion unit;
- → with the NF HQE, HQE sustainable Building, BREEAM, LEED, etc. environmental certifications.

The Group therefore determines a target percentage for labels or certifications, without publishing the percentage obtained.

The performance indicator, low-carbon buildings, is still being defined. The carbon assessment is due to be finished at the start of 2021.

2. Depletion of resources and consumption of materials

Since the roadmap is still being drawn up, performance will be determined by the number of circular economy processes implemented in 2019. The Group is currently working on its objective and the associated performance indicator.

3. Exemplary building sites: the off-site model

Because off-site construction is a proven response to the sector's difficult challenges, GA Smart Building is convinced that its business model is adapted to take on its challenges concerning social responsibility.

The Group determines its performance via an increased modular turnover as part of Ossabois turnover.

Modular turnover corresponds to 3D elements manufactured in Ossabois' factories.

4. Well-being, health, quality of the client experience

The performance indicator, i.e. the percentage of building permits submitted and marketed, refers to operations:

- → whose building permit was submitted in 2020;
- → that have entered into the marketing phase;
- → developed by GA's Promotion unit (or related company) as the Project Manager;
- → that are being built from scratch or renovated;
- → involving the use of Offices;
- → with over 3,000 m², echoing the marketing strategy of the Promotion unit;
- → with a certification or label related to well-being and quality of life such as OsmoZ, ReadyToOsmoZ, Well.

The performance indicator, i.e. percentage of landscaped projects or projects supporting biodiversity, refers to operations:

→ whose building permit was submitted in 2020;
→ that have entered into the marketing phase;
→ developed by GA's Promotion unit (or related company) as the Project Manager;
→ that are being built from scratch or renovated;
→ with over 3,000 m², echoing the marketing strategy of the Promotion unit;
→ with a landscaper or ecologist tasked to the operation.

The Group therefore determines a target percentage for labels or certifications, without publishing the percentage obtained.

Performance for quality of the client experience is determined at the moment by the percentage of returning clients. This concerns the ratio between the number of buildings completed during the reference year, with a legal entity as a Project Owner or Buyer that already contracted the Group, and the total number of building sites completed during the reference year.

Ossabois' business has been included when calculating this indicator this year.

5. Capacity for innovation and digital integration (including strategic partnerships)

The performance indicator, i.e. percentage of projects completed in full BIM, refers to buildings:
→ completed in 2020;
→ developed by GA's Promotion unit (or related company) as the Project Manager;
→ that are being built from scratch;
→ with over 3,000 m², echoing the marketing strategy of the Promotion unit;
→ with a digital model showing all the units.

The performance indicator, i.e. increased amount invested in R&D, is calculated based on:
→ all expenses of GA's Innovation, Development and Research Department;
→ all expenses of GA's Environmental Engineering department;
→ part of Equilab's expenses for R&D;
→ part of Ossabois' and Operations Management's expenses for R&D.

In order to assess the Group's investment in R&D best, a new performance indicator will be monitored, i.e. the invested full-time equivalent. This KPI is calculated by dividing the number of days declared for the R&D tax credit by 220 days worked per year.

6. Creating adhesion, commitment and an attractive workplace

• Gear 1: "Working at GA means being part of a group adventure" corresponds to the challenge around employee commitment.

The performance indicator is the number of employee and beneficiary shareholders, which reflects how the Group's personnel is progressing. The indicator for the number of active shareholders at GA has also been added.

• Gear 2: « Working at GA means enjoying work » covers the challenge of quality of life at work (not associated with the health and safety aspects led by GA's Health Safety and Environment Department and Ossabois' Environment Safety Quality Hygiene Department).

The performance indicator, i.e. staff turnover, is measured by dividing the number of resignations, incomplete probationary periods and contracts terminated by the employee, which took place during the reference period, by the total workforce on the 1st January of the reference period.

• Gear 3: "Working at GA means learning every day" refers to the challenge concerning employability and skill development.

The performance indicator, i.e. percentage of internal mobility, is calculated based on promotions and mobility within GA's Social and Economic Unit (UES) and changes in function and category for the UES in Ossabois, divided by the total workforce with a permanent contract.

• Gear 4: "Working in GA means contributing to a sustainability project" covers the challenge of diversity and equality.
The gender equality index is calculated using the regulatory calculation method.

The performance indicators are consolidated across the Group apart for the gender equality index because it is no calculated using the same criteria for both UES.

The performance indicator, i.e. percentage of co-options (for which the probationary period has been confirmed), is calculated by dividing the number of co-options by the number of people recruited. The number of co-options refers to the number of bonuses given out to employees for a co-option during the reference year. The Group believes that a committed employee who shares the company's vision will be an employee who co-opts a person they know. This is why it represents performance for creating adhesion, commitment and an attractive workplace.

Social data refers to employees who have a work contract within the UES of GA (not including Ossabois) and the UES of Ossabois. Freelance workers, employees with a temporary contract, external service providers as well as interns and people with an apprenticeship or professionalisation contract are also excluded from the scope. Only those with a permanent contract are included.

The performance indicator, i.e. percentage of speculative applications, is calculated by dividing the number of speculative candidates by the number of people recruited.

Social data refers to employees who have a work contract within the UES of GA (not including Ossabois) and the UES of Ossabois. Freelance workers, employees with a temporary contract, external service providers as well as interns and people with an apprenticeship or professionalisation contract are also excluded from the scope. Only those with a permanent contract are included.

7. Safety

The performance indicator, i.e. TF2, is the ratio between the number of accidents with or without time off work and the number of hours worked, multiplied by 1,000,000.

The TF2 in 2019 has been updated in this Non-Financial Performance Statement: the value accounted for last year (41.8) was updated (38) following work accidents declared by GA when the audit report of the Non-Financial Performance Statement was published but that were eventually declassified by the French Health Insurance Fund (CPAM) at a later date.

8. Relationships with partners and responsible procurement/ Business ethics

The performance indicator, i.e. the percentage of breaches, corresponds to the number of breaches confirmed after the number of alert procedures initiated.

The roadmap for Responsible procurement as well as its performance indicator are still being defined.

E. Company collective agreements

1. Salary and work conditions

• Collective agreement dated 02nd May 2018 from the Mandatory Annual Negotiation (NAO) related to salary measures and work conditions

• Collective agreement dated 25th March 2019 from the NAO related to salary measures and work conditions

• Collective agreement dated 30th October 2019 from the NAO related to salary measures and work conditions introducing 1 additional child sick day

Field of application: GA UES – Indefinite period

The agreement on profit sharing aims to initiate new ways of distributing profits within the Group and therefore to influence the commitment of all employees.

Since 2019, the UES employees have a second child sick day at their disposal. This is a social benefit, which has an impact on the company's economic performance, since this is a paid day off from the employer. The Group considers this a way to promote a better work-life balance.

• Collective agreement dated 6th May 2020 from the NAO related to salary measures and work conditions

• Collective agreement dated 13th November 2019 related to night work

Field of application: GA UES – Indefinite period

The agreement determines set compensation for night work, whereby hours are assigned on a priority and voluntary basis. This agreement aims to make administrative procedures easier without impacting work conditions or the Group's economic performance.

• Collective agreement dated 28th October 2019 related to work on Sunday

Given the activity of UES' companies, employees working on Sunday may be necessary to continue with assembly and disassembly or transportation of cranes on building sites. This type of work requires approval from the appropriate administrative office concerning right-of-way on public roads, which may mean work can only be done on Sunday.

The agreement arranges for compensation to be given to employees having to work on Sunday as enforced by the Labour Code: principle of a voluntary basis, conciliation with personal life, days off during the week instead, extra pay, compensation for childcare. Given employees are offered special conditions from having to work on Sunday, it can be considered that work conditions are improved thanks to this agreement. It also improves the long-term success of crane activity on Sunday.

This agreement also provides an additional day off for disabled employees in order to keep them in work. This measure helps employees to declare their disabilities more freely and helps the Group to comply with obligations more easily and to reduce or null the AGEFIPH (a French organisation to promote the employment of the disabled) tax, which has direct repercussions on economic performance.

• Agreement dated 30th August 2017 related to the right to downtime

Field of application: UES GA – Indefinite period

This agreement aims to define ways of exercising the right to downtime for all UES employees, including Directors and Management. The Group therefore recognises that the phenomenon of hyperconnectivity inevitably blurs the lines between work and personal life. With no impact on the economic performance, it allows everyone to have a better work-life-family balance, ensures safety and protects the physical and mental health of employees.

• Collective agreement dated 14th January 2020 on overtime

Field of application: salaried employees of UES GA likely to do overtime except for employees who signed a flat-rate pay agreement covering days worked and senior managers – Indefinite period

This agreement aims to set an annual quota for overtime, conditions for carrying out this overtime as well as applicable compensation within UES GA. This has a direct impact on work conditions and the company's economic performance.

2. Distance working

• Collective agreement dated 28th October 2019 related to distance working

Field of application: UES GA-Indefinite period

In 2018, UES signed an agreement about distance working that lasts one year, as a test period. After a positive assessment, the UES companies and the trade unions representing UES decided to sign another agreement about distance working, but this time for an indefinite period.

• Amendment dated 26th June 2020 to the collective agreement on distance working dated 28th October 2019

Field of application: UES GA – Indefinite period

The signed amendment expanded the conditions to be eligible for distance working, which is therefore applicable from now on to employees with a temporary or part-time contract in addition to employees initially applicable with a permanent or full-time contract. This amendment also offers better work conditions for employees who can no longer take just one day of distance working per week, but two (one day for part-time workers), which can be split into half-days. This has no direct impact on the company's economic performance.

• Collective agreement dated 28th November 2019 related to distance working

Field of application: UES Ossabois – Indefinite period

Distance working is a new way of working, which allows for better work conditions. This was a clear request from employees during the Great Place To Work questionnaire (not sent to Ossabois employees) or even the questionnaire set up as part of the mobility plan for the head office in Toulouse.

It promotes a better work-life balance to the extent where employees are more independent and free when organising their time. Distance working also reduces fatigue and stress (especially from commuting), offers a calmer environment to work in, which therefore promotes fulfilment at work. Better work conditions have a positive impact on the Group's economic performance in an indirect but clear way: a happy employee is more committed and therefore more efficient.

To mitigate the psychosocial risks related to hyperconnectivity or even social and professional isolation, the UES agreements set the maximum frequency to 1 day per week and agreements on the right to downtime, implying awareness, have been entered into.

3. Professional equality

• Collective agreement dated 11th December 2017 related to professional equality between men and women

Field of application: UES GA – 3-year duration from the date of the signature

This agreement aims to establish principles for equal opportunity employment, actual income, a work-life-family balance and training. It has repercussions for

work conditions, the well-being of employees and therefore and the company's performance.

• Agreement dated 10th February 2017 on the Quality of life at work and professional equality between men and women

Field of application: UES Ossabois – 5-year duration from the date of the signature

Growth targets have been set as well as actions to be implemented to reach them concerning the structuring of a balance between work and personal life, professional advancement, salary, work and employment conditions, fight against discrimination, recruitment and training.

This agreement also sets a long-term development target and permanence of actions that favour handicapped workers. As for the right to downtime, the agreement also stipulates objectives that need to be reached for people to have a work-life balance.

Quality of life at work and professional equality between men and women are closely linked and constitute essential resources that promote social, industrial and therefore economic performance for Ossabois and GA.

As diversity is a source of complementarity, social balance and efficiency, these agreements contribute to the success of UES. Actions, which aim to reach equality, contribute to a better working environment.

4. Employability

• Collective agreement dated 3rd December 2020 on the forward-looking management of skills and employment

Field of application: UES GA – 4-year duration

In order to rise to challenges within HR such as the attractiveness of the Group, employee commitment via job retention, skill advancement and on a broader scale the career of employees in a highly progressive and competitive environment, UES GA wants to implement measures to anticipate risks and opportunities: recruitment plan, promotion of internal mobility, involvement of employees in their skill development. This agreement results in the long-term success of the company's economic performance.

5. Employee savings and time savings

• Collective agreement dated 8th July 2005 on the implementation of a Group Savings Plan as well as its different amendments

• Collective agreement dated 25th January 2010 on the implementation of a Collective Pension Savings Plan as well as its different amendments

Field of application: UES GA – Indefinite period

These agreements have been implemented as part of social benefits for employees.

• Collective agreement dated 1st March 2016 introducing a time-savings account

Field of application: UES GA – Indefinite period

This agreement aims to allow UES employees to maximise their rest time, with a view to finance, completely or partially, unpaid days off, supplement salary, feed into their savings plan or even finance pension benefits of a collective or obligatory nature. It offers a social benefit for employees without having a real impact on UES' economic performance or their work conditions.

6. Medical fees

• Collective agreement dated 26th September 2008 on the creation of a collective reimbursement scheme for medical fees as well as amendment no. 1 signed after the agreement dated 1st December 2014

Field of application: UES GA – Indefinite period

This agreement and its amendment regarding the obligatory subscription to a personal health insurance, with a possible exemption. This benefit has no direct impact on UES' economic performance or on employees' work conditions.

• Amendment dated 15th May 2020 and 16th December 2020 on the Collective Retirement Savings Scheme

Field of application: UES GA – Indefinite period

The Group Collective Retirement Savings Scheme aims to allow the company's employees to participate in creating a collective portfolio of securities for retirement.

The amendments dated 15th May and 16th December aim to respectively modify the initial regulation signed in 2010 then modified in 2010, 2013 and 2016 and to remove the condition of annual negotiations about the company's subscription rate.

7. Contextual agreements related to the COVID-19 health crisis

• Collective agreement dated 15th May 2020 on the exceptional possibility of imposing dates when paid days off must be taken

Field of application: UES GA – duration determined from its signature until 30th June 2020

This agreement was signed as part of the health crisis related to the spread of COVID-19. It has a direct impact on work conditions and the company's economic performance.

• Collective agreement dated 11th December 2020 on long-term partial business activity

Field of application: UES GA employees working in manufacturing or having a key or support position – 2-year duration, starting from 1st January 2021.

This agreement arranges for the implementation, operation and duration of a set of measures planned by the state for long-term partial business activity

with a goal to preserve jobs and skills for the company and employees, without forgetting to maintain professional training for employees and minimise impacts on their spending power.

• Collective performance agreement dated 8th September 2020

Field of application: UES Ossabois – Indefinite period

As part of the factory closure in Chabreloche (63) and restructuring of the site in Vêtre-sur-Anzon (42), to the benefit of the site in Balbigny (42), whose organisation of work equipment is more adapted to modular construction and which has a more attractive employment market, a collective performance agreement was signed to keep employees' jobs and set up conditions for internal professional and geographical mobility within Ossabois. Thanks to this agreement, employees' work conditions improved and this will benefit the company's economic performance.

• Company wide agreement dated 27th November 2020 related to the allocation of a one-off bonus to improve spending power

Field of application: UES Ossabois – Specific duration that expires on 31st December 2020

This agreement is related to the one-off bonus to improve buying power as part of the law. It lays down requirements for granting and receiving the bonus, which therefore has an impact on the company's economic performance.

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