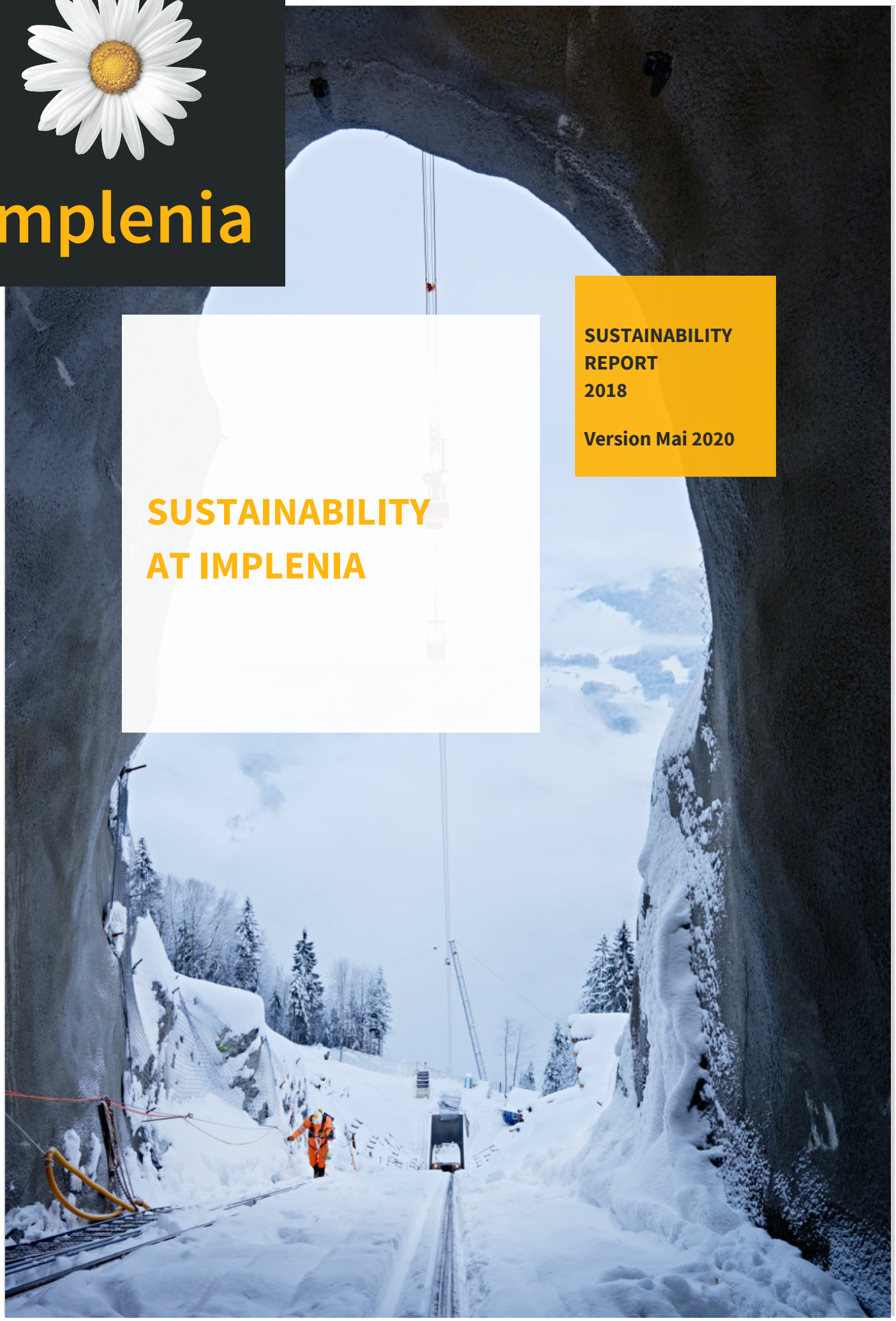
Implenia



SUSTAINABILITY AT IMPLENIA

SUSTAINABILITY REPORT 2018

Version Mai 2020



Achievements and goals 2020

Sustainable products and services

Attractive working environment

Respect for the environment

Social commitment and compliance

Financial and operational excellence

Sustainability is our passion.

Sustainability is an integral part of everything that Implenia does. Our future as a company depends on us being environmentally, socially and commercially sustainable.

Our understanding and our ambition

For Implenia, being sustainable means taking full responsibility for our business's impact on the environment, society and the economy, as well as making a long-term commitment to the well-being of current and future generations. This ambition focuses on the following five areas:

Sustainable products and services

Achievements in 2016 and 2017



Number of completed major building projects with a sustainability certificate has increased by 61% to a total of 37 since 2012.



Sustainability assessments performed for around 1,100 suppliers and improvements made to the supplier portfolio. Web-based "360° view" visualisation tool successfully launched.



Opening of new timber construction production hall and decision taken to now only use wood with the FSC, the PEFC or an equivalent label. Implementation of decision for Switzerland's largest wooden residential complex in Winterthur.



Project successes celebrated in contract acquisition thanks to the integration of sustainability concepts.

Goals for 2020

- Consistently integrate sustainability concepts into our bids for large-scale projects
- Execute our own development projects in line with the Swiss Sustainable Construction Standard (SNBS)
- Consistently embed our sustainability requirements with our suppliers, planners and subcontractors
- Build up our internal expertise in sustainable building and adapt our core processes accordingly

Read more

Attractive working environment

Achievements in 2016 and 2017



A stronger safety culture

- **Occupational accidents have fallen 14% to 71 per 1,000 full-time posts since the start of 2016.**
- **SicherheitsSafety training is carried out every month and now includes apprentices.**
- **Line management responsibility has been strengthened and incident management introduced.**
- **Exceptional work honoured at the 3rd H&S Award.**
- **Around 330 safety inspections carried out with managers.**



Investing in our future

- **296 apprentices trained in a practical or office-based discipline.**
- **"Young Generation" Initiative to further develop the work environme expanded to include international locations.**

Goals for 2020

- Reduce the number of occupational accidents throughout the Group by at least 10% a year
- Promote training and development for our employees and work on long-term personnel development
- Encourage diversity within our company
- Establish “job rotation” and international exchanges

Read more

Respect for the environment

Achievements in 2016 and 2017

CO2 emissions reduced in Switzerland by 13.9% in absolute terms since 2013, but we are still to achieve our target on a revenue-adjusted basis.

We have reduced energy consumption in our production plants by 20.3%, and have reduced and successfully piloted professional energy consumption measuring techniques in our workshops.

Solar power production from Implenia's roofs has gone up 137% since 2015.

> 400

Environmental management on our construction sites has been professionalised, and approximately 400 environmental training sessions have been carried out on site.

Goals for 2020

- Make data collection more precise and set ourselves specific CO_2 reduction targets across the Group
- Introduce a binding Implenia-wide environmental standard for construction sites and implement environmental concepts for major projects
- Reduce annual CO_2 emissions in Switzerland relative to revenue by 2.5%
- Increase our annual internal solar power production to 2 GWh

Read more

Social commitment and compliance

Achievements in 2016 and 2017



Social commitments strengthened, including our work with the "Smiling Gecko" project in Cambodia.



Internal collection of sustainability indicators and external evaluations of Implenia's sustainability have been improved.



Collaboration with external stakeholders expanded

- **Sponsorship of an ETHZ professorship in innovative and industrial construction.**
- **Extended membership of the Netzwerk Nachhaltiges Bauen (Sustainable Construction Network).**
- **201 trainees trained and various master's theses supported.**
- **"One Planet Living" method developed for sustainable neighbourhoods.**

Goals for 2020

- Create transparency about our sustainability activities, report on these continuously and improve our external sustainability ratings
- Increase our commitment to sustainable development beyond our business activities
- Continue to engage in dialogue with representatives of politics, business and civic society, and establish such dialogue in our new home markets
- Avoid compliance incidents thanks to training courses and a zero-tolerance policy with respect to integrity and competition law infringements

Read more

Financial and operational excellence

Achievements in 2016 and 2017



Structure of Group-wide operating model defined to harmonise all core processes and documents; first content integrated.



EBITDA, the most important benchmark of the Group's operational performance, rose to a new record figure of CHF 173.8 million in 2017.

BIM

Digitalisation and BIM strategy: implementation begun and BIM used in around 250 projects.



Customer satisfaction maintained at high level of 96%.

Goals for 2020

- Set out all corporate processes uniformly in the operating model and make them easily accessible to our employees
- Expand the sustainability strategy to include international sites and benefit from shared knowledge
- Link financial and operational excellence in the "Kairos" project and implement the next step in the company's digitalisation strategy
- Based on the "One Company" approach, achieve improved results, greater customer satisfaction and more transparency in major projects

Read more

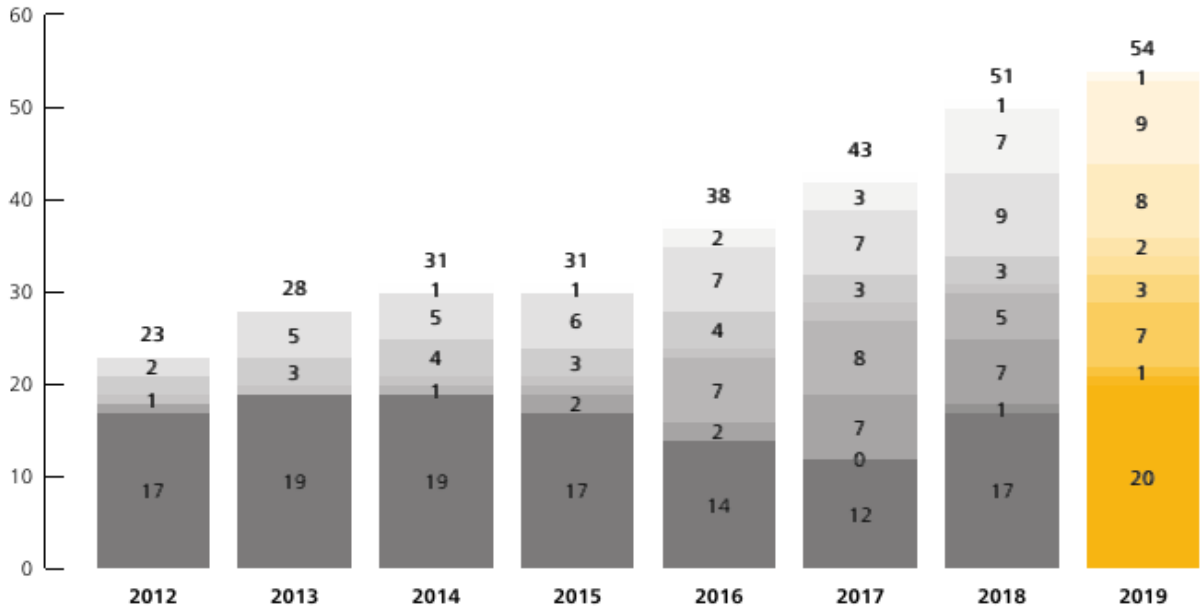
All important indicators at a glance

SUSTAINABLE PRODUCTS AND SERVICES

Status: end 2019

Sustainability certificates in building construction

in number



- SMEO
- 2000 watt sites
- SIA 2040
- CS greenproperty
- SNBS
- DGNB
- LEED
- BREEAM
- One Planet Living
- Minergie (with P, A and ECO supplement)

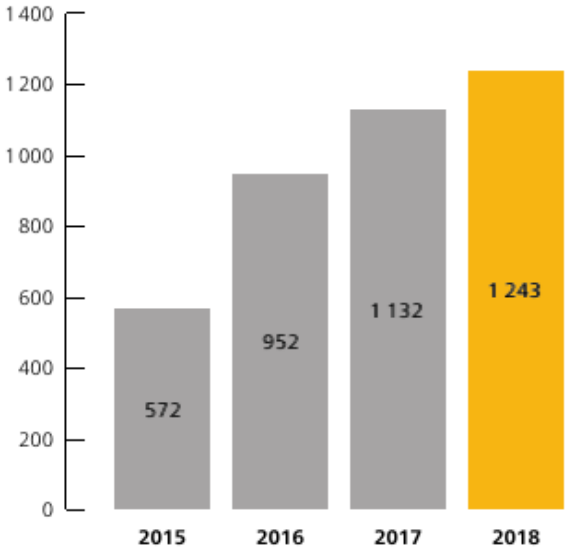
Read more in the report

SUSTAINABLE PRODUCTS AND SERVICES

Status: end 2018

Evaluated supplyers

in number of subcontractors and suppliers audited and evaluated according to environmental criteria



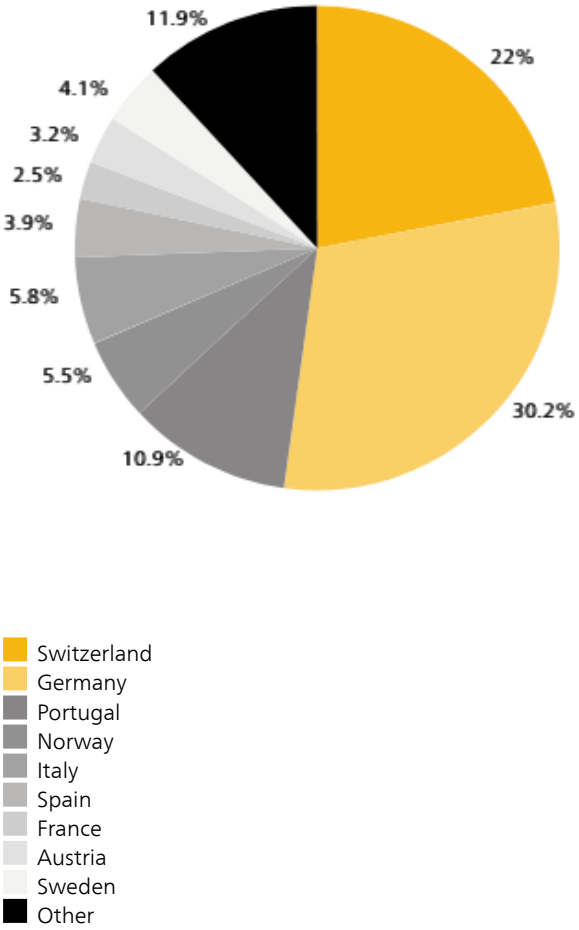
Read more in the report

ATTRACTIVE WORKING ENVIRONMENT

Status: end 2019

Full-time jobs

in % by country of origin



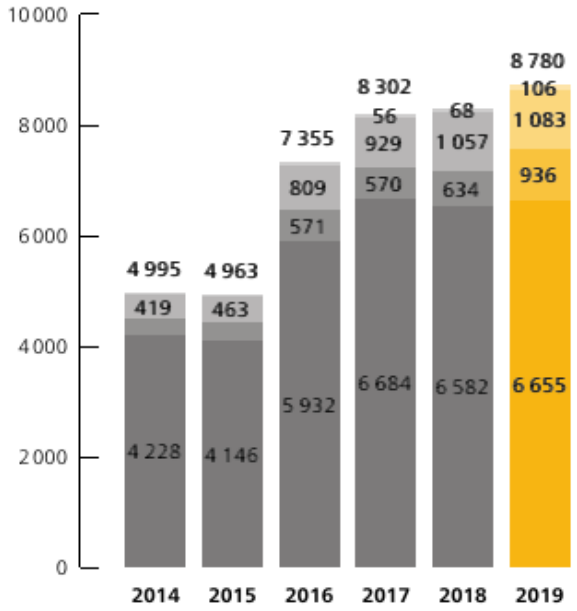
Read more in the report

ATTRACTIVE WORKING ENVIRONMENT

Status: end 2019

Women and men

in number of employees



Female managers
Female non-managers
Male managers
Male non-managers

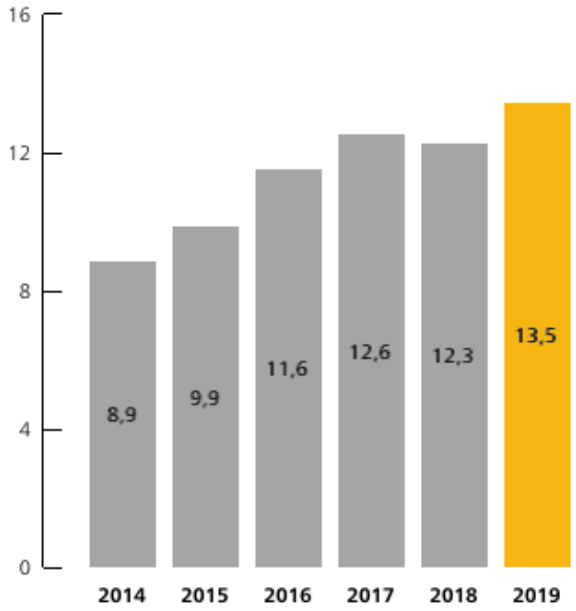
Read more in the report

ATTRACTIVE WORKING ENVIRONMENT

Status: end 2019

Proportion of women

in %



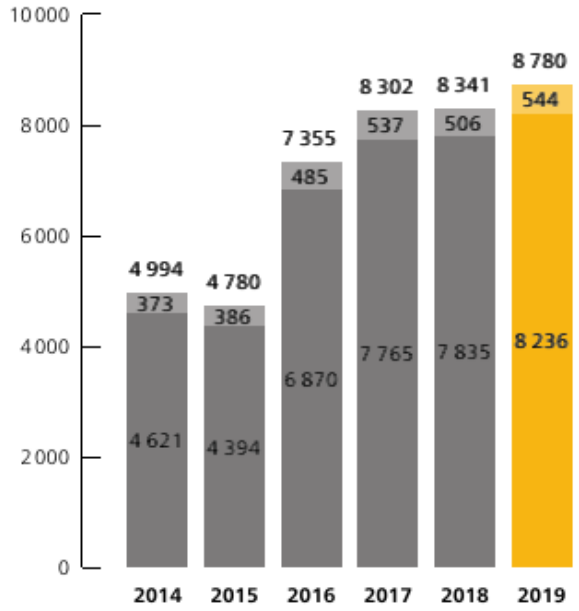
Read more in the report

ATTRACTIVE WORKING ENVIRONMENT

Status: end 2019

Part-time and full-time jobs

in number of employees



Part-time
Full-time

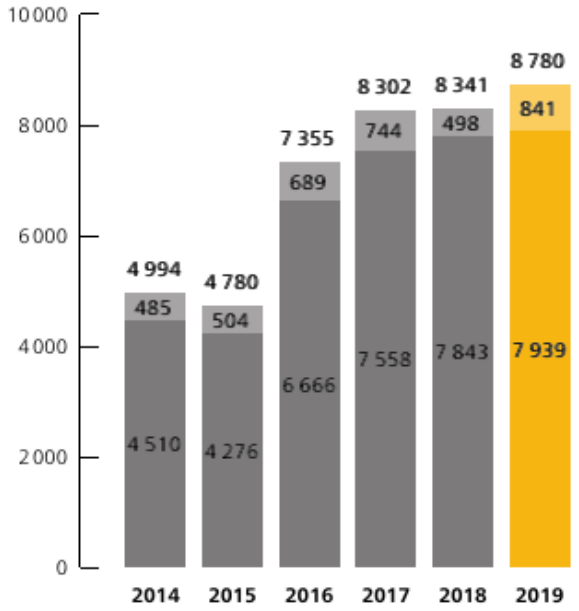
Read more in the report

ATTRACTIVE WORKING ENVIRONMENT

Status: end 2019

Permanent and temporary jobs

in number of employees



Temporary
Permanent

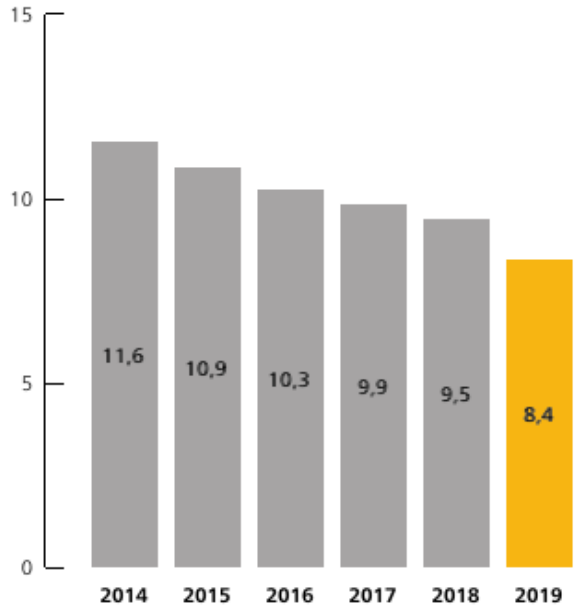
Read more in the report

ATTRACTIVE WORKING ENVIRONMENT

Status: end 2019

Fluctuation rate

in %



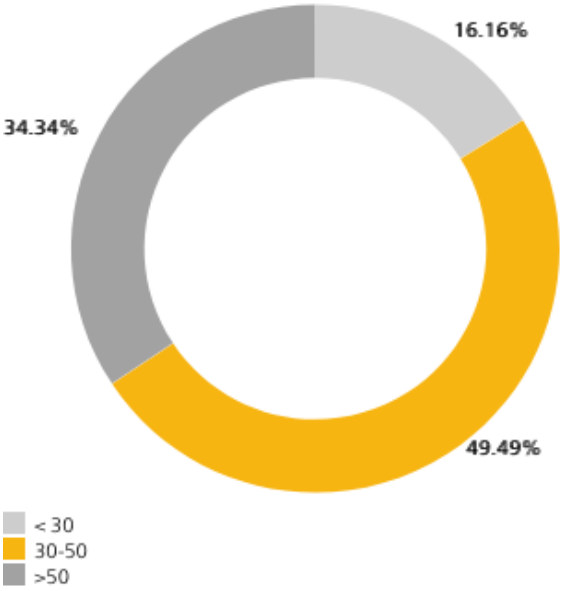
Read more in the report

ATTRACTIVE WORKING ENVIRONMENT

Status: end 2019

Age structure

in %



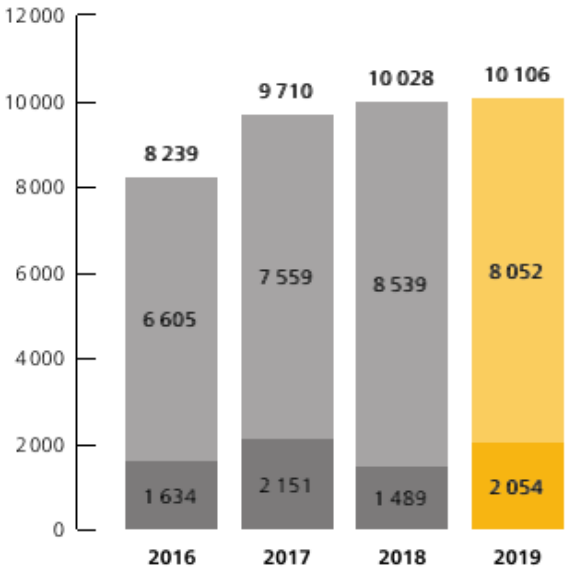
Read more in the report

ATTRACTIVE WORKING ENVIRONMENT

Status: end 2019

Employees with and without collective labor agreement

in number of employees



with collective labor agreement
without collective labor agreement

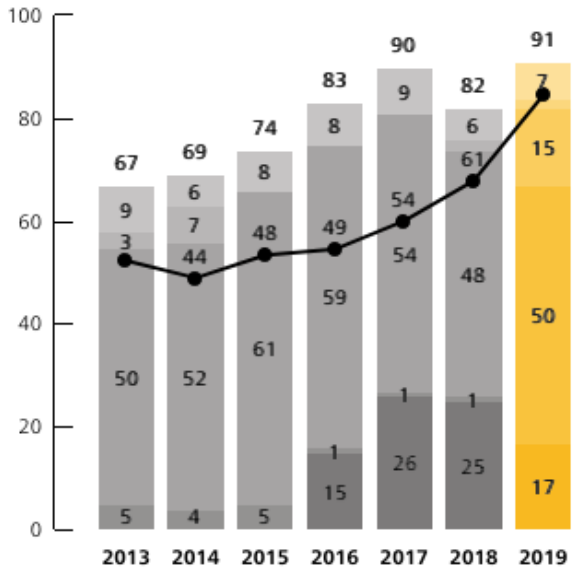
Read more in the report

ATTRACTIVE WORKING ENVIRONMENT

Status: end 2019

Apprentices and continued employment

in number of employees



Overhead
Development
Buildings
Civil Engineering
Specialties
International
Continued employment

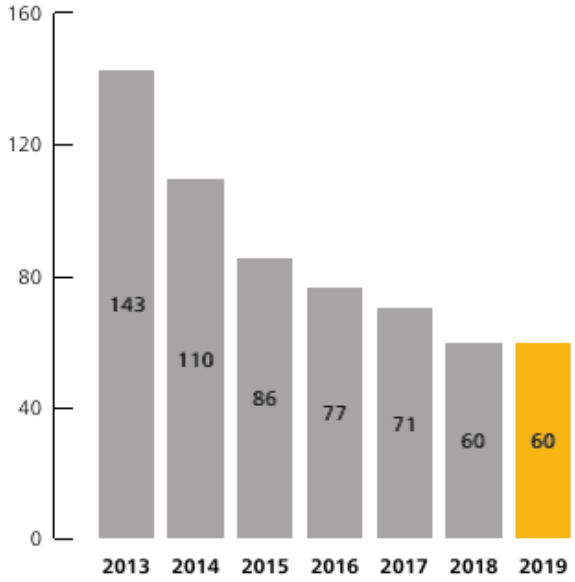
Read more in the report

ATTRACTIVE WORKING ENVIRONMENT

Status: end 2019

Occupational accidents

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



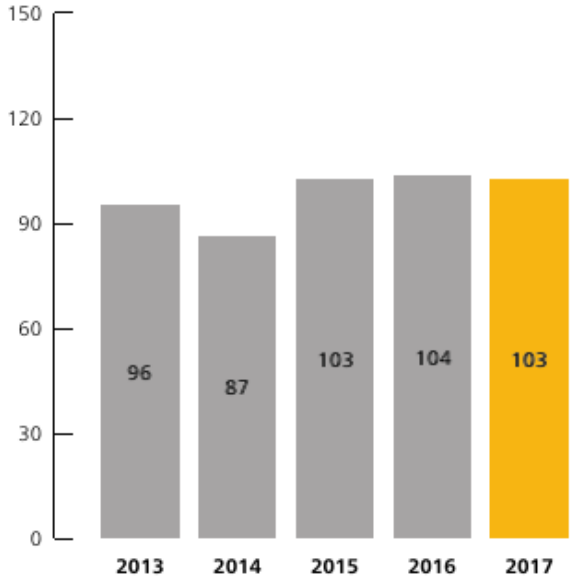
Read more in the report

ATTRACTIVE WORKING ENVIRONMENT

Status: January 2018

Non-occupational accidents

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



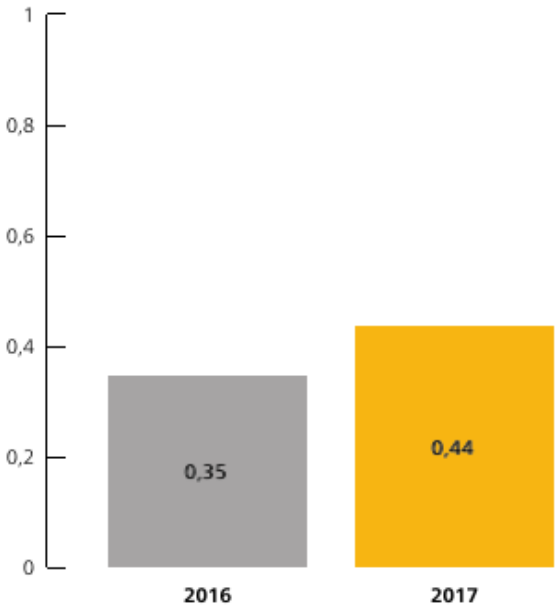
Read more in the report

ATTRACTIVE WORKING ENVIRONMENT

Status: end 2017

Absence rate

in % of absence days to calender days



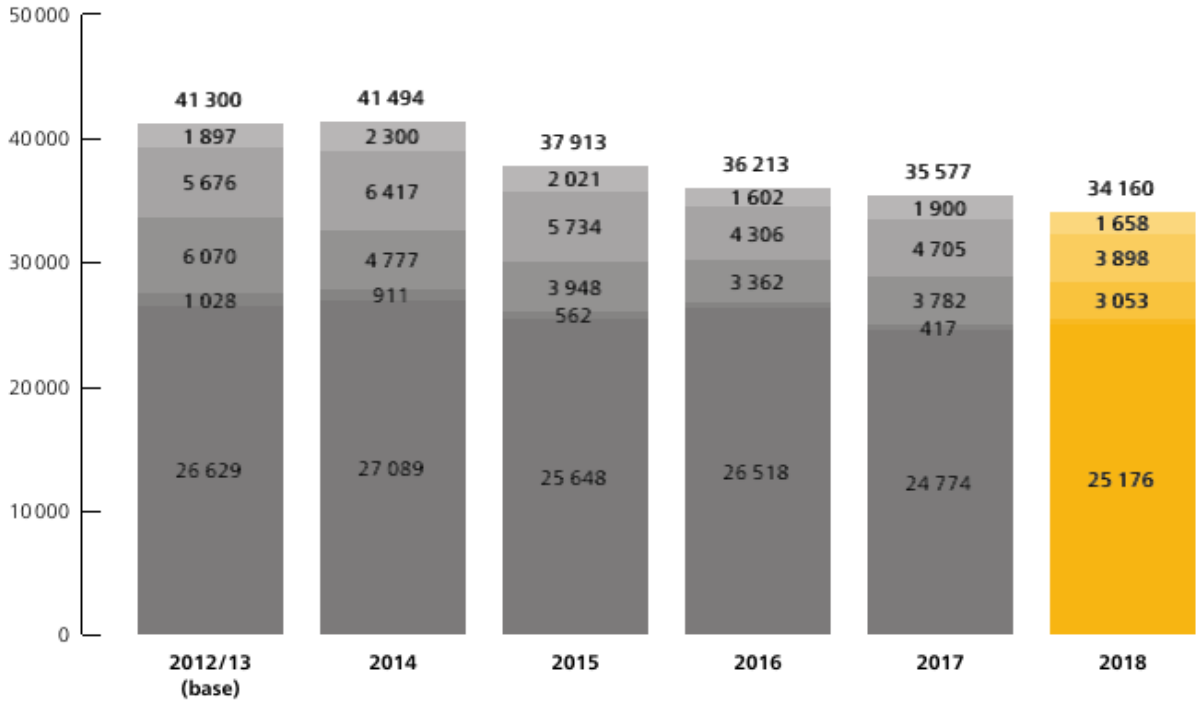
Read more in the report

RESPECT FOR THE ENVIRONMENT

Status: end 2018

Greenhouse gas emissions, Implenia Switzerland (Scopes 1 + 2)

by fuel type in tonnes of CO_2 equivalent



Electricity
Heating oil
Natural gas
Petrol
Diesel

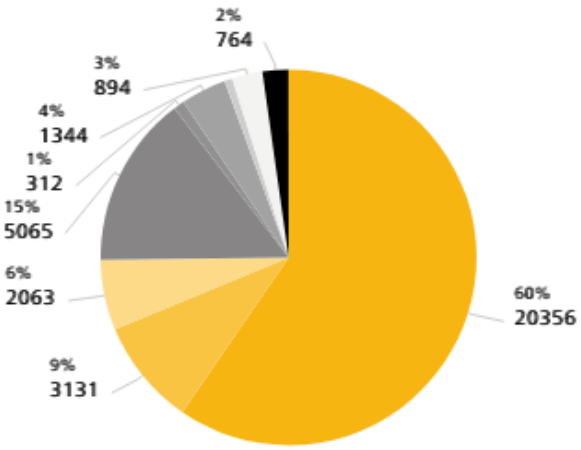
Read more in the report

RESPECT FOR THE ENVIRONMENT

Status: end 2018

Greenhouse gas emissions, Implenia Switzerland (Scopes 1 + 2)

by usage and Scope in tonnes of CO_2 equivalents



- Mobility, lorries and machinery
- Mobility, delivery trucks
- Mobility, cars
- Heating, production facilities
- Heating, workshops
- Heating, construction sites
- Heating, office buildings
- Electrical equipment, construction sites
- Electrical equipment, production facilities and buildings

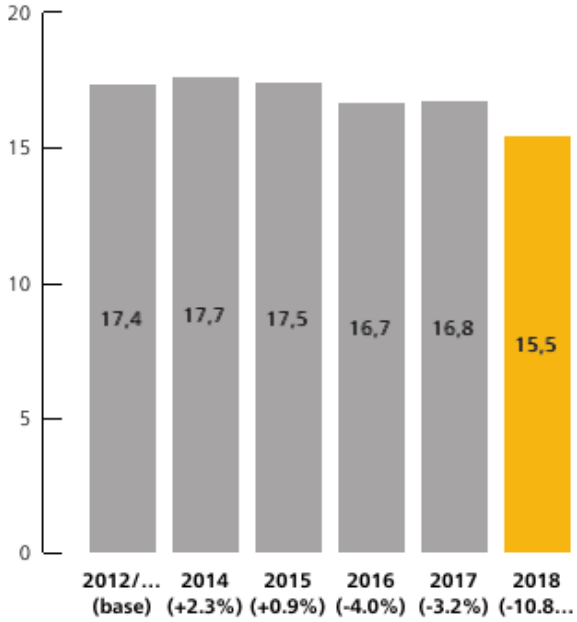
Read more in the report

RESPECT FOR THE ENVIRONMENT

Status: end 2018

Revenue-adjusted greenhouse gas emissions, Implenia Switzerland (Scopes 1+2)

in tCO_2/Mio. CHF and in % of the base year



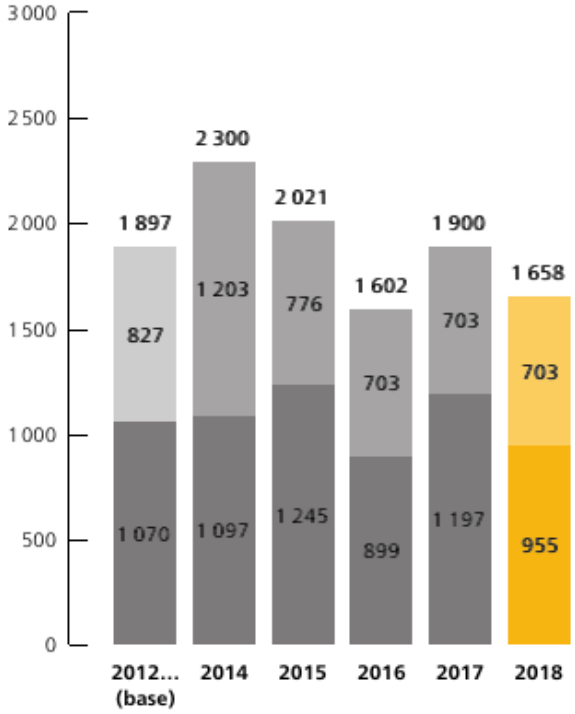
Read more in the report

RESPECT FOR THE ENVIRONMENT

Status: end 2018

CO_2 emissions from electricity consumption, Implenia Switzerland

by type and in tonnes of CO_2 equivalent



Non-renewable electricity
CO* hydroelectric power purchased
Renewable electricity

* CO = certificate of origin

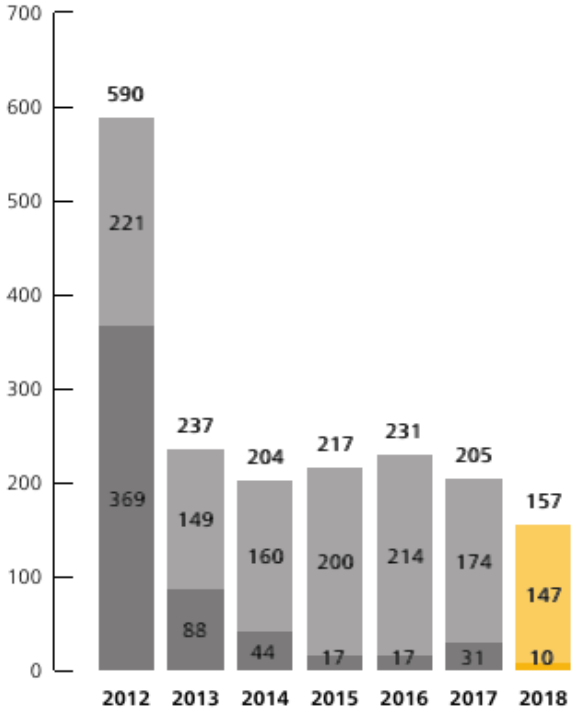
Read more in the report

RESPECT FOR THE ENVIRONMENT

Status: end 2018

Greenhouse gas emissions from air travel, Implenia Switzerland

in tonnes of CO_2 equivalents



European flights
Intercontinental flights

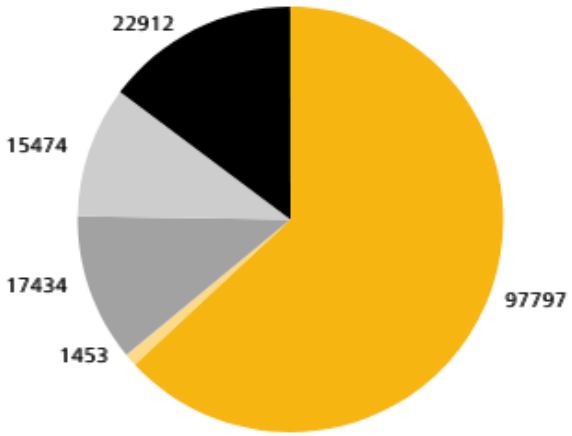
Read more in the report

RESPECT FOR THE ENVIRONMENT

Status: end 2018

Energy consumption, Implenia Switzerland

by fuel in MWh



- Diesel
- Petrol
- Natural gas
- Heating oil
- Electricity (100% renewable + purchased hydropower)

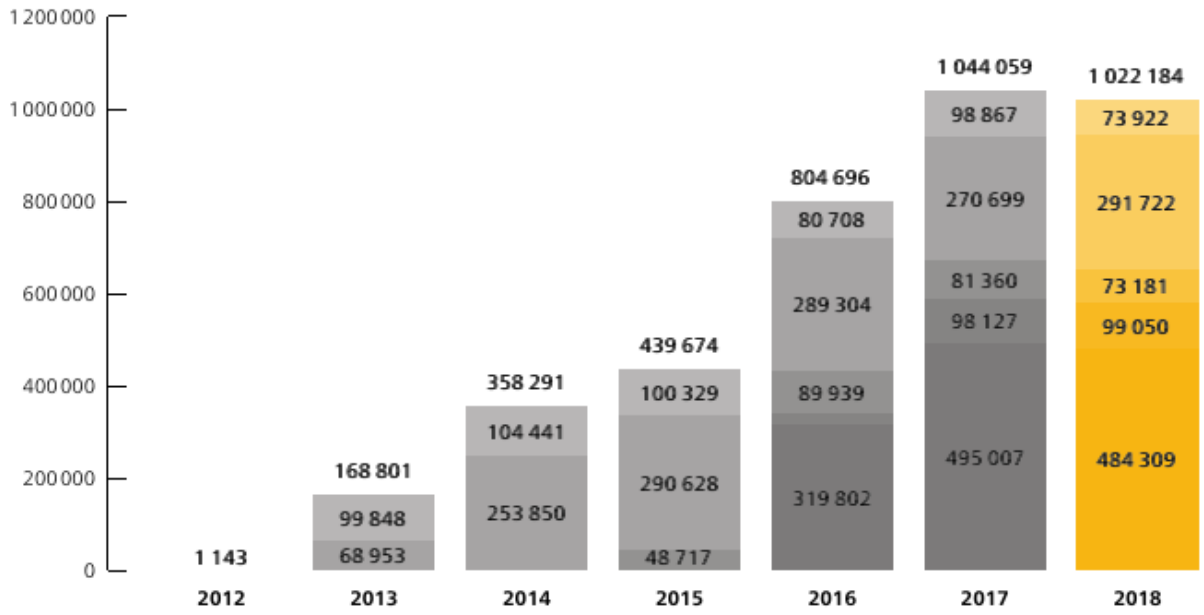
Read more in the report

RESPECT FOR THE ENVIRONMENT

Status: end 2018

PV electricity generated, Implenia Switzerland

in kWh



Workshop Bois de Bay in Satigny (GE)
Workshop Vétroz in the canton of Wallis (VS)
Workshop in Enchandens (VD)
Gravel plan Claie-aux-Moines in Savigny (VD)
Surfacing plant in Ecublens (VD)

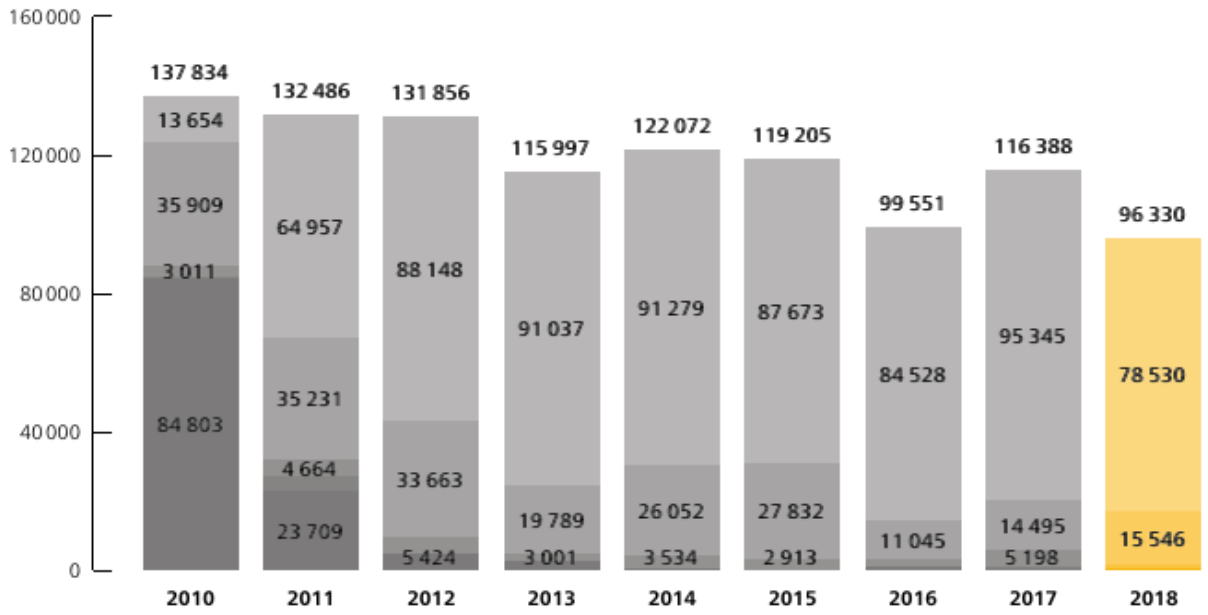
Read more in the report

RESPECT FOR THE ENVIRONMENT

Status: end 2018

Paper consumption, Implenia Switzerland

in kg



Everyday paper – recycled
High quality paper – environmentally certified
Everyday paper – environmentally certified
High quality paper – new
Everyday paper – new

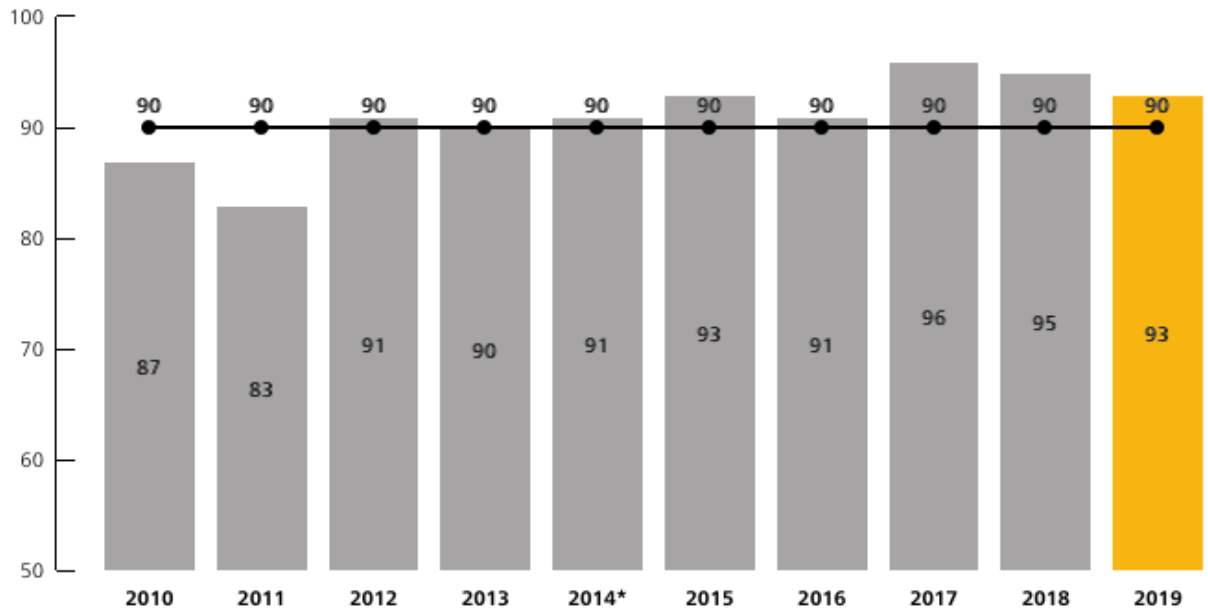
Read more in the report

FINANCIAL AND OPERATIONAL EXCELLENCE

Status: end 2019

Customer satisfaction

in % of satisfied customers that would recommend Implenia



Actual (average)
Target value (minimum)

* Data up to and including 2013 refers to the former Implenia Real Estate / Implenia Buildings

Read more in the report

Sustainability at Implenia

Editorial

Implenia at a glance

Company structure

Sustainability strategy

Implenia is Switzerland's leading construction and construction services company. It also has strong positions in the German, French, Austrian, Swedish and Norwegian infrastructure markets, as well as significant building construction and civil engineering operations in Germany and Austria. In everything it does, Implenia focuses not just on economic success, but also on its responsibilities to society and the environment.

Editorial



Global climate protests are an expression of the fact that many younger people expect politics and business to enable them to have a future worth living. Construction companies like Implenia carry a great social responsibility in this regard.

We accept this and try to act accordingly. In recent years Implenia has done much to improve the sustainability of its activities. Our Sustainability Report shows how we are living up to our responsibilities, and I am proud of what we have achieved. Given the huge challenges we face, however, we have to ask ourselves: are we doing enough?

Sustainability principles could inform our thoughts and actions even more strongly. We need to go further along our chosen path – as a group, as a team and as individual employees. Striving for sustainability is not a “nice-to-have”; it is the key to our future.

Our employees – whether in the Norwegian fjords, the Black Forest or the Rhone Valley – need to share a common understanding of sustainability. They need to understand how we approach sustainability and exactly what it takes to ensure that our company plays its role in creating a healthy future for coming generations.

Implenia has defined sustainability as one of its corporate values. The foundations have been laid; the job now is to strengthen our sustainability structure at every level. I am personally committed to this. We will only succeed, however, if all those involved – investors, shareholders, customers, employees and business partners – pull together.

I invite everyone, inside and outside our company, to work with us even harder on sustainability and to find common solutions for the future.

Thank you for your support. I look forward to seeing what we can achieve together.

André Wyss
CEO

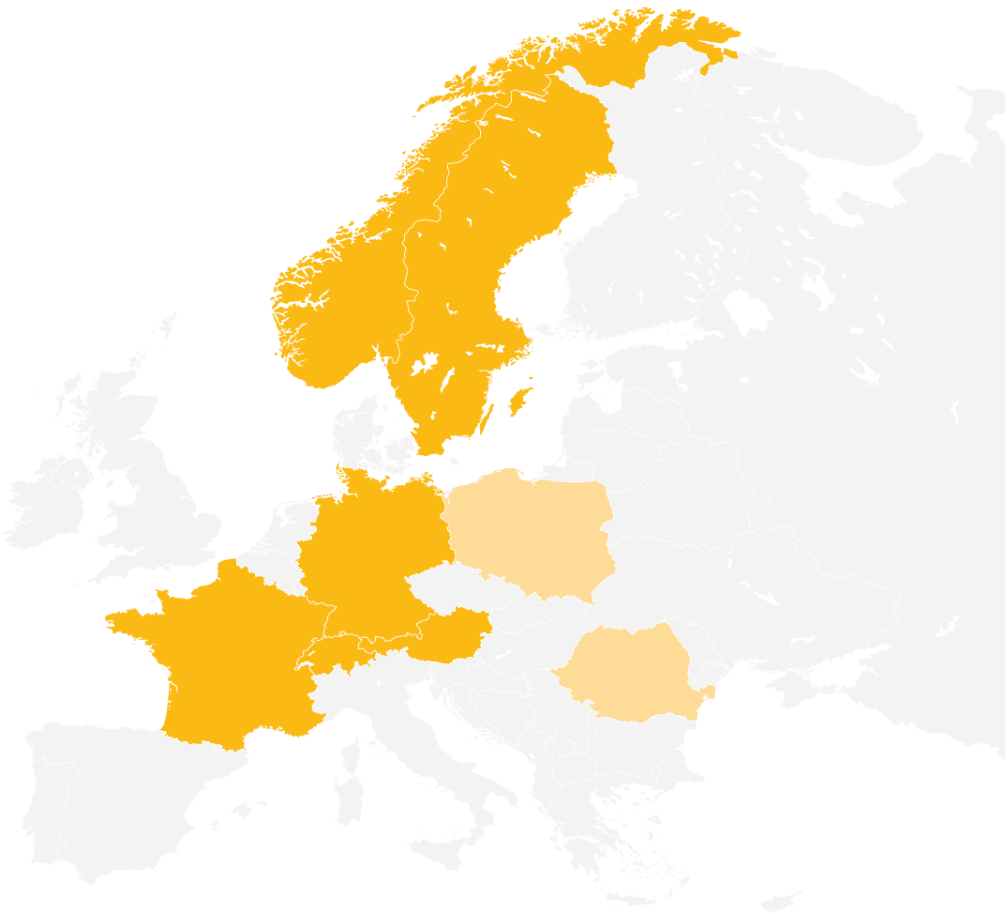
Implenia at a glance

Implenia is an international construction and construction services company with head office in Dietlikon, near Zurich. It can look back on around 150 years of construction tradition. The company's experience, size and financial strength allow it to strive for sustainability in its home markets of Switzerland, Germany, Austria, Norway, Sweden and France, as well as in Romania and Poland. The Group's expertise extends from consultancy and all areas of planning to the construction of buildings and infrastructure projects, enabling it to come up with comprehensive end-to-end solutions. Implenia reported revenue of 4.4 billion Swiss francs in 2018. Its shares are listed on the SIX Swiss Exchange. The financial figures can be found in the company's annual report.

6

Home markets

Switzerland
Germany
Austria
Norway
Sweden
France



Our services at a glance*

Implenia focuses on areas of business where it can stand out from the competition. We are expanding activities in our home markets so we can take better advantage of local knowledge and customer contacts. We are also expanding geographically into other markets with whichever of our capabilities are internationally competitive. Our portfolio consists of four business areas, each distinct in terms of their underlying business models and long-term priorities:

- **Development** handles our integrated property development projects. We already have a leading position in Switzerland in this business, and want to maintain this. We are putting more money into investment properties and are establishing innovative financing models. We are also evaluating market opportunities outside Switzerland.
- **Building Construction** focuses on the integrated conception and construction of complex new buildings, as well as the modernisation of existing properties. Implenia is one of the leading companies in several of its home markets, especially Switzerland. We position ourselves as an integrated construction services provider across the entire value chain, and we are building up our customer-facing capabilities in consulting and planning. We also continue to grow as a general and total contractor, especially in our home markets. We may also consider targeted consolidating acquisitions.
- **Civil Works** includes the regional businesses (e.g. road and railway construction), foundation engineering and tunnel construction. In all of these areas, Implenia has a leading position in Switzerland and a recognised presence in its other home markets. We want to work with partners in foundation engineering and tunnelling in order bring our internationally competitive capabilities to new markets, just as we have done recently in France. We are expanding our engineering capabilities across the value chain. In regional business we are focusing on our home markets and on optimising our competitiveness there.
- **Specialities** includes our innovative niche offerings, such as wood construction, pre-tensioning technology and facade construction. We are continuously building up our capabilities in order to take advantage of the fundamental changes occurring in the construction industry, and we maintain a focus on innovation at all times. We scale up successful services, but withdraw from activities that do not offer long-term potential for market leadership.

Vision and values

Our mission is to work with and for people to develop sustainable real estate, and to construct buildings and infrastructure that meet their modern living, working and mobility needs.

Our five core values are:

- **Excellence:** We meet the highest standards with our projects, services and internal processes.
- **Collaboration**: We bring together our multifaceted market expertise and technical capabilities for the benefit of our clients and other stakeholders.
- **Agility**: We recognise opportunities and risks early on and tackle these quickly, both strategically and operationally.
- **Integrity:** We meet a high ethical standard, are honest and always do what we have agreed to do.
- **Sustainability:** We achieve results that endure and we protect our fellow humans and the environment

Company structure

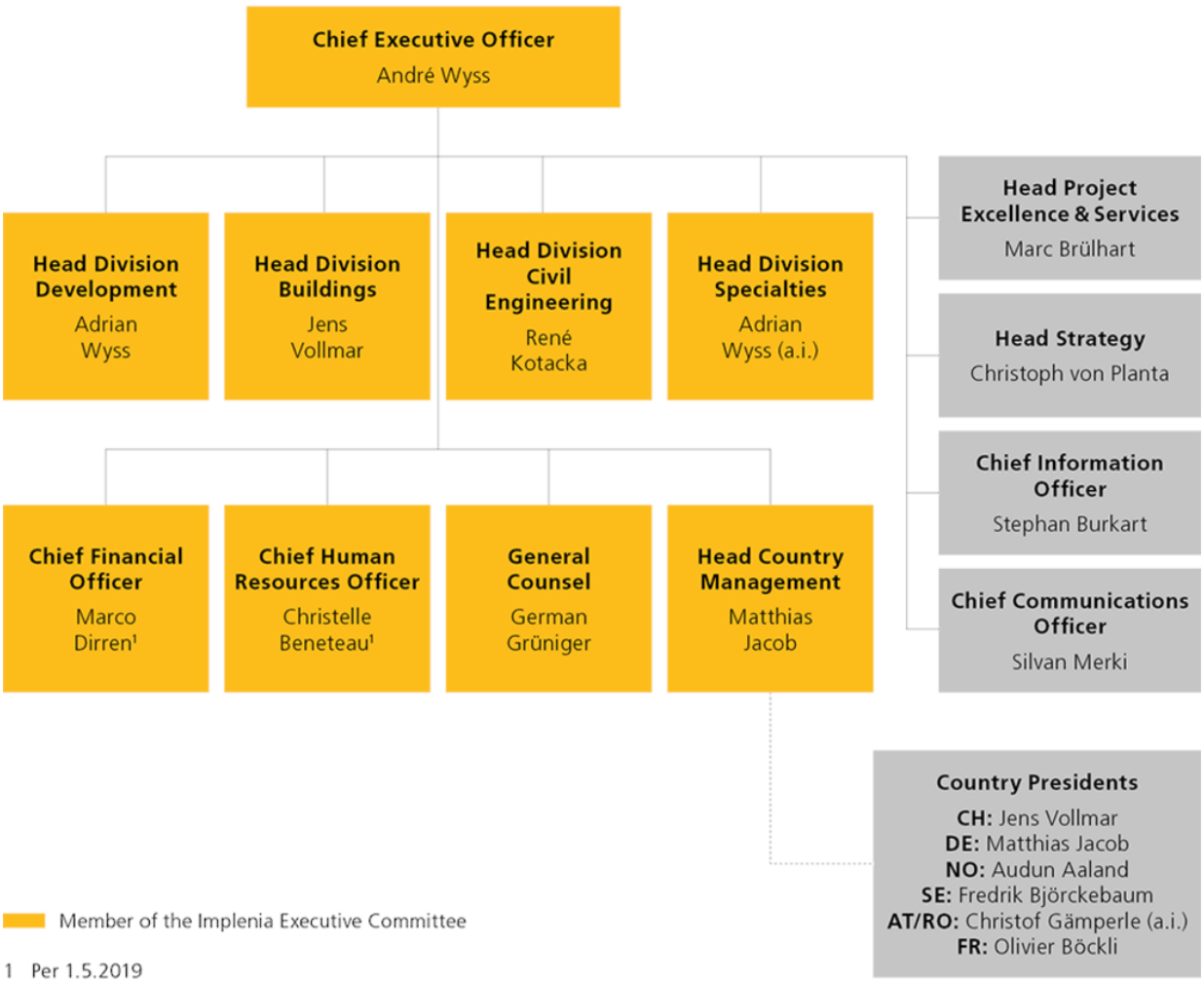
Implenia consists of operational and corporate units. The nine operational units concentrate on their respective core competencies and geographical markets, but also work closely together on company-wide projects. The operational units form the following four business segments:

- **Development**: From initial idea through to finished building project – Implenia is Switzerland's leading real estate developer.
- **Switzerland**: Generalist for Swiss construction – from new buildings and modernisation, to road construction and civil works.
- **Infrastructure**: Large and complex tunnelling and foundation engineering projects in the home markets and beyond.
- **International**: Regional civil works in Germany, Austria, Romania, Norway and Sweden, with building construction capabilities in German-speaking countries.

The operational units are supported by the corporate units: Human Resources, Technical Center and IT, as well as the Corporate Center, which provides central services including Corporate Controlling, Corporate Reporting & Tax, Business Development, Treasury & Investor Relations, Legal, Marketing/Communications, Insurance and Procurement.

The most senior management bodies of the Group are the Board of Directors (Board), which appoints and monitors the operational executives, and the Implenia Executive Committee (IEC), which is made up of the CEO, CFO, General Coundel, Head Country Management and of the Heads of the four Divisions. The Board of Directors has six members and is responsible for the Group's strategic and financial leadership. None of the members of the Board of Directors performs an operational management role for Implenia or any of its group companies.

Implenia Group (from 1 March 2019)



1 Per 1.5.2019

Proven sustainability organisation

Since the start of 2019, Implenia has consolidated and continued to develop its Group-wide technical capabilities within the Project Excellence & Services Competence Centre. This focuses on Process Optimisation, Sustainability and Environmental Protection, Health and Safety, Building Information Modelling (BIM), Quality, Value Assurance, and Equipment and Technology Services.

The Project Excellence & Services Competence Centre includes the Sustainability Department, which has teams in the German-speaking and French-speaking parts of Switzerland. The experts there deal with sustainability management and reporting, help with sustainability measures within construction projects and promote Group-level initiatives. As the following table shows, the Sustainability Department provides both project-specific (sustainable construction) and internal (sustainable Implenia) services.

Sustainability Department services

Sustainable construction	Sustainable Implenia
– Project-specific expertise	– Group-wide services
– Advice and support on national and international sustainability labels, from development and project acquisition to completion	– Definition and implementation of the company's sustainability strategy
– Embedding internal sustainability and environmental protection goals in construction projects	– Internal and external communication; reporting of sustainability indicators
	– Implementation of Group-wide sustainability initiatives, including CO_2 reduction measures

The Sustainability Department is supported and monitored by the Sustainability Committee, which consists of the CEO, the Head of Project Excellence & Services, a representative of the Buildings Division, the Chief Communications Officer, and the Heads of Sustainability in German-speaking and French-speaking Switzerland. The Sustainability Committee meets four times a year to discuss the latest issues, to define sustainability goals and to take strategic decisions about the Group's social commitments, ethical guidelines, working conditions and environmental protection measures. Sustainability reporting is also reviewed by the Sustainability Committee. Important sustainability issues are discussed at meetings of the Group Executive Board. As part of the Group-wide reorganisation, the sustainability organisation is also being adjusted in 2019.

Integrated sustainability management

Sustainable development is a holistic concept. It has to be put into practice across all parts of the business. Sustainable development is a Group-wide responsibility that touches on all activities and that requires the commitment of all employees at every level of the company. This is why Implenia follows an integrated form of sustainability management.

The Sustainability Department's task is to take up significant issues, analyse them and propose measures and targets. Defined measures are implemented in collaboration with the relevant operational divisions and global functions.

Responsibility for implementation normally rests directly with operational line managers or with the Global Functions, rather than with the Sustainability Department itself. Each division has at least one person responsible for safety, quality and sustainability. They play an important role in bringing sustainability issues into the operational side of the business. Implenia thus ensures that all business units engage intensively with sustainability issues and work to achieve the defined goals.

At the start of every year the Project Excellence & Services Competence Centre prepares the main annual targets in collaboration with the divisions and global functions. During the year, management meets with the people responsible for the targets at "Touchpoint" meetings, each of which is also attended by the Group Head of Sustainability. At the first Touchpoint, the annual goals are discussed, amended where necessary and signed off. At subsequent Touchpoints, implementation progress is discussed and next steps are defined. This process allows the responsible people to check regularly whether the measures are doing what they are supposed to do, and to coordinate between individual business units.

Sustainability strategy

Sustainability has been an integral part of corporate strategy since 2009. The following timeline shows the key milestones of recent years.

Our milestones

2018



NEW

4. Sustainability Report (Issue August 2018)

Support of «Smiling Gecko»

Sustainable supply chain management

2017

Sustainability Workshop

Opening of a new wood construction production hall

Involvement with universities

2016

Environmental concept

BIM

Digitalization strategy

Awareness-raising campaigns

2015



3. Sustainability Report 2014/2015

Stakeholder dialogue

Strengthening of the security culture

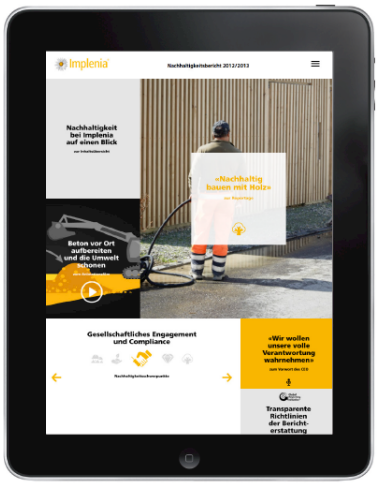
Young Generation initiative

2014

SNBS-pilot project "schorenstadt"

Code of Conduct

2013



2. Sustainability Report 2012/2013

CO2-Footprint

Winning the Future

2012

Solar power production

Member of the Swiss Sustainable Construction Network (NNBS)

2011



1. Sustainability Report 2011

ECO-Drive training

2010



5 Sustainability priorities



Internal sustainability impact assessment system GeNaB®

2009



Vision, values and strategy

Impact of our business activities

Around 80,000 people work in the Swiss construction sector, and each year they generate around 33 billion francs in added value, which is equivalent to around 5 percent of GDP. In doing so they process a total of 63 million tonnes of material*. Of this, 88 per cent (56 million tonnes) is accounted for by building materials, and the remaining 12 percent by energy (equivalent to 7 million tonnes of oil).

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

These figures give an idea of the construction sector's significance for the economy, society and environment. Implenia's activities also have significant effects on all three spheres of sustainability. The company takes responsibility for the impact it has and has made a long-term commitment to the welfare of current and future generations.

Implenia's opportunities to influence environmental impact vary depending on where its products and services sit within the value chain. At the planning stage of a project, for example, fundamental decisions can still be taken about using "greener" materials and reducing operational energy consumption; but if Implenia only comes in at the construction stage, the main focus will be on environmentally friendly working practices (see also next chapter).

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

Implenia assigns top priority to curbing climate change. It wants to help mitigate it and tries to reduce its greenhouse gas emissions as much as possible. The company does this in its own projects by using innovative techniques that use less grey energy, and by minimising direct consumption of fossil fuels at building sites, depots and production facilities.

* MatCH-study of des BAFU, 2017
** Swiss key figure for the calculation of life cycle assessments (see explanation under **Bundesamt für Umwelt**)



Environment

30%
of greenhouse gas emissions

40%
of national energy consumption

50%
of waste generated



Society

1,700,000
buildings, providing

4,300,000
homes

71,500 km
roads

5,100 km
railway tracks

53,000
accidents at work every year



Economy

CHF 62 billion
spending on construction every year, a third of which is funded by the public purse

322,000
Full-time positions

Source: Data according to Swiss Federal Statistical Office (FSO) and Swiss Energy Foundation

Different ways of exerting an influence

With buildings that it develops itself from beginning to end, Implenia can design and plan sustainably right from the start. It can take account of a wide variety of criteria and use the internally developed GeNaB® assessment tool (GeNaB® is the German acronym for "total evaluation of sustainable construction".

In most cases, however, Implenia works on private and public sector projects as general or total contractor (GC/TC), meaning that it has to follow plans made prior to its involvement. For this type of project, the environmental impact of the building in its operational phase – things like its energy intensity – will already have been largely determined by the client. Implenia can only have an indirect influence in such cases, for example by offering more socially and environmentally friendly options and materials. Ultimately, the decision will rest with the client.

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

As a major buyer of construction materials such as concrete, steel, gypsum, natural stone and glass, Implenia is highly dependent on the availability of these resources. This also means that Implenia can make a real difference through its purchasing decisions. It can favour local materials, or only those that have a low grey energy profile. Such practices are only possible, however, with the support of customers and only if the supply chain is transparent. Unfortunately, however, too little information is available for many materials (see Supplier Management chapter).

Risks and opportunities created by climate change

As a construction and construction services company with a broad portfolio, Implenia is affected by climate change in a variety of ways. As shown in the table below, climate change brings economic opportunities as well as risks. Changes in the climate could, for example, prompt a response from customers that increases the number and size of orders for renovation and modernisation. Preventive measures against climate change – like better insulated buildings or renewable energy plants – offer Implenia opportunities to apply its expertise in these areas. At the same time, however, increasingly extreme weather could pose real problems for companies and make it more difficult for them to make plans.

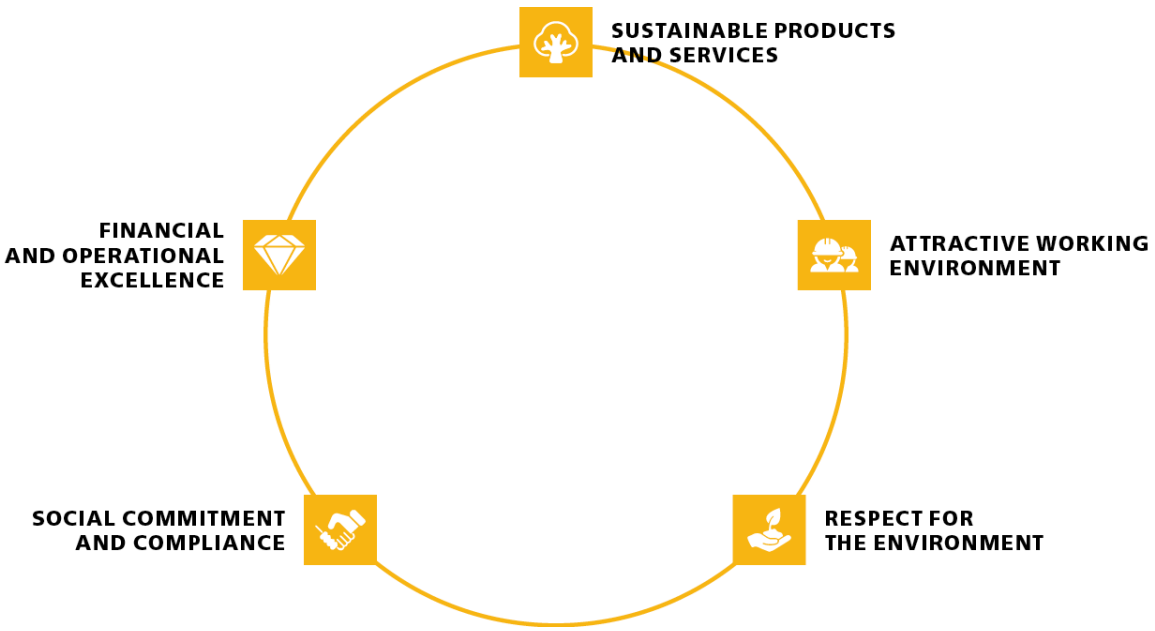
It is almost impossible from the current standpoint to predict what the ultimate effect of climate change will be on businesses. What is certain, however, is that Implenia needs to prepare for the expected change and be ready for future developments.

Opportunities	Risks
– Sustainable solutions as a distinguishing feature in private and public tendering processes	– Supply problems
– More stringent requirements for energy efficiency in the building stock require specialist know-how	– Volatile raw material prices
– Greater demand for infrastructure buildings for renewable energies (e.g. pumped storage power plants)	– Extreme weather events have a negative impact on employees and construction processes.
– Demand for high-quality, robust infrastructure (roads, tunnels, bridges, buildings) that can survive natural disasters	– Increasing planning risks
– Greater demand for building renovation due to extreme weather fluctuations	– More complex construction methods owing to more complex requirements (e.g. building technology, building envelopes)
	– Increasingly strict building regulations (e.g. with regard to soil sealing)

Materiality defined together

Implenia's sustainability strategy is based on five material topics priorities. The company first formulated these in an internal process in 2010 and has applied them consistently ever since (see chart). These material topics cover the economic, ecological and social dimensions of sustainability and shape the whole Group's sustainability commitment. In order to cover all the relevant topics properly, Implenia has changed its "Financial Excellence" sustainability topic to "Financial and Operational Excellence". As well as financial issues, this newly defined priority now also covers matters relating to digitalization, Group-wide processes and projects, and customer satisfaction.

Implenia's material topics



At Implenia, the three dimensions of sustainability are covered by five thematic priorities, which also form the backbone of the company's sustainability report.

At the end of 2015, Implenia, working with internal and external stakeholders, conducted a materiality analysis based on GRI guidelines in order to review its priorities. The analysis confirmed that the company and its sustainability strategy were on the right track. The materiality analysis was updated and clarified at an internal sustainability workshop during a management conference in February 2017.

Finally, Implenia is guided in its sustainability work by the UN's internationally agreed Sustainable Development Goals (SDGs). The company wants to help achieve these objectives. The table shows which SDGs are covered by Implenia and its sustainability priorities.

Relevant SDG grouped into our five material topics

Material topics of Implenia	Sustainable Development Goals (SDG)	
Sustainable products and services		– **SDG 9.1:** Develop quality, reliable, sustainable and resilient infrastructure – **SDG 9.4:** Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies
		– **SDG 11.3:** Enhance inclusive and sustainable urbanization
Attractive working environment		– **SDG 5.5:** Ensure women's full and effective participation and equal opportunities
		– **SDG 8.5:** Achieve full and productive employment and decent work for all women and men – **SDG 8.6:** Substantially reduce the proportion of youth not in employment, education or training – **SDG 8.8:** Protect labour rights and promote safe and secure working environments for all workers
Respect for the environment		– **SDG 6.3:** Improve water quality
		– **SDG 11.6:** Reduce the adverse per capita environmental impact of cities
		– **SDG 12.4:** Achieve the environmentally sound management of chemicals and all wastes – **SDG 12.5:** Substantially reduce waste generation through prevention, reduction, recycling and reuse
Social commitment and compliance		– **SDG 13.3:** Improve education, awareness-raising and human and institutional capacity on climate change



– **SDG 16.5:** Substantially reduce corruption and bribery in all their forms

Financial and operational excellence



– **SDG 8.3:** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation

Based on the 2015 materiality analysis and on the SDGs, at the start of 2018 Implenia adjusted its sustainability strategy for 2020. The company now incorporates suppliers and subcontractors more into the implementation of its sustainability goals; this accords with the general trend towards more transparency in the upstream supply chain.

Finally, Implenia wants to do more for sustainability outside its normal business activities, and at the start of 2017, following a sustainability workshop, the company started its "Implenia without Borders" initiative.

Strategic approaches and key themes of Implenia's material topics

Why is the topic relevant and what are the risks and opportunities?	Aims for 2020
Sustainable products and services	
When carrying out building projects, we affect nature by creating environmental emissions. The way Implenia builds can also have an indirect effect on the emissions generated once the completed building is actually being used (e.g. energy consumption for heating and cooling).	To our aims 2020
A large proportion of emissions are generated in the production and procurement of construction products. It is important to raise awareness among suppliers and subcontractors and, where possible, work with sustainable partners.	
Attractive working environment	
Construction is an industry in which there is a high risk of accidents, so ensuring a safe working environment is Implenia's highest priority.	To our aims 2020
There is a shortage of skilled personnel in the construction industry. Training and developing its own construction workers is therefore crucial to the Group's long-term effectiveness.	
Long-term retention and continuing development of its employees is central to the company's performance, culture and stability.	
Respect for the environment	
The construction industry generates considerable quantities of building waste; it is also one of the largest consumers of energy and, therefore, producers of CO_2 emissions.	To our aims 2020
Sometimes on building sites, there isn't enough knowledge about the environment. Environmental protection is not yet consistently embedded in all core processes.	
Social commitment and compliance	
To prevent infringements of the Code of Conduct, employee-awareness measures need to be continued and the principles set out in the Code need to be embedded in business processes.	To our aims 2020
The impact of Implenia's business activities on the environment, society and the economy is far-reaching. It is important that the company is involved in the long-term development of its immediate and more distant environment.	
Knowledge of our own impact is essential if we are to assess and continually develop our mitigation efforts.	
Financial and operational excellence	
As an international company it is important that we share experiences and know-how within and between all business units.	To our aims 2020
Clear processes and instructions can help prevent errors and increase efficiency. Owing to the high risks and generally lower margins associated with building projects, efficient and intelligent processes are absolutely critical.	

Our stakeholders

Implenia's Code of Conduct defines the company's most important stakeholders. Our dealings with these stakeholders are briefly described below.

Employees

All of Implenia's managers are required to foster active dialogue with their staff. One major vehicle for this communication is the target-setting meeting, which takes place every year as part of the management-by-objectives strategy and which is supported by a web-based employee management tool called "iperform". The company uses various internal communications tools, including the employee magazine "Impact", which appears twice year, the intranet, staff events and an electronic newsletter. The CEO also writes directly to employees several times a year in his "CEO Letter".

The "GEBO mailbox" enables employees to contact the Group Executive Board directly. Implenia actively manages a variety of internal and external social media platforms designed to increase contact between employees. These include Yammer (internal), LinkedIn (external), Xing (external), Facebook (external), YouTube (external) and Instagram (external).

Customers

Its customers are at the heart of everything Implenia does. As well as numerous contacts at the project level, the company also pursues general, non-project-specific communication with major customers. Approximately 50 such discussions take place in Switzerland each year. These help foster mutual understanding and give Implenia a valuable external perspective.

Its "One Company" approach has brought Implenia closer to its customers in recent years thanks to improved internal and external interfaces. Monthly meetings take place at management level each month to ensure customers are served as effectively as possible. A survey is conducted after each project so customers give detailed feedback on working with Implenia and rate the company's services. Implenia also regularly gathers customer statements on topical issues and projects and then uses internal communications to make these statements available to employees as important feedback.

Shareholders and investors

Implenia follows an open, transparent and timely information policy in the interests of its shareholders, investors and the general public. In its periodic and ad hoc reporting, Implenia is committed to equal treatment of all stakeholder groups with regard to timing and content. As with customers, Implenia also gathers regular feedback from its investors and communicates this external perspective to employees through the "Impact" staff magazine and other channels.

Comprehensive information about the company is available to all investors, journalists and other interested parties under the **«Investors»** link on our website. Sustainable investors can also find more information in the "Sustainable Investment" section of the site.

Suppliers

When choosing business partners, Implenia looks for companies that share its own core values. Subcontractors, suppliers and manufacturers are obliged to follow the **Code of Conduct** Implenia has had a supplier management system in place for several years now. This makes its business relationships more transparent and enables communication with suppliers and subcontractors on an equal footing. This relationship is further cultivated at the annual supplier days.

Implenia met most recently with its suppliers in May 2018 under the slogan "Gemeinsam zum Erfolg" ("Successful Together"). The event was attended by some 300 business partners and Implenia representatives, who discussed issues such as compliance, cooperation and contract design. At the end of the day, Implenia awarded prizes to its suppliers for outstanding achievements in sustainability, innovation and partnership.

Public authorities

Implenia is committed to a professional relationship with governmental institutions. The company takes great pains to comply with the law as it applies to its tightly regulated field of activity. In the case of alleged or actual conflicts, the company cooperates fully with the authorities, helps with investigations and communicates transparently.

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

Social partners and associations

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

Media

Implenia runs an active and open communication policy. The Communication Department provides the press and electronic media with timely and comprehensive information about relevant events. Our communication experts also regularly invite journalists to information events to keep them up to date with the company's activities and business performance. In this way Implenia can provide transparency to the broader public as well as to its specific stakeholder groups.

Society

Professional media work is only one part of the Group's information sharing efforts. Another important strand is direct contact with the people who are affected by our construction activity. For larger projects, Implenia organises public information events and site visits. Implenia makes particular efforts to communicate actively with local people when it is undertaking projects in urban areas.

Sustainable products and services

Sustainability standards in building construction

Updated GeNaB®

Timber on the rise

Innovations in materials engineering

Refocused supplier management

Implenia always aims to use sustainable solutions when working on building projects. The company can have the most influence on sustainability when it is developing its own real estate projects. Beyond this, Implenia requires its suppliers and planners to operate sustainably, and it is actively committed to sustainable construction standards.

Achievements in 2016 and 2017



Number of completed major building projects with a sustainability certificate has increased by 61% to a total of 37 since 2012.



Sustainability assessments performed for around 1,100 suppliers and improvements made to the supplier portfolio. Web-based "360° view" visualisation tool successfully launched.



Opening of new timber construction production hall and decision taken to now only use wood with the FSC, the PEFC or an equivalent label. Implementation of decision for Switzerland's largest wooden residential complex in Winterthur.



Project successes celebrated in contract acquisition thanks to the integration of sustainability concepts.

Goals for 2020

- Consistently integrate sustainability concepts into our bids for large-scale projects
- Execute our own development projects in line with the Swiss Sustainable Construction Standard (SNBS)
- Consistently embed our sustainability requirements with our suppliers, planners and subcontractors
- Build up our internal expertise in sustainable building and adapt our core processes accordingly



Sustainability standards in building construction

There are a whole series of sustainability standards for building construction. Labels such as LEED, DGNB, SNBS and Minergie demand different requirements and focus on different aspects. In 2018 Implenia had around 51 major building construction projects underway in Switzerland and Germany – about 122 percent more than in 2012. In 2017, Implenia generated 20.4% of its total revenue with certified buildings.

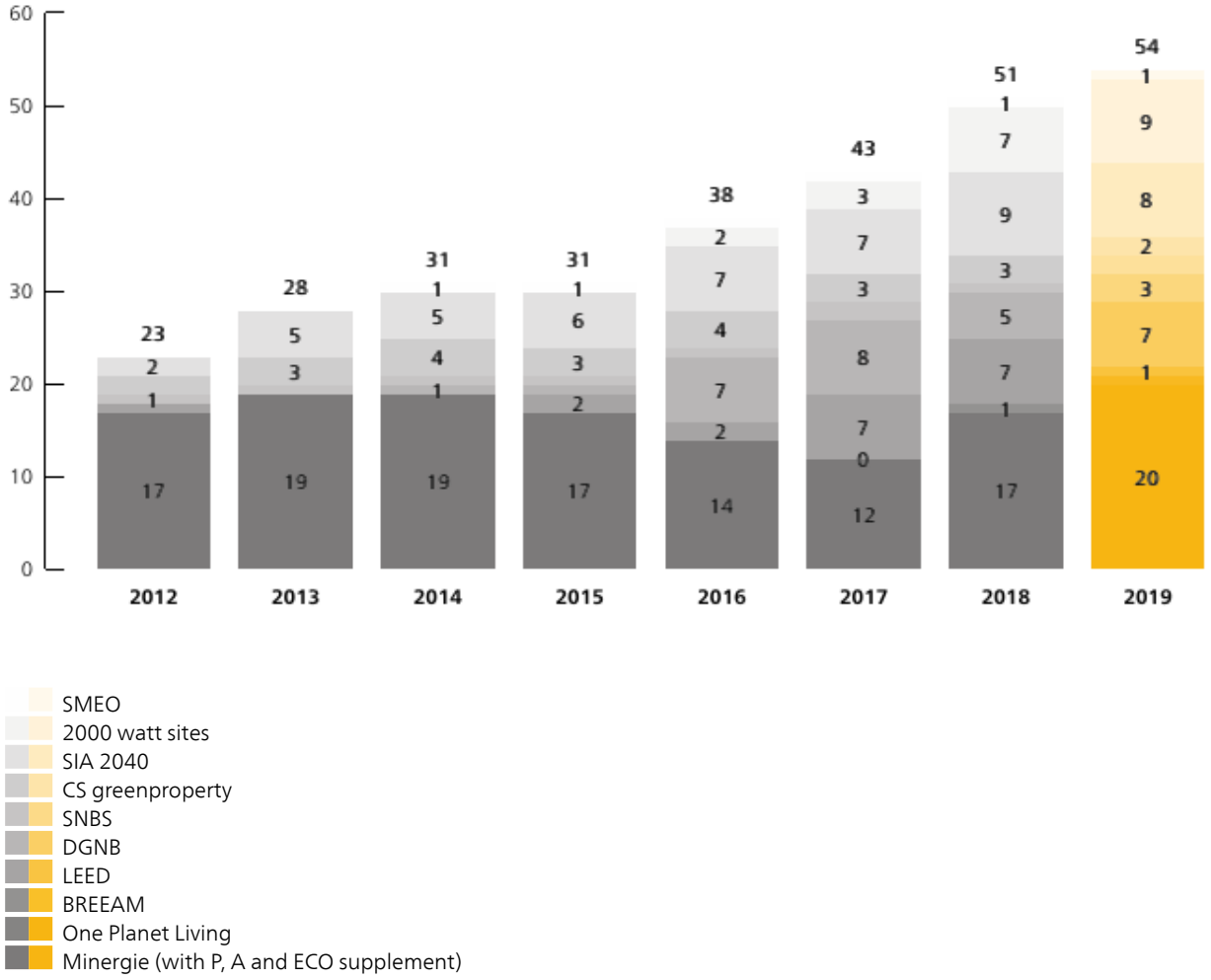
As well as its considerable practical skills in implementing various sustainability standards, Implenia has also helped to develop them. In recent years it has been involved, for example, in formulating the "Standard Nachhaltiges Bauen Schweiz" ("Swiss Sustainable Construction Standard", or SNBS), which integrates various existing approaches, such as 2000-Watt Society and Minergie-ECO.

Switzerland's Sustainable Construction Network launched the revised SNBS Version 2.0 in August 2017. The standard is now linked to a certification system. Parallel to this, Implenia decided that the Lokstadt urban development project in Winterthur (ZH) should be a sustainability beacon project and that it should meet the stringent "2000-Watt Site" criteria.

Status: end 2019

Sustainability certificates in building construction

in number





Project Andreasturm
Sustainable beacon project in Zurich

Implenia is building the Andreasturm tower for Swiss Federal Railways (SBB) in Zurich-Oerlikon. The 21-storey building is a pilot project for our internal ...

Read the story

One Planet Living
The WWF's One Planet Living (OPL®) method calls on people and businesses to reduce their environmental footprint. Humanity consumes approximately 60 percent more resources – food, water, energy etc. – each year than the planet can renew over the same period.*

As an intensive user of materials and energy, Implenia accepts its responsibilities: Working with the WWF, we used the OPL guidelines to develop a method for planning new sustainable neighbourhoods. This helps the local community, the project owner and the WWF to harmonise their visions for the project and work together to find ecological, social and economic solutions. Because the three parties work closely together from the start, they can plan investments efficiently and avoid conflicts, from the first draft to the end of the project.

The methodology has been freely available to everyone involved in land use planning and the real estate sector since 2017. In addition, the Sanu Learning Center has trained 15 specialists who can provide expert support for the method. The network of Swiss technical universities also backs the method, with several professors validating the processes involved.

* Living Planet Report 2016



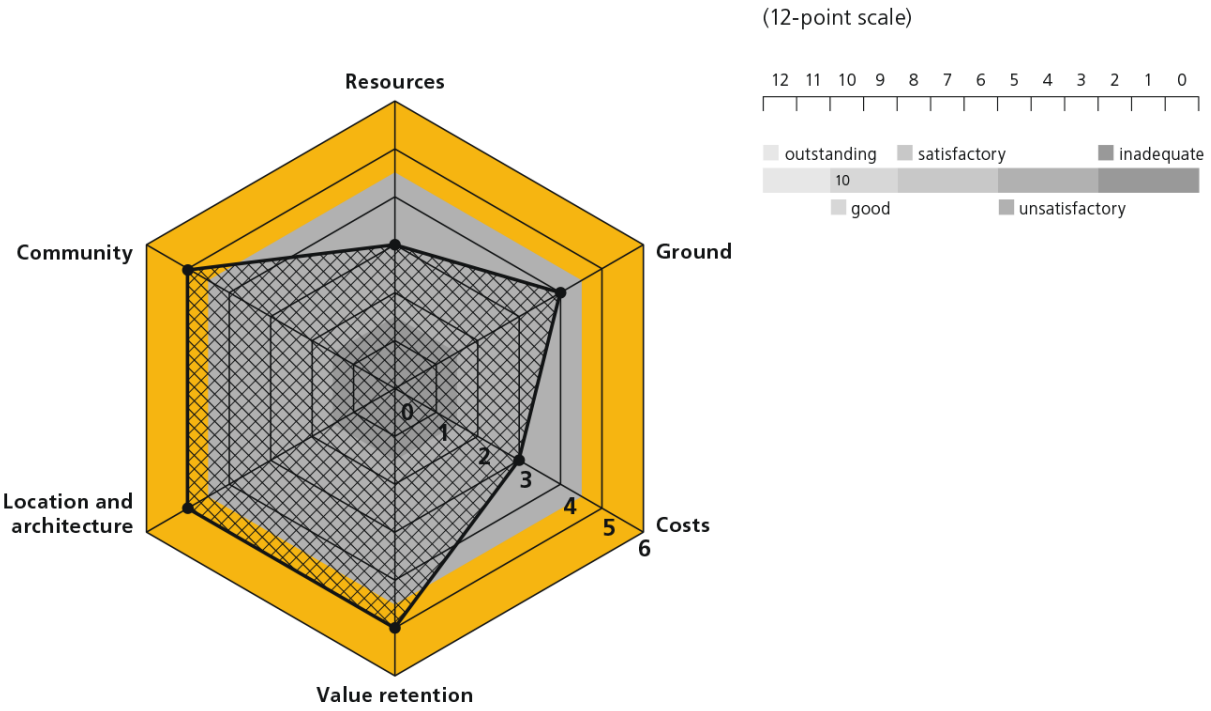
Illustration of a residential area with gardening according to the 5 principle of One Planet Living «Local and sustainable nutrition».

Updated GeNaB®

Its own real estate projects give Implenia the most scope to affect sustainability. These are the buildings it plans, designs – and often builds – itself. When Implenia is the project developer, it can determine the location, the architecture and the construction and energy concept at an early stage. These factors then affect all the subsequent phases of construction and, in particular, have a decisive impact on the sustainability of the building's operation once complete.

When it is acting as project developer, Implenia uses a tool that it has developed to evaluate building projects: GeNaB®. This helps the company take a coherent approach to the sustainable implementation of its own projects. The Sustainability Department has refreshed and expanded the tool in recent years. Specifically, it has aligned it with the SNBS standard. The new version of GeNaB® is currently being piloted and will be introduced definitively in 2019.

GeNaB®, Implenia's internal assessment tool, covers environmental, social and economic criteria.



Timber on the rise

Alongside its conceptual tools, over recent years Implenia has developed extensive expertise in the use of sustainable techniques and materials, especially wooden construction. Thanks to new building methods and its low grey energy content, wood has regained its importance as a natural construction material. The production of timber buildings generates up to 30 percent less greenhouse gas emissions than conventional masonry buildings.

In order to cope with growing demand, Implenia built a new wooden construction production plant in Rümlang (ZH). The plant, opened in 2017, allows Implenia to implement more complex projects to the highest quality, and has increased the company's production capacity by a third. The new building also helps reduce greenhouse gas emissions by using left-over wood to fuel the heating system for the main hall and neighbouring depot.

Thanks to pioneering projects like "schorenstadt" in Basel, "Neugrüen" in Mellingen (AG), the "Kaeng Krachan" elephant house at Zurich Zoo, and the "Giesserei" multi-generational residential development in Winterthur, Implenia is one of Switzerland's leading companies for wood construction. In Winterthur, the company is currently building the largest timber-built housing project in the country: the "sue&til" development will provide more than 300 homes. The 250,000 wooden elements required for the project are all made in the new wooden construction plant.

In the projects it develops itself, Implenia only uses wood and wooden materials that carry an FSC, PEFC or equivalent label. Implenia Wooden Construction also uses Swiss timber as much as possible, and helps FSC Switzerland carry out important projects. Specifically, Implenia makes a financial contribution to help implement the Swiss forestry standard and develop an online tool to improve the marketing of certified wood within the construction sector. The FSC standard is still not as widespread in construction as it is in the paper and printing industries.





Implenia Modernization
Renovating - OK, but how?

A complete overhaul or just the bare minimum required? Implenia helps the owners of residential property in need of renovation make a smart decision.

Read the story



Project Lokstadt
Building a sustainable neighbourhood in Winterthur

Implenia is developing and building a whole new neighbourhood in the middle of Winterthur: Lokstadt. The city's first 2000-Watt site will provide a wide variety ...

Read the story

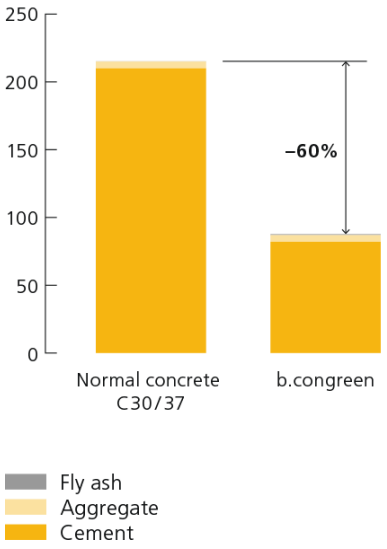
Innovations in materials engineering

The main ingredient of concrete is cement, which is made using a very energy- and CO_2-intensive process. In recent years, the Implenia's Materials Engineering Department has developed two new and more sustainable recipes for concrete. In one of these recipes, called "b.congreen", some of the cement is replaced by fly ash from power plants. Reducing the proportion of cement in the concrete cuts greenhouse gases by up to 50 percent. The mix is particularly suitable for bulky elements such as floor slabs, diaphragm walls and foundation piles.

The second concrete product developed in Implenia's laboratory is "C3 – Carbon Concrete Composite". C3 contains special bundles of carbon fibre, which are used instead of steel to reinforce concrete components. This makes C3, lighter than conventional steel-reinforced concrete, as well as more tensile and corrosion-resistant. Carbon-reinforced concrete saves resources in production and is easier to transport. All this has a positive effect on its CO_2 balance.

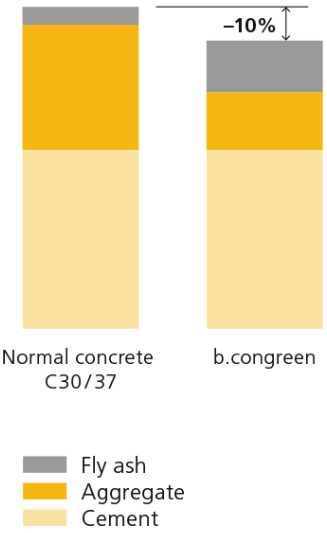
b.congreen – CO_2 emissions comparison

(CO_2 equivalent in kg per m^3 of material)

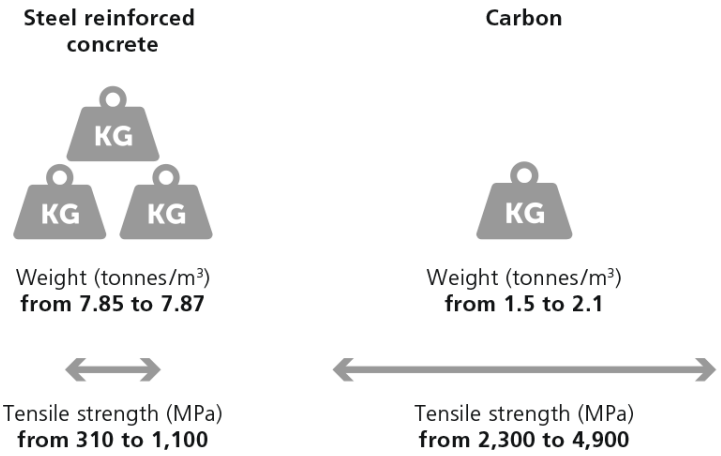


b.congreen – cost comparison

(cost comparison in % by material)



Comparison of carbon and steel-reinforced concrete in terms of weight and tensile strength



Refocused supplier management

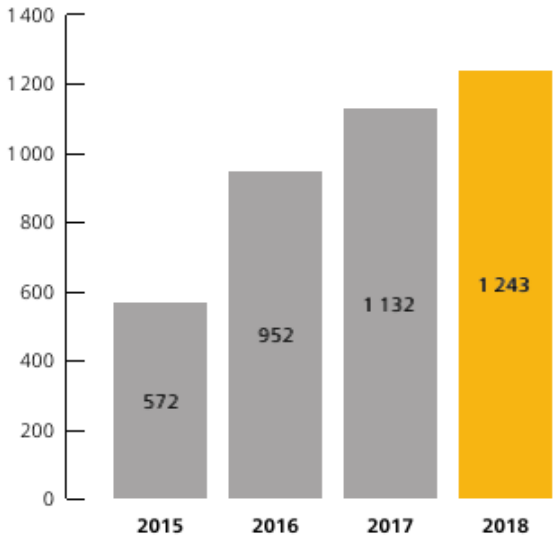
As a construction and construction services company, Implenia buys in building materials such as cement, steel, wood, plaster and paint from external suppliers, as well as sourcing construction services from external carpenters, plumbers, gardeners, etc. In total, the Group spends about sixty percent of its revenue on suppliers and subcontractors.

To avoid risks in this extended value chain, the company has been building up a systematic supplier management system since 2014. Suppliers and subcontractors undergo a qualification process that forms the basis for a long-term working relationship. This requires them to disclose their social, environmental and economic profile. Of the approximately 6,000 subcontractors and suppliers in Switzerland, Implenia had evaluated 1,132 by the end of 2017, including the companies with the largest revenue.

Status: end 2018

Evaluated supplyers

in number of subcontractors and suppliers audited and evaluated according to environmental criteria



Participants in the Sustainability Workshop held at the start of 2017 suggested optimising the supplier qualification process so that procurement decisions were more informed by the sustainability evaluation. As a result, the Procurement Department worked with the Sustainability Department to refine the evaluation process in line with Implenia's «Code of Conduct».

Now all business partners must fulfil clearly defined minimum requirements relating to the environment, working conditions, health and safety at work, quality, purchasing and finance. Today, all partners operating under a framework contract, which together account for 38 percent of revenue, meet these minimum requirements. If Implenia finds that a company is not meeting these minimum standards, it addresses the problem areas directly. The partner concerned will be barred from new orders until the issue is resolved.

By contrast, if a partner goes beyond the minimum sustainability requirements, it is given additional points in Implenia's evaluation system. For example, if a supplier can provide proof of the origin and recycling content of its products, it will receive a higher score. Partners that engage more with environmental issues will thus be in a better position when contracts are awarded.

Implenia uses a web-based visualisation tool to show all the results in a comprehensible fashion. This "360° view" provides buyers and project managers with all the supplier data at any time, anywhere. This tool has been in daily use in Switzerland since the middle of 2018. It is currently being integrated in to the other home markets.

”

Project Andreasturm:

Sustainable beacon project in Zurich

Implenia is building the Andreasturm tower for Swiss Federal Railways (SBB) in Zurich-Oerlikon. The 21-storey building is a pilot project for our internal environmental concept for construction sites and is certified under the highest German sustainability standard: “DGNB Platinum”.



Since the completion of the shell at the start of 2018, the Andreasturm tower at Oerlikon station has provided a new gateway to the business world in northern Zurich. The striking steel, aluminium and glass structure provides around 20,000 square meters of office space, as well as plenty of room for retail, restaurants and cafés, and all with direct access to the rail platforms.

The 80-meter-high building is a genuine beacon project, not just because of its physical stature, but also because of its sustainability credentials: it is the first high-rise building in Switzerland to earn “DGNB Platinum” certification. This German labelling system, which has been adapted to Swiss conditions by the Swiss Sustainable Building Council, represents the highest standard for construction projects.

DGNB status is awarded after a comprehensive assessment of a building's overall performance; it uses around 40 different criteria to measure environmental, financial, locational, social, cultural and technical aspects. One of the toughest tests comes when the planned target values are measured after the building is operational; if the targets aren't met, the label will not be definitively awarded.

Implenia developed a new environmental concept at the start of 2016 to fulfil the DGNB standard. It is being used for the first time on the Andereasturm project, with a site manager in place to monitor its application. The concept, which includes separate modules for waste, water, noise, soil and air, provides managers with a tool to help them fulfil the norms and standards in these areas. A manual describes how environmental measures should be implemented in practice, and includes calculation tables, checklists and training material for employees.





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Implenia Modernization:

Renovating - OK, but how?

A complete overhaul or just the bare minimum required? Implenia helps the owners of residential property in need of renovation make a smart decision.



Switzerland has around a million medium-to-large residential buildings that are over 30 years old, each of which consumes several times more energy than a comparable newbuild. This is why the Swiss federal government and its cantons are providing sizeable subsidies to support the energy-efficient renovation of old buildings.

For this reason, a fair few owners of multi-family dwellings find themselves having to decide how best to invest in order to maintain their property: should they just renovate where absolutely necessary and leave rents as they are? Or do the subsidies on offer warrant more extensive renovation? Or maybe they would be best off in the middle ground?

As a service provider for modernisation projects, Implenia wants to provide its customers with the best possible advice and has investigated the issue in more depth together with specialists from Lucerne University of Applied Science and Arts. Their conclusion? It rarely makes sense to compromise when renovating old buildings. Specifically, the study of several thousand building renovation projects in summer 2018 revealed that landlords often invested fairly large sums of money without generating an adequate return.

Property owners should therefore consider either the minimum or the maximum scenario for their investments. Which option makes more economic sense will depend on the local market conditions. Outside major cities, there is generally an oversupply of residential property these days. In these locations, simple energy-efficient renovation measures offer an opportunity to offer homes at competitive rents while also reducing ancillary costs.

Where high-quality apartments are in demand, however, like in city centres, it makes sense for building owners to undertake extensive modernisation work. Although high rental income helps to make a project cost-effective, so too do subsidies and lower maintenance costs over the long term. As a general principle, the older the property, the more worthwhile structural measures to improve energy efficiency can be.





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Project Lokstadt:

Building a sustainable neighbourhood in Winterthur

Implenia is developing and building a whole new neighbourhood in the middle of Winterthur: Lokstadt. The city's first 2000-Watt site will provide a wide variety of housing for 1,500 people.



Lokstadt should be completed in 2025, which will bring the repurposing of the large industrial sites in Winterthur's city centre to a conclusion. Implenia was awarded the contract to preserve and gradually develop the area's historical and industrial heritage, which includes many listed factory buildings and facades. Planning and design has been conducted in close consultation with the City of Winterthur.

In September 2017, Implenia and the city authorities held a ceremony to officially change the name of the neighbourhood, previously " known as "Werk 1", to Lokstadt, and to launch the redevelopment work. The name is well chosen: the place where Lokstadt ("Locomotive Town") is being built once housed the factories of Schweizerische Lokomotiv- und Maschinenfabrik (SLM), once Switzerland's most important manufacturer of locomotive engines. Many of its models, including the "Elefant" and the "Krokodil" helped write railway history.

Lokstadt extends over an area of around 60,000 square meters – equivalent to eight football fields – one third of which is public space. The new neighbourhood should be integrated seamlessly into the life of the city as a modern counterpart to Winterthur's lively old town. In its planning work, Implenia was guided by the qualities that make for good city living: diverse usage, quality housing, a good social mix and prudent use of resources.

More than 750 homes are being built in total. Various public spaces will provide plenty of opportunity for recreation and socialising. A good mix of residential, work and leisure space, and a variety of cafés, restaurants and cultural facilities will create a tempting quality of life.

The first building in the Lokstadt development will be "Krokodil", which is currently under construction by Implenia. "Krokodil", which brings four different types of home under one roof, is made mostly of wood and will have a large interior courtyard full of greenery. The apartments there will be ready for occupation in 2021.

As the first 2000-Watt Site to be developed in the city of Winterthur, Lokstadt will also enable its future residents to live a sustainable lifestyle. The main features of this pilot project are resource-efficient construction, district heating, green areas with high biological diversity, and reduced car usage. At the "Energy Day" organised by the Federal Office of Energy in Locarno on 11 October 2019, Lokstadt was awarded its initial certificate as a 2000-Watt Site in development. This certification is special for Implenia for several reasons: Lokstadt is the first of Implenia's own development projects to be developed and built under the 2000-Watt Site regime. Only 31 sites have so far been certified in the whole of Switzerland. 20 of these are, like Lokstadt, still in development. Unlike with other building certificates (such as Minergie), the work required for certification does not end when the building is handed over to the investor. Once in operation, the building can only keep the certification if it is successfully recertified very four years. This is to ensure that the site keeps to the standards in a controlled fashion over the long term.





Haus Krokodil im Rohbau, August 2019



Grundsteinlegung Haus Krokodil Juli 2018





Arealübersicht, Juli 2018



Verleihung Zertifikat 2000-Watt-Areal, Oktober 2019, Yves Deluz von der Implenia Nachhhaltigkeitsabteilung



Respect for the environment

Certified environmental management

CO_2emissions and energy consumption

Economical use of resources

On-site environmental protection

Mobility

Implenia pursues ambitious environmental goals. At its construction sites, offices and production facilities, the company aims to increase energy efficiency and in doing so reduce greenhouse gas emissions. Implenia systematically monitors its own environmental performance.

Achievements in 2016 and 2017



CO2 emissions reduced in Switzerland by 13.9% in absolute terms since 2013, but we are still to achieve our target on a revenue-adjusted basis.



Solar power production from Implenia's roofs has gone up 137% since 2015.



We have reduced energy consumption in our production plants by 20.3%, and have reduced and successfully piloted professional energy consumption measuring techniques in our workshops.

> 400

Environmental management on our construction sites has been professionalised, and approximately 400 environmental training sessions have been carried out on site.

Goals for 2020

- Make data collection more precise and set ourselves specific CO_2 reduction targets across the Group
- Introduce a binding Implenia-wide environmental standard for construction sites and implement environmental concepts for major projects
- Reduce annual CO_2 emissions in Switzerland relative to revenue by 2.5%
- Increase our annual internal solar power production to 2 GWh



Certified environmental management

Implenia operates an ISO 14001-certified environmental management system. By the end of 2017, 99 percent of its approximately 300 corporate units had gained the required certification. Each of the nine operational business units has several HSEQ officers (health, safety, environment, quality) With expert support from the Sustainability Department, these officers are responsible for implementation of environmental measures on construction sites, increasing energy efficiency and optimising the use of resources – by promoting recycling, for example.

In Switzerland, Implenia systematically collects data on production facilities, depots, office premises, building sites and development projects, as well as on transportation and paper consumption (see data recording matrix). It records the main energy and material flows, from initial extraction of raw materials to the finished structure. However, Implenia only records figures that it can actually influence itself.

A web-based software package allows the company to capture data continuously from various sources and show it in real time, as well as to generate specific analyses to help monitor outcomes. This environmental data is currently limited to readings for Switzerland as a whole. Regional evaluations are not yet possible. Reliable international data is also lacking. Following the acquisitions of recent years, Implenia is now working to extend its recording of environmental performance indicators to Germany, Austria, Romania and Scandinavia.

CO_2emissions and energy consumption

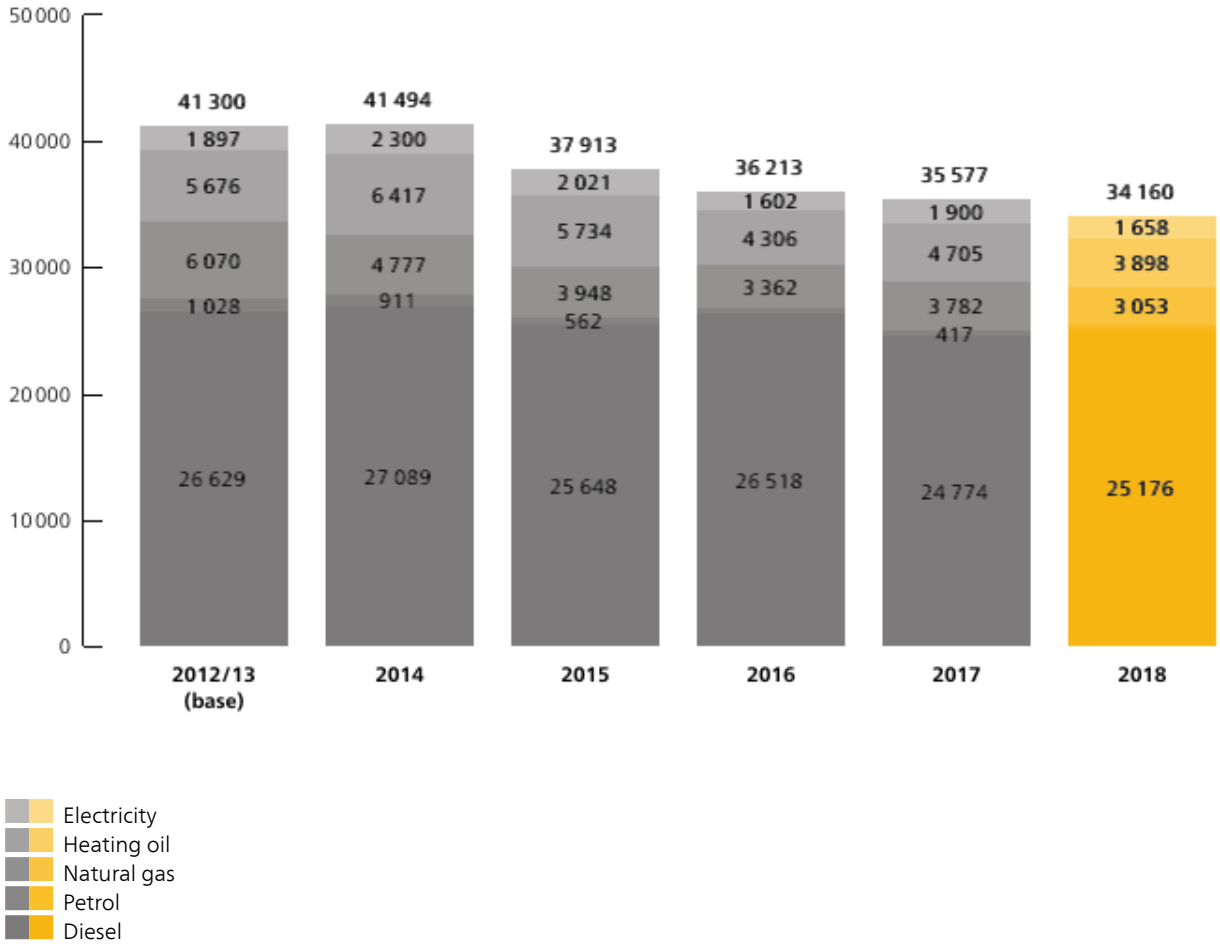
Climate protection targets not reached yet

Almost 90 percent of Implenia's greenhouse gas emissions come from its construction sites, depots and surfacing works. Around three-quarters of these emissions are the result of burning fuels such as diesel and gasoline. Just a quarter is from oil and gas-fired heat generation. As Implenia uses electricity mainly from hydroelectric power, so its electricity consumption generates virtually no greenhouse gas emissions.

Status: end 2018

Greenhouse gas emissions, Implenia Switzerland (Scopes 1 + 2)

by fuel type in tonnes of CO_2 equivalent

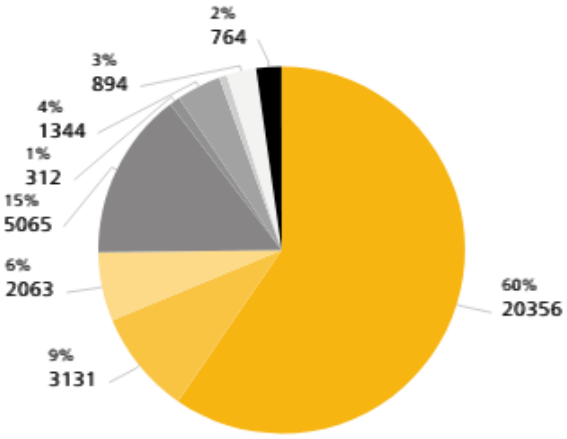


In 2013 Implenia set itself the goal of reducing both its greenhouse gas emissions and its primary energy consumption by ten percent relative to revenue by 2017. The company did manage to reduce its absolute CO2 emissions by 13.9 percent over this period, but relative to revenue, there was only a minimal reduction of 3.2 percent. Despite all the different measures, therefore, the ambitious target was not achieved.

Status: end 2018

Greenhouse gas emissions, Implenia Switzerland (Scopes 1 + 2)

by usage and Scope in tonnes of CO_2 equivalents

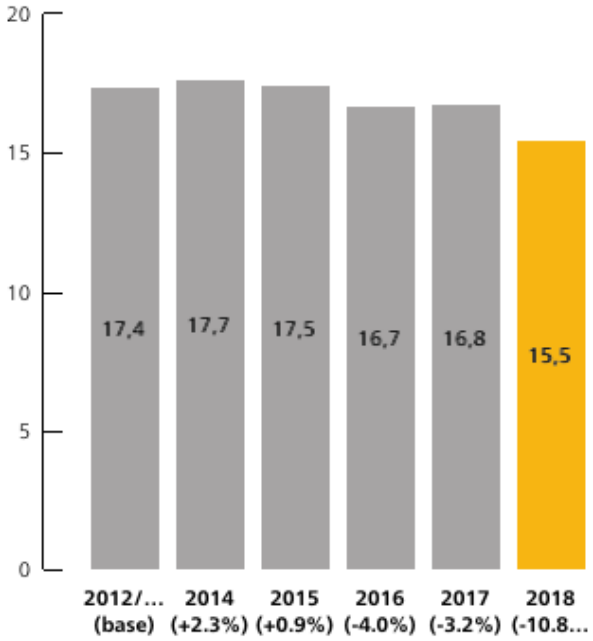


- Mobility, lorries and machinery
- Mobility, delivery trucks
- Mobility, cars
- Heating, production facilities
- Heating, workshops
- Heating, construction sites
- Heating, office buildings
- Electrical equipment, construction sites
- Electrical equipment, production facilities and buildings

Status: end 2018

Revenue-adjusted greenhouse gas emissions, Implenia Switzerland (Scopes 1+2)

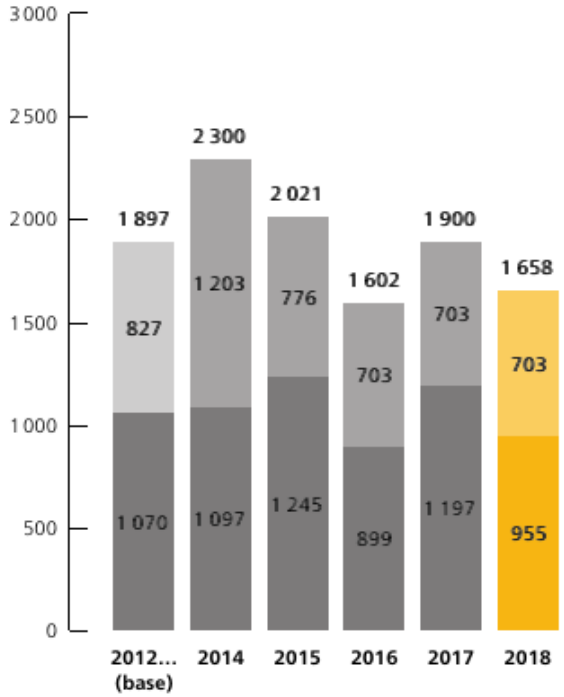
in tCO_2/Mio. CHF and in % of the base year



Status: end 2018

CO_2 emissions from electricity consumption, Implenia Switzerland

by type and in tonnes of CO_2 equivalent



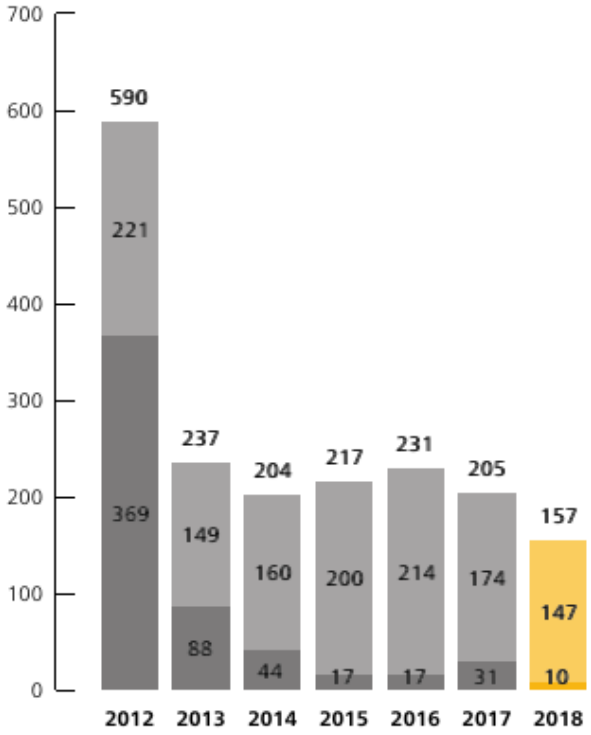
Non-renewable electricity
CO* hydroelectric power purchased
Renewable electricity

* CO = certificate of origin

Status: end 2018

Greenhouse gas emissions from air travel, Implenia Switzerland

in tonnes of CO_2 equivalents



European flights
Intercontinental flights

Implenia's greenhouse gas emission figures include direct emissions from the operation of our own construction machinery, lorries, production facilities and depots in Switzerland ("Scope 1" as defined by international rules on greenhouse gas calculations), as well as indirect greenhouse gas emissions from network energy like electricity (Scope 2).

Our figures do not include other indirect emissions generated in upstream or downstream processes (Scope 3). The production of construction materials and the use of the structures we build create significant indirect emissions. These emissions can be many times the quantities recorded under Scope 1 and 2. However, Implenia usually has very little influence on these processes.

Implenia's CO_2 emissions can vary significantly from year to year, because they do not depend solely on the amount of work done or on the technologies used, but also on the nature of the services customers require. It makes a difference, for example, whether our tunnellers use the drill and blast method or a tunnel boring machine.

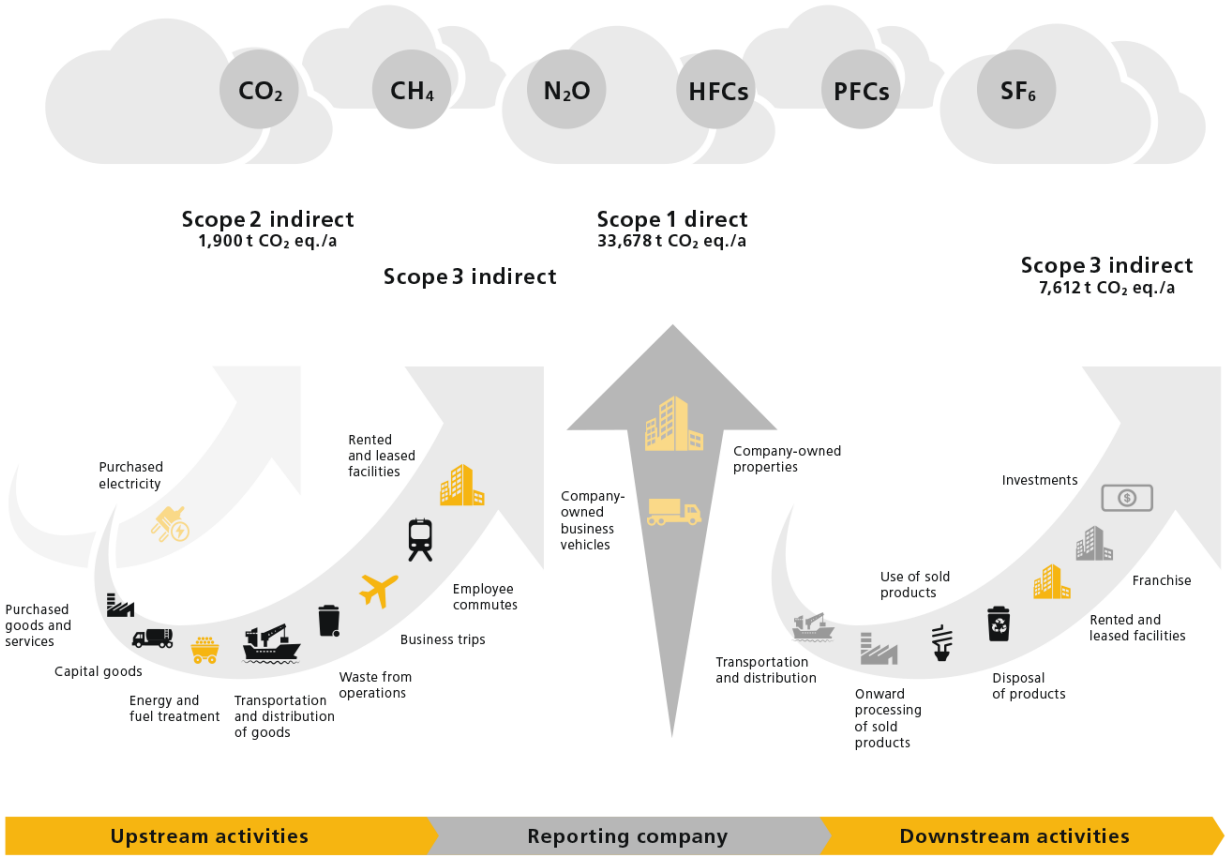
Implenia is currently conducting a comprehensive analysis of its CO_2 footprint. Its aim is to optimise data collection and extend it to the entire Group. As part of the process, the company is also planning to set Group-wide CO_2 reduction targets by 2020.

Greenhouse Gas Protocol

Category	Definition
– Scope 1	– All direct greenhouse gas emissions
– Scope 2	– Indirect greenhouse gas emissions based on purchased electricity or heat
– Scope 3	– Other indirect emissions, such as those from extraction and production of purchased materials and fuels, transport by vehicles not operated by the reporting company, business trips etc.

Implenia's greenhouse gas emissions

Overview of the value creation chain



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

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

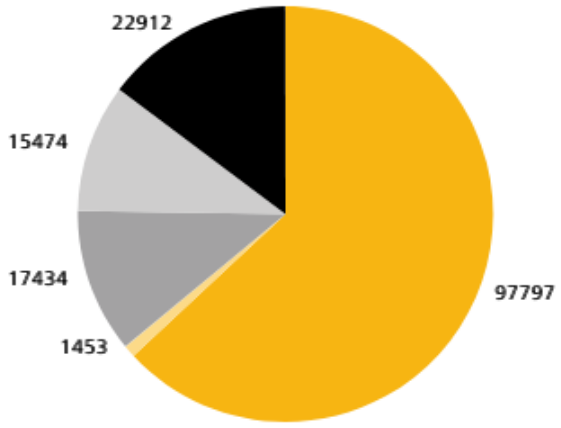
Falling energy consumption

Implenia uses approximately 164 gigawatt hours of energy each year. Since 2015, total energy consumption in relation to turnover has fallen by 2 percent. The company's biggest energy source (final energy) by far is the diesel it uses for its machinery, commercial vehicles and passenger cars. Next come fuels such as natural gas and heating oil that are used mainly for process heat in the surfacing works.

Status: end 2018

Energy consumption, Implenia Switzerland

by fuel in MWh



- Diesel
- Petrol
- Natural gas
- Heating oil
- Electricity (100% renewable + purchased hydropower)

Implenia optimises its energy consumption wherever it can and prioritises clean energy sources. At Swiss locations, the company meets its demand for electrical energy with certified electricity from wind or hydro power.

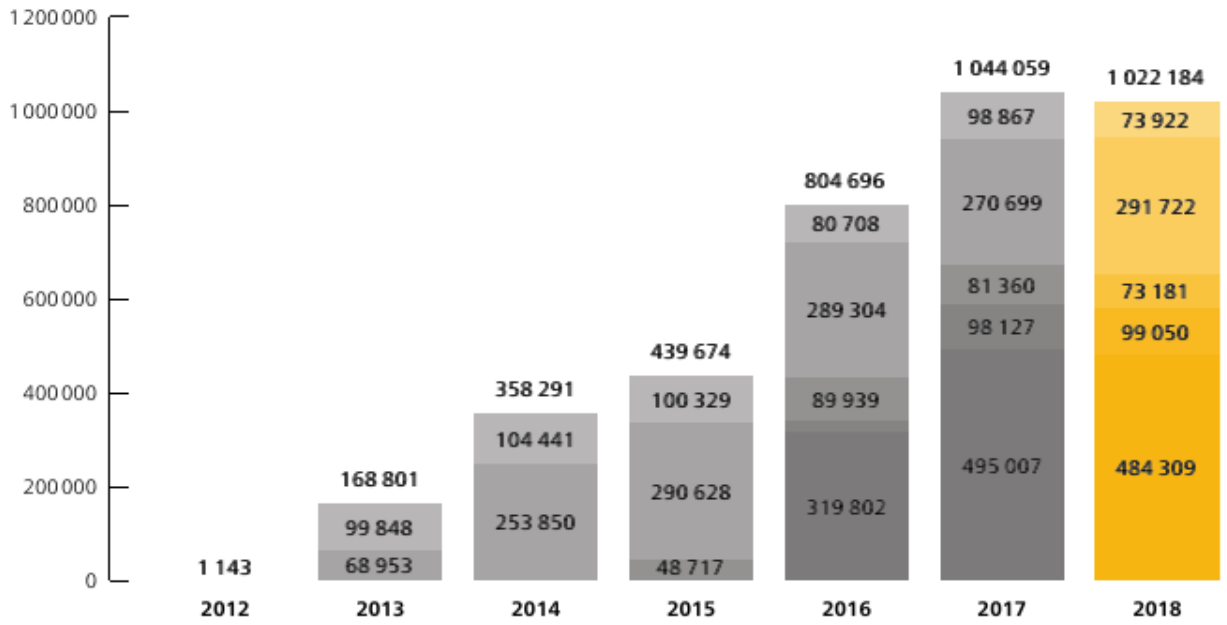
Implenia has been generating its own solar energy on the roofs of its depots in Satigny (GE), Vétroz (VS) and Echandens (VD) for several years. In 2016, the company built new photovoltaic systems at the Claie-aux-Moines gravel plant in Savigny (VD) and at the surfacing plant in Ecublens (VD).

The 2,500 square meters of photovoltaic modules on the roof of the Ecublens plant produce almost half a gigawatt hour of electricity per year, equivalent to approximately 45 percent of the entire plant's consumption. A quarter of the solar power generated can be used directly on site, while the rest is fed into the local grid. The system saves Implenia around 6 percent of its energy costs and reduces its carbon footprint by more than 30 percent.

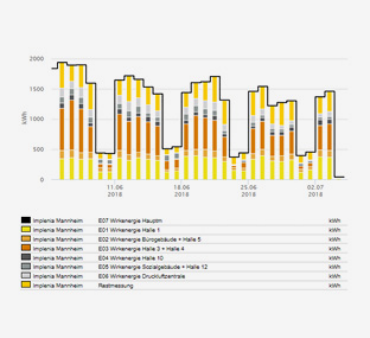
Altogether, Implenia's own solar power systems produce more than 1 gigawatt hour of electricity a year, which covers 4 percent of its electricity needs in Switzerland. Implenia has set itself the goal of doubling in-house electricity production by 2020 to 2 gigawatt hours and is taking the first step towards this by fitting photovoltaic systems on the roofs of its depots in German-speaking Switzerland.

Status: end 2018

PV electricity generated, Implenia Switzerland



Workshop Bois de Bay in Satigny (GE)
Workshop Vétroz in the canton of Wallis (VS)
Workshop in Enchandens (VD)
Gravel plan Claie-aux-Moines in Savigny (VD)
Surfacing plant in Ecublens (VD)



Workshop Mannheim
Under the microscope

In a successful pilot project, Implenia conducted a detailed analysis of electricity consumption and energy-saving potential at its Mannheim depot. The first ...

Read the story

Economical use of resources

Closing the cycles

Alongside energy consumption, the use of building materials is one of the main factors in the construction industry's impact on the environment. Consequently, Implenia's target is to close its material cycles and recycle as much material as possible.

The company has done a lot of pioneering work in recent years. In 2013, for example, Implenia installed Switzerland's first mobile concrete and gravel production facility in Oberwinterthur (ZH). Excavated material from the "roy" residential development was washed and used to make concrete on site, thus saving on aggregates and cutting the associated transport and other costs.

Implenia used another innovative solution in 2015 at the "Birmenstorfer Chruz" road construction project in Canton Aargau. Instead of using the standard Swiss method of backfilling drains and trenches with new gravel, the company decided to process the excavated material from the project and use it for the backfilling. Apart from anything else, Implenia thus avoided placing a further burden on Switzerland's scarce landfill sites.

Implenia also conserved resources at its Nant-de-Drance construction site in Canton Valais: it used a fifth of the rock excavated from the caverns to make concrete, which was used in turn to build the new pump-storage power plant. The Nant-de-Drance plant comes on stream in 2019.

Finally, in 2017 Implenia transported the spoil from a construction site on agricultural land and used it in the renaturation of a gravel pit just a few kilometres away. It was a win-win solution: the company responsible for the renaturation got top-quality material for nothing, and Implenia didn't have to worry about disposal.

These examples show that Implenia finds ways to close its material cycles wherever it can. However, the impact of its actions as a single company is limited. New processes and systemic solutions, supported by the authorities and by clients, are needed across the industry. Switzerland took an important step in this direction with the entry into force of the new SIA Standard 112/2 "Sustainable Construction - Civil Engineering and Infrastructure".
Implenia is only at the start of the journey, but it is ready to go further. The company hopes that ongoing digitisation will help take its resource optimisation efforts to a new level. Better coordination of supply and demand would mean that recycling options for spoil from excavations and demolition could be found faster and more easily.



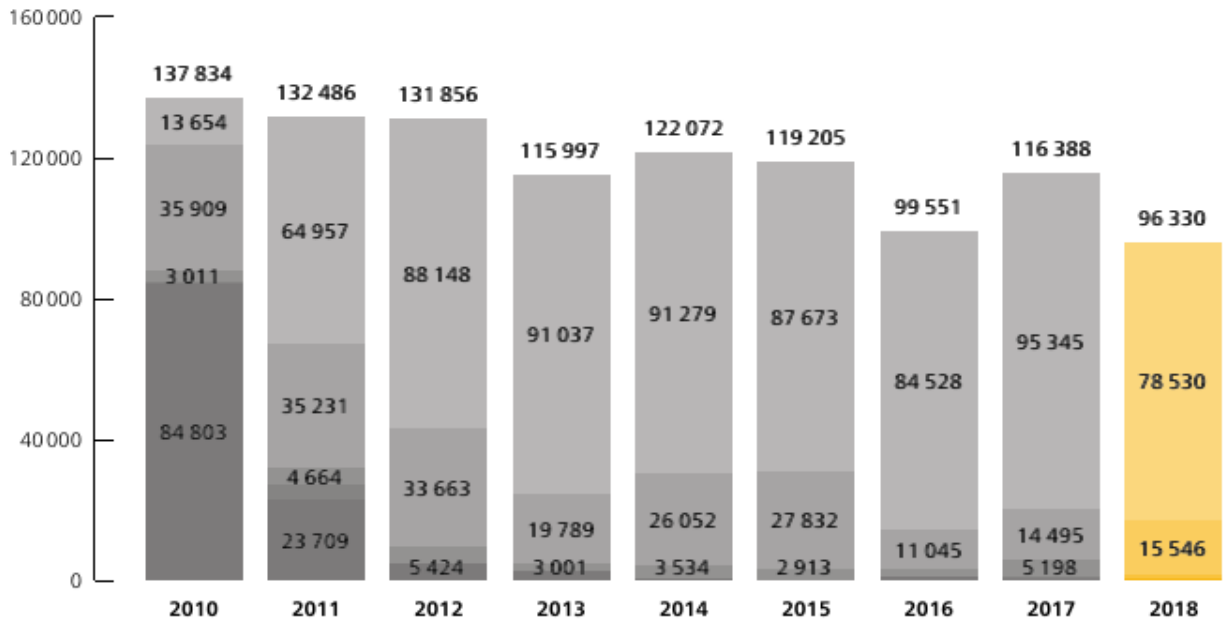
Paper consumption

The environmental impact of paper consumption is comparatively low in construction companies. However, paper usage has a symbolic status in an office environment, so Implenia measures this too. It is pleasing to note that overall paper consumption at the company has trended downwards in recent years, and the proportion of environmentally certified paper has risen to almost 100 percent in recent years.

Status: end 2018

Paper consumption, Implenia Switzerland

in kg



Everyday paper – recycled
High quality paper – environmentally certified
Everyday paper – environmentally certified
High quality paper – new
Everyday paper – new



Project Pont-Rouge

Meticulous on-site organisation

Implenia is testing out the construction site of the future at its Pont-Rouge project. A whole series of new approaches designed to make construction more ...

Read the story

On-site environmental protection

Environmental standard and environmental concept introduced
The Sustainability Department, in collaboration with all Business Units, launched an internal environmental standard in 2017. This includes Group-wide minimum requirements for waste disposal, soil protection, water treatment, noise reduction, clean air and energy consumption. These requirements – summarised on a double page – must be followed by the project teams on all construction sites.

In 2016/17, Implenia introduced an environmental concept for construction sites, including comprehensive sustainability requirements for building construction in Switzerland. This concept is codified in a modular handbook, in which project managers can find background information to help them assess environmental risks correctly and take precautionary action early.

Checklists help project teams see how to reduce the impact of their work on waste disposal, air, soil, water and noise. This makes it easier to comply with the legal requirements, but also to meet the additional criteria set by the client or by the sustainability certification agencies.

Following a successful pilot phase, the environmental concept was rolled out to several building construction sites in Switzerland. In addition, all documents have been integrated into the Implenia Management System (IMS), thus tying them into the Group's project process.

A simplified version of the environmental concept is currently being developed for all building construction projects throughout the Group. An environmental concept is also being developed for each business unit for civil works and infrastructure construction in Germany, Austria and Scandinavia. These should be finished by the end of 2018 and adapted to suit the locational and project-specific characteristics of each business unit.



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Project UN
A new flower blooms in Geneva

Implenia is piloting its new sustainability concept, "Chantier Marguerite" at the construction site for a new United Nations office building. Refugees have been ...

Read the story



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Project Johannelund
Green tunnels for Stockholm

Implenia is building two tunnel sections for Stockholm's new city bypass. Work started in autumn 2016. Because the route goes through a sensitive lakeland area, ...

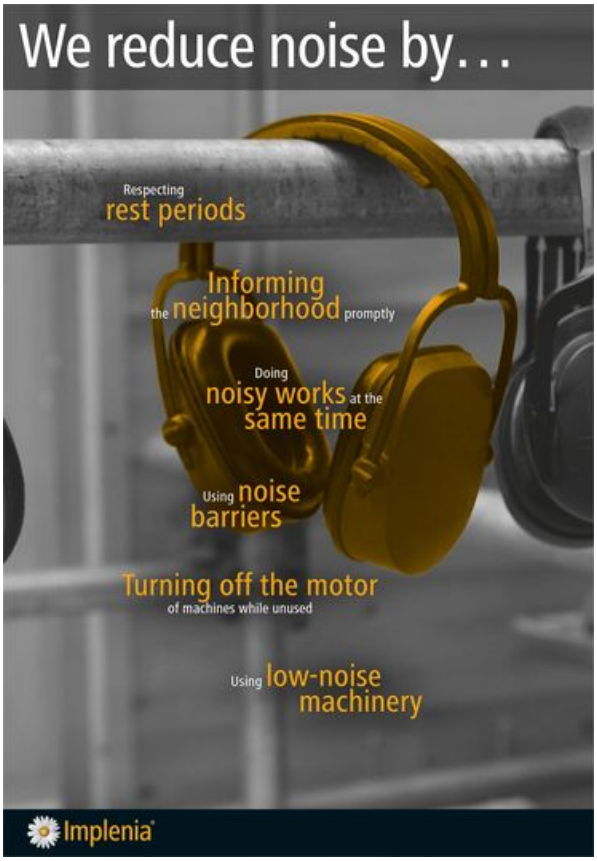
Read the story

Awareness-raising campaigns

Implenia regularly informs its employees about environmental issues, knowing that this has a positive influence on energy and resource consumption. In 2016 and 2017, the company organised six campaigns, including: “Committed to reducing dust emissions”, “Responsible use of construction machinery”, and “Reducing noise”.

Awareness-raising campaigns use different channels of communication: employees receive a quarter-hour training session, and a multilingual information poster is hung up in highly visible places on the construction site for several weeks. Internal bulletins and the “Impact” employee magazine tell staff how the campaign is going and provide further background information. Project managers receive additional training and in-depth documentation.





Examples of two environmental sensitization campaigns from the years 2016 and 2017



”

Project Tourbillon

Environmental mystery on the construction site

Environmental officers were confronted by a small mystery story at an Implenia construction site near Geneva in summer 2017. Luckily, there was a happy ending.

Read the story

Mobility

Implenia uses hundreds of vehicles every day. Its cars, trucks and vans, but also excavators, rollers and other specialised vehicles and machinery consume a total of approximately 10.1 million litres of fuel a year in Switzerland.

This is why Implenia is careful to procure low-emission vehicles and machines. Its Vehicle Regulations specify that a passenger car should not emit more than 120 grams of CO_2 per kilometre. In Switzerland, Implenia purchased its first hybrid excavator, for example, while Implenia Norge has gone a step further by using fully electric vehicles. Our Norwegian colleagues now have a small fleet of delivery and passenger vehicles cars driven entirely by battery.

Happily, specific CO_2 emissions per kilometre driven continued to fall during the reporting period. However, the increased focus on the European market, reflected for example in the acquisition of Bilfinger Hochbau, has meant that longer flights are being taken.

Implenia supports employees who make use of the “Bike to work” campaign run by Pro Velo Schweiz. In 2016 and 2017, 20 Implenia teams at nine different locations cycled a total of more than 48’000 kilometres. This led to a saving in CO_2 emissions of around 130 tonnes. The campaign aims to promote more environmentally friendly mobility, but also better health. Each team is made up of four employees, who undertake to make their commutes to work primarily by bicycle.

Implenia Deutschland has participated in the “JobRad” initiative since 2017. This gives all employees the opportunity to lease a bicycle on attractive terms. The bikes are up to 40 percent cheaper than if bought directly, and the purchase is financed conveniently via payroll. Implenia is thus encouraging the use non-motorised transport and simultaneously promoting its employees’ health.



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Project Grefsenveien Øvre

Sometimes you don’t need any diesel

Implenia is running a model building site in the Norwegian capital completely free from fossil fuels. The experience gained has been positive.

Read the story

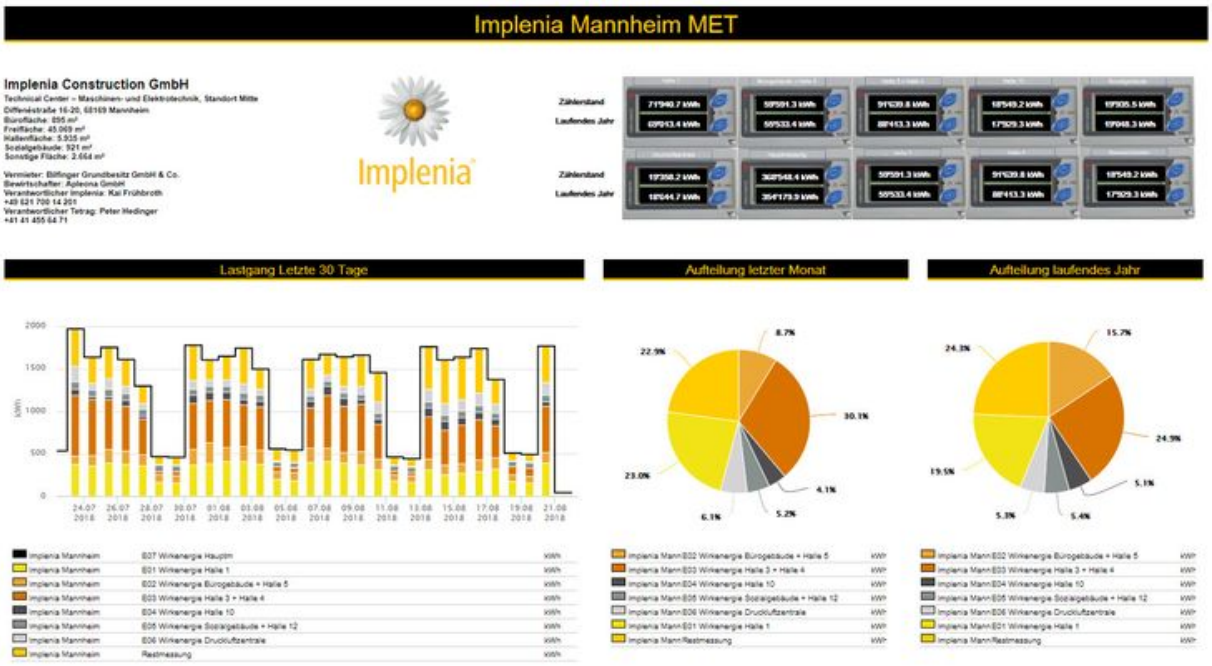

mplenia®

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Workshop Mannheim:

Under the microscope

In a successful pilot project, Implenia conducted a detailed analysis of electricity consumption and energy-saving potential at its Mannheim depot. The first measures taken are reducing energy costs by 13,000 euros a year.



[Translate to English:]

Implenia runs 30 or so large depots across Europe. They function primarily as repair and maintenance yards and material storage depots. But many of these sites also have office premises. Running these buildings, which can be very large, requires a lot of heat and electricity.

Wanting to know more about energy-saving potential at its depots, Implenia launched a pilot project that put its Mannheim facility under the microscope. As big as six football pitches, the Mannheim depot includes numerous material storage areas as well as seven buildings and halls.

The measurements were carried out by Tetrag Automation AG. This Implenia subsidiary uses the e3m energy monitoring solution that it developed itself and which is perfect for high-resolution analysis of consumption data. In December 2017, Tetrag engineers installed new electricity metres and data recording devices.

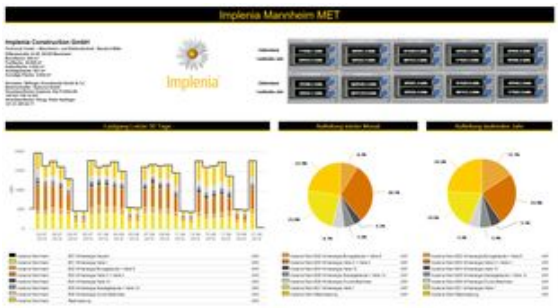
Initial analysis showed that the greatest optimisation potential is during downtimes – at night and over the weekend when no work is being done. The main way to save costs during these periods is to persuade the 45 staff at the depot to

change their habits. The depot would immediately save 5,000 euros a year if all its unused machinery and equipment was turned off.

The experts at Tetrag identified a whole series of other efficiency measures, including the use of modern lighting and heating technology. Overall potential electricity savings come to 13,000 euros a year, which would pay back the cost of the project within two years. Step by step, the depot now intends to utilise this saving potential. It has already modernised its compressed air system; monitoring shows that it uses a quarter less energy than the old one.

The depot is heated mainly with district heat. The next step is to replace the measurement infrastructure, so that exact data is produced for the heating system, creating a solid basis for further effective measures.

This project is an impressive example of how Tetrag's solutions can marry financial and environmental benefits together. Implenia intends to use the same approach in other depots soon.



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Project Pont-Rouge:

Meticulous on-site organisation

Implenia is testing out the construction site of the future at its Pont-Rouge project. A whole series of new approaches designed to make construction more efficient are being given a thorough workout in Geneva.



“Pont-Rouge” is currently rising up next to the train station in the Lancy district of Geneva. The SBB Immobilien AG project, one of the largest construction projects the region, is creating a mixed-use development featuring offices, shops and restaurants. The building, which is aiming for the DGNB “Gold” sustainability standard, is scheduled for completion by the end of 2019.

Implenia is deploying various new sustainability approaches at Pont-Rouge: alongside DGNB, the company is trying out a pioneering logistics concept and implements the new environmental concept that should in future be used on all its construction sites.

The first big environmentally friendly decision was the one to remove spoil by train. By getting rid of the excavated material in this way, Implenia removed the need for around 9,000 lorry journeys and massively reduced the project’s

CO_2 footprint. Meanwhile, two water purification plants ensured that no contaminated water reached the soil or the sewage system.

The way Implenia centralised logistics on site was something of a small revolution. Usually all the construction firms involved in a project bring all the building materials they need to the site themselves. For the Pont-Rouge project, Implenia put together a special team devoted solely to materials transportation and disposal within the site.

Suppliers bring the material to the site entrance, where the team uses an online tool to help manage the receipt, checking and onward transportation of materials. Meanwhile, Implenia workers collect waste material and take it after sorting to the appropriate skip. The system ensures that everything on this complex construction site gets to the right place. So far 2,200 tonnes of waste has been sorted on site, and 72 percent of this has been recycled.




PONT
ROUGE






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Project UN:

A new flower blooms in Geneva

Implenia is piloting its new sustainability concept, “Chantier Marguerite” at the construction site for a new United Nations office building. Refugees have been hired to work on site for the first time.



The United Nations want to bring all of its employees together on the Palais des Nations site. Since 2017, Implenia has been building a new office building that will take the UN a big step closer to its goal. The building will provide workspace for 1,400 people. Construction is scheduled for completion at the end of 2019.

For Implenia, the site is another milestone on its journey towards greater sustainability. “Chantier Marguerite” (which means “daisy site”) is the name of the forward-looking concept Implenia is testing in Geneva. The aim is to meet previously unmatched sustainability standards.

Implenia is, for example, using refugee workers on a construction site for the first time. Working with Canton Geneva’s Office for the Integration of Foreigners, the company wants to offer meaningful employment, and if possible a permanent job. Two refugees have been working successfully on the site for some weeks now.

In addition to Implenia's social engagement, the company has taken significant steps on the UN construction site to reduce the consumption of energy and materials, and to make the site as environmentally friendly as possible. The plan is also for the building to meet the international LEED (Leadership in Energy and Environmental) label for ecologically sound construction.

Another new feature of the "Chantier Marguerite" concept is Implenia's cooperation with the renowned Graduate Institute of International and Development Studies (IHEID), which is documenting the entire construction process and the environmental measures taken. This documentation will help with knowledge transfer and demonstrate how a single company can contribute to the realisation of the United Nations' Sustainable Development Goals.





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Project Johannelund:

Green tunnels for Stockholm

Implenia is building two tunnel sections for Stockholm’s new city bypass. Work started in autumn 2016. Because the route goes through a sensitive lakeland area, Implenia Sverige has had to implement complex environmental measures.



A new 21-kilometre-long main road is being built to relieve bottlenecks in the transport system and take traffic out of Stockholm’s city centre. Implenia is responsible for an important part of the project, centred on the Johannelund construction site. This impressive section consists of two 3.6-kilometre long, three-lane tunnels with four entry and exit ramps. There are also four ventilation shafts and 60 cross-galleries, rescue tunnels and access shafts.

Implenia started blasting the tunnels in October 2016. Around 1.5 million cubic meters of rock will have to be excavated in total. Meanwhile in Lunda, Implenia has been building two 1.6-kilometre-long road tunnels for the same bypass project since spring 2017. According to the plans, all of the tunnels will be open to traffic in 2026.

At both construction sites, the drilling and blasting work beneath such a densely populated area presents major challenges, as does the management of noise emissions and site logistics. What is more, a good part of the route runs beneath Lake Mälaren, Sweden’s largest drinking water reservoir.

Implenia Sverige is determined to complete the projects to the highest sustainability standards. The company has, for example, installed a state-of-the-art water treatment plant, which cleans process water from the tunnels and pumps it back into the cycle. The aim is to recycle 80 percent of the water used in the project.

CO_2 emissions are another priority. Implenia wants to keep greenhouse gas emissions as low as possible during construction and beat the target set by the client by 10 percent.









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Project Tourbillon:

Environmental mystery on the construction site

Environmental officers were confronted by a small mystery story at an Implenia construction site near Geneva in summer 2017. Luckily, there was a happy ending.



It wasn’t the butler that did it – it was a type of clay called bentonite. This is made up of various minerals and has a special characteristic: when mixed with water, bentonite forms a liquid can solidify into a pressure-tight mass.

A bentonite-water mixture is used, for example, as a supporting slurry during the construction of diaphragm walls. A digger can excavate a narrow but deep trench without the sides collapsing if the trench is filled with this slurry. The fully dug trench can then be permanently stabilised with concrete.

This is the technique used in 2017 by Implenia workers digging deep foundations on the Tourbillon building site. The men were working in Plan-Les-Ouates on the outskirts of Geneva on a former agricultural area that over the years had been developed in to an industrial zone.

Everything went fine to start with, but on 4 July 2017, the workers noticed that something was wrong: the support slurry kept disappearing. After a while, the workers stopped the machines and pumped out the bentonite/water mixture. To their astonishment, three metres down they discovered a broken PVC pipe that was not shown on any of their plans.

Next day, while the site workers were still wondering where the plastic pipe went to, Benoît Klein got a phone call. The cantonal water authority informed Implenia's Sustainability Project Manager for French-speaking Switzerland that the water in the Aïre – a stream in Plan-Les-Ouates – was looking cloudy.

Suddenly the pieces fell into place. The green pipe had obviously been used to take water off the former arable land and into the drains under the nearby road, which in turn fed into the stream 2.5 kilometres away. So that's where 20,000 litres of bentonite slurry had gone to.

Without delay, Klein arranged a meeting with the construction management team, council officers and the project's environmental officer to assess the damage. Fortunately, the slurry was non-toxic. Nevertheless, Implenia immediately sent two workers to start pumping bentonite deposits out from the river bed. After four days, the stream was back to normal.

"History shows what can happen on a construction site if you don't act fast," says Benoît Klein. Implenia did well to repair the damage quickly. Ideally, Implenia should have informed the authorities straight away that something was amiss on the site. "But we've learned our lesson," says Klein. "Next time there's an incident we'll get the authorities involved immediately – even if we don't yet know exactly what has happened."





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Project Grefsenveien Øvre:

Sometimes you don’t need any diesel

Implenia is running a model building site in the Norwegian capital completely free from fossil fuels. The experience gained has been positive.



At first glance, everything appears normal: Implenia Norge has been running a road construction project in Oslo’s Storo neighbourhood since August 2018 designed to improve access to the tram line and cycle path. The company is also rehabilitating water and sewerage pipes at the same time.

Inspecting the building site more closely, however, reveals something is very different: none of the machinery or vehicles run on fossil fuel. Thus the site plays host to purely electric loaders, transporters and special vehicles, and the HGVs are filled with biodiesel. There are also battery-powered vibration platforms in service.

In addition, Implenia selected materials in line with sustainability principles and is using a special low-CO2 concrete. These pioneering environmentally sustainable measures enabled Implenia to triumph over the competition and win the contract. The city council had accorded a weighting of 20% to environmental factors when awarding the tender.

The 15 Implenia employees are proud to be working on this forward-looking building site. But there are also challenges to be overcome, such as ensuring batteries are charged in good time. There are also many people who drive their own electric car to the site, for whom Implenia has set up a charging station by the site huts.

The site in Oslo exemplifies the possibilities currently available for significant climate action on building sites, i.e. in Implenia's core business, which generates the bulk of CO2 emissions. It is therefore all the more pleasing that the machinery and vehicles used so far have proved their worth, including economically. Based on its positive experience, Implenia Norge now intends to make greater use of electric machines in more of its projects.







Attractive working environment

Great diversity

Women in demand

Fair pay

Communicating openly

Training and continuing professional development

Safety is the top priority

Implenia invests in an attractive and modern working environment for its workforce of around 10,000 employees from over 80 nations. The group continues to develop its internal training and development programmes and promotes a culture of workplace safety.

Achievements in 2016 and 2017



A stronger safety culture

- **Occupational accidents have fallen 14% to 71 per 1,000 full-time posts since the start of 2016.**
- **SicherheitsSafety training is carried out every month and now includes apprentices.**
- **Line management responsibility has been strengthened and incident management introduced.**
- **Exceptional work honoured at the 3rd H&S Award.**
- **Around 330 safety inspections carried out with managers.**



Investing in our future

- **296 apprentices trained in a practical or office-based discipline.**
- **"Young Generation" Initiative to further develop the work environme expanded to include international locations.**

Goals for 2020

- Reduce the number of occupational accidents throughout the Group by at least 10% a year
- Promote training and development for our employees and work on long-term personnel development
- Encourage diversity within our company
- Establish “job rotation” and international exchanges



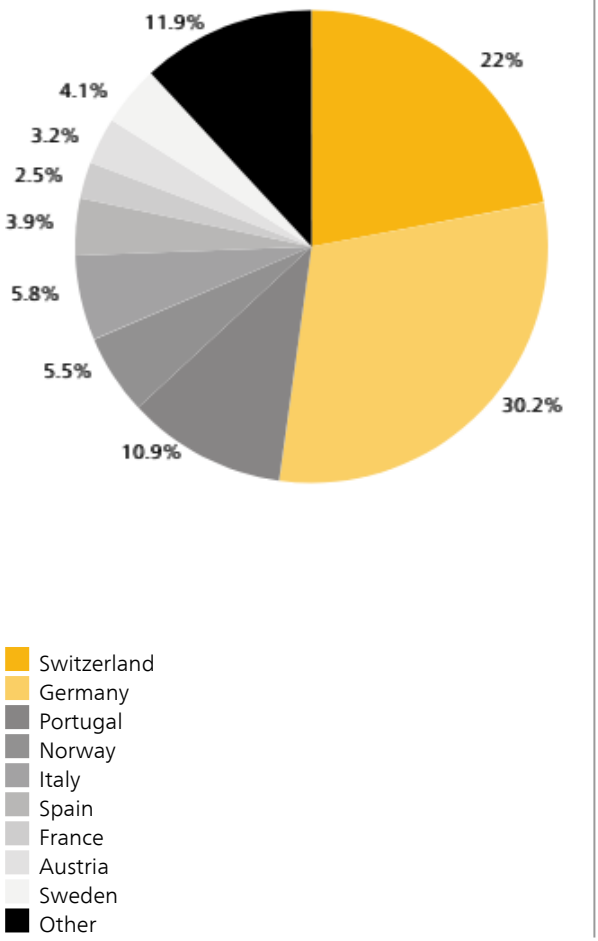
Great diversity

The integration of Bilfinger Hochbau in spring 2017 brought around a thousand new employees to Implenia. At the end of the year, the Group employed a total of 9,710 people from more than 80 countries (including external temporary employees and agency workers).

Status: end 2019

Full-time jobs

in % by country of origin

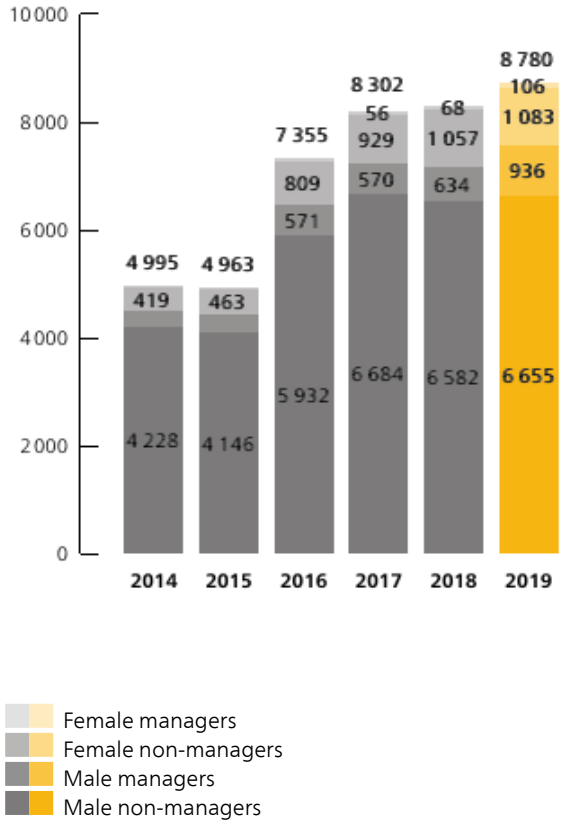


The proportion of women once again went up year-on-year from 11.4% to 12.4% (excluding agency and temporary employees). The proportion of women at management level is 8.9%. This marks a 2% improvement on the previous year. The central staff units have the highest proportion of women managers at 32%.

Status: end 2019

Women and men

in number of employees

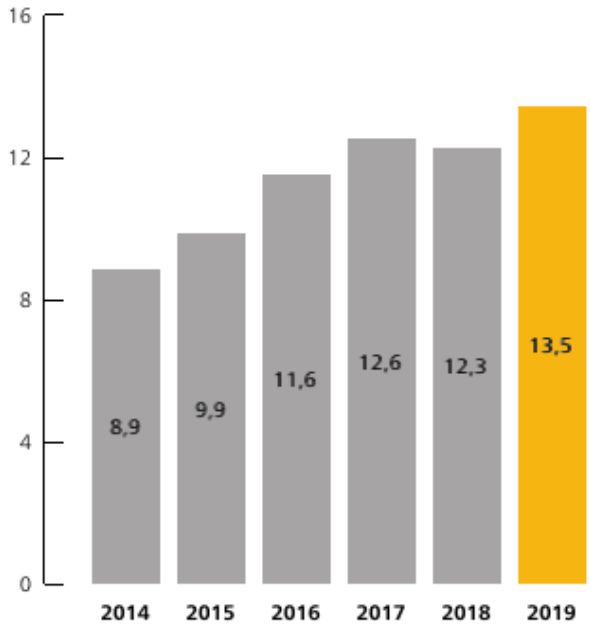


Female managers
Female non-managers
Male managers
Male non-managers

Status: end 2019

Proportion of women

in %

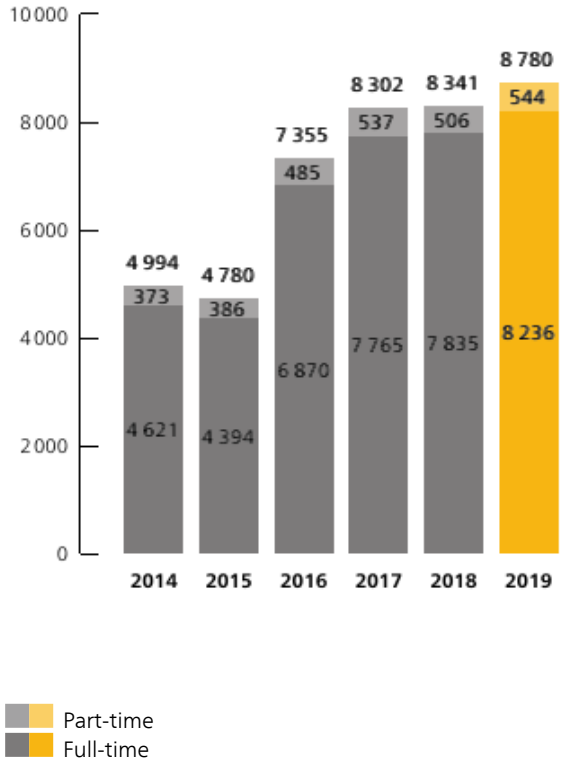


Part-time posts account for 6.5% of the overall workforce. 45 percent of these part-time positions are occupied by men. The highest proportion of part-time posts is at the staff units (13%) and Business Unit Construction Deutschland (11%). A total of 91% of all employees have a permanent contract, and 9% are employed on a temporary basis.

Status: end 2019

Part-time and full-time jobs

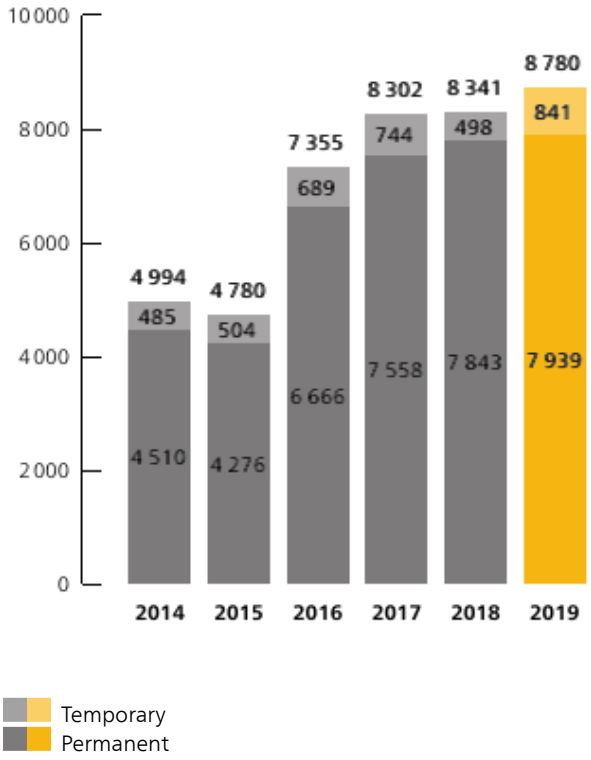
in number of employees



Status: end 2019

Permanent and temporary jobs

in number of employees

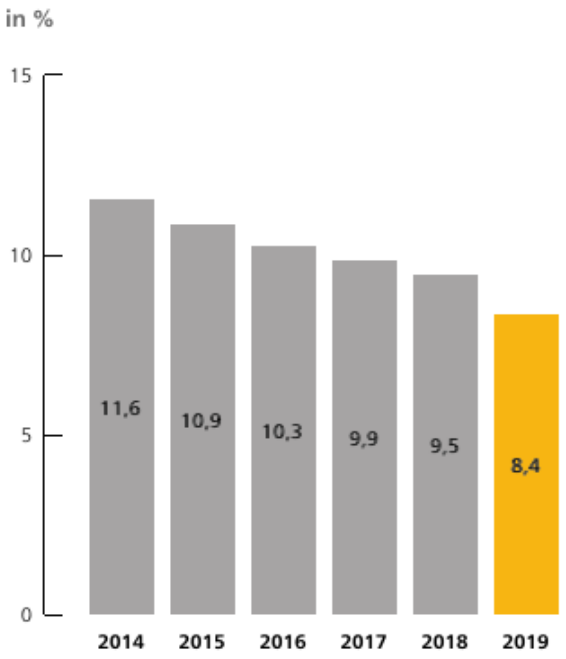


The employee fluctuation rate across the company in 2017 came to 9.9%* (excluding seasonal fluctuations), which is 0.4 percentage points lower than in the previous year.

* Until now and including 2017 the turnover rate is calculated on the basis of the full-time positions and the annual average of two years. In future, the fluctuation rate will be calculated according to GRI specifications.

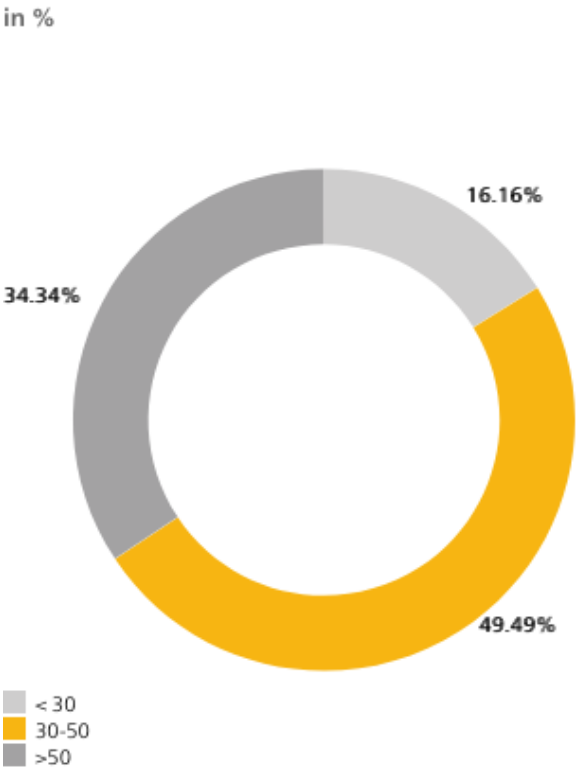
Status: end 2019

Fluctuation rate



Status: end 2019

Age structure



An analysis of the age structure shows that almost half our employees are between 30 and 50 years old. The average age of Implenia's workforce has increased slightly over the last four years.

Implenia treats all employees equally, regardless of their gender, place of origin, colour, religion, sexual orientation or political views. The company follows the equality guidelines issued by the International Labour Organisation (ILO). These focus in particular on equal pay and preventing discrimination.

In order to ensure equal opportunities and protect employees from sexual harassment, Implenia runs a contact point for women. Employees can come here for advice and support on any issues or problems and can report incidents in confidence. In addition, "Impact", the employee magazine, includes fictitious cases of sexual harassment and bullying in order to raise employees' awareness and advise on how to deal with such incidents.

Women in demand

Implenia is not satisfied with the fact that only 12.4 percent of its workforce are women, and the Group is taking active steps to recruit more women to all categories of employment. It can only do this, however, if more women across society decide to study and train in construction-related fields. Implenia supports various educational initiatives that aim to encourage this.

In Switzerland in 2016, the company once again participated actively in a special project as part of National Futures Day: “Mädchen – bauen – los!” (“Girls – build – go!”). At three locations around the country, girls were given tasks designed to show them how much fun construction can be. They were able to build a wall, set paving stones and nail together shuttering.

In Germany, Implenia participated in the 2018 Girls’ Day, during which schoolgirls were given an insight into careers, particularly in technical fields that have previously been seen as mainly male preserves. By doing practical tasks in laboratories, offices and on the shop floor, the girls were given an idea of just how exciting these kinds of work could be.

Implenia has been involved with the BauingenieurinnenFORUM for female civil engineers for five years now. This information and networking event put on by and for women, provides a platform in which female civil engineers at the Eidgenössische Technische Hochschule (ETH) in Zurich can meet and exchange ideas. More than 80 students, doctoral candidates, professors and women already working in civil engineering take part each year.



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Implenia Human Resources

The promotion of women in action

Implenia is committed to gender equality. With the “Advance” coaching programme, the company wants to increase the percentage of women in its workforce – and ...

Read the story



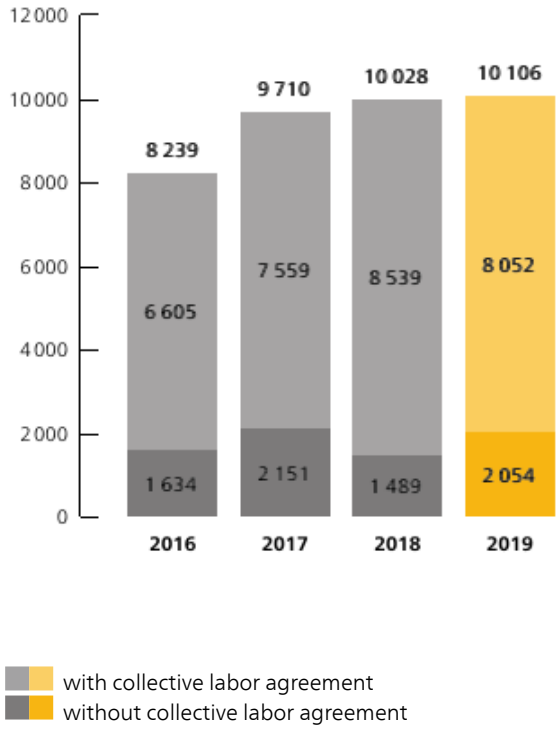
Fair pay

Implenia pays its employees transparent, fair and competitive wages and salaries. In Switzerland, office-based functions are remunerated according to the requirements and responsibility of the job. Pay is based on the collective agreement negotiated with the Group's social partners. In Austria, too, pay is based on collective bargaining. Salaries are defined for each position and are gender-neutral. If there are no collective agreements, Implenia complies with statutory minimum wage requirements. Around 90 percent of the Group-wide workforce were subject to a collective agreement in 2017 (excluding external temporary employees and agency workers).

Status: end 2019

Employees with and without collective labor agreement

in number of employees



Despite the gender-neutral compensation policies, in practice there are differences in salaries between men and women in comparable positions. For several years now, the Human Resources Department has been seeking to eradicate these unjustified wage differences. For example, the budget for salary increases is targeted to correct gender-based differences.

In spring 2018, Implenia underwent an external audit in Switzerland. The results show that our efforts are bearing fruit: In the last analysis in 2012, the average difference between men and women's wages was 3.8 percent. The current analysis shows an improvement in the wage gap of almost 2 percent to 1.9 percent. However, it is clear that further work needs to be done.

Implenia also adjusts wages individually on the basis of performance assessments and employee appraisal discussions. In addition to their agreed basic salary, managers receive a variable salary component tied to the goals they have been set. The approximately 25 top managers receive an additional part of their salary in the form of shares.

Conditions of employment and social benefits at least meet the latest standards, and in some instances go far beyond the basic statutory requirements. For example, employees in Switzerland benefit from attractive pension arrangements, an extra week's holiday and either a week of paid paternity leave or 16 weeks of maternity leave.

Employees in Germany enjoy attractive offers, training and development programmes in the form of specialist and regional courses, as well as numerous social benefits, including service anniversary bonuses. Employees are also entitled to a company pension scheme, capital accumulation benefits and employee shares.

Around 80 per cent of all permanent employees in Germany are members of the 2005 Age and Risk Insurance Plan, which provides additional security in retirement: in addition to old-age benefits, employer contributions cover the risk of disability and death.

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

Communicating openly

Implenia provides a supportive working environment that enables employees to master the demanding jobs offered by the construction sector. The company nurtures a culture of open dialogue, in which important developments and decisions are communicated in a timely and transparent manner. The CEO usually addresses employees directly once a month in a newsletter, talking about developments within the company or in the operating environment.

The staff magazine “Impact”, which appears in four languages, is sent to all employees twice a year. It contains information and features about the company’s current projects and initiatives, and always includes articles about sustainability. Employees can find all the information and documents relevant to them on the intranet. “Yammer”, the internal social network, allows employees to exchange knowledge, share content and talk to each other.

Implenia also puts on regular information events about topical subjects and encourages dialogue through the use of digital discussion forums and personal exchanges with management. A Group-wide management event is held at the start of each year, where around 250 Implenia managers discuss the previous year’s and current targets.

With its “Young Generation” initiative, Implenia facilitates communication between management and the young workers who will shape the company’s future. Young employees from all regions attend annual workshops to generate ideas that will help strengthen Implenia as a modern company. These ideas are then presented to the CEO.



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Implenia Group
40 sustainable ideas

Around 60 people met for a Group-wide sustainability workshop at the start of 2017. They worked through more than 40 suggestions for strengthening ...

Read the story

Training and continuing professional development

Individual development

There are a wide variety of training and development options for Implenia employees, helping them build their knowledge and skills and progress within the company. With its "Icademy", the Group has an in-house tool that actively supports the development of each employee's key skills and capabilities. Implenia empowers its employees to master current requirements and future challenges in their area of activity.

Modern management training

Implenia fosters new management talent with a multi-stage training concept. All managers are put through the "Winning Performance" leadership training programme to give them a shared understanding of leadership at Implenia. In 2017, "Winning Performance" was offered for the first time simultaneously in the German- and French-speaking parts of Switzerland and Germany. Managers in Norway and Sweden completed an adapted version of the programme.

"Winning the Future" is a leadership programme run by Implenia for experienced senior managers. In this programme, attended by the CEO, managers consider different ways of dealing with current strategic challenges. The focus on sustainability was greatly strengthened at the 2017/2018 session, with one of the five modules explicitly devoted to it.

Finding and promoting talent

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

As in previous years, the Group also held employer branding events in German-speaking regions to introduce itself to future professionals. In Germany, for example, the Implenia Award for outstanding bachelor degree dissertations on construction-related themes was presented for the second time. In Switzerland, Implenia gave several building site tours to students of the ETH Zurich and the Technical University of Munich.

Implenia is seen as an attractive employer, not least because of its varied training offer. In a broad survey of engineering students, the company was, as in the previous year, placed in the top quartile of the 100 most sought-after employers in the sector. Around 12,000 students from Swiss universities and colleges took part in the Universum Swiss Student Survey.*

* Evaluation can be seen under: **https://universumglobal.com/rankings/switzerland/student/2017/engineering/**



Implenia Construction

Attracting and recruiting new specialists

There is fierce competition within the construction sector for the best specialists. In this tough environment, Implenia Deutschland needs to show how ...

Read the story

Attractive professional training

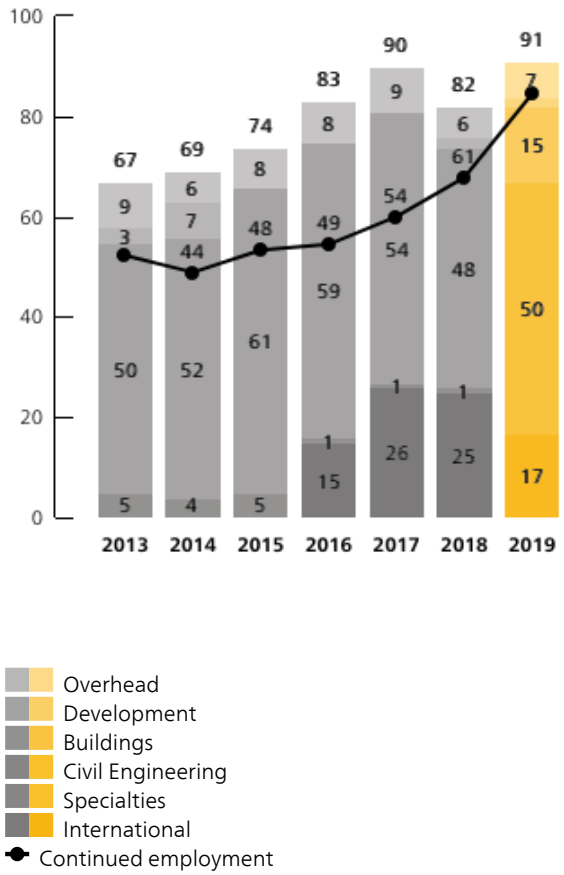
Implenia wants to position itself as the benchmark company for developing young talent in the construction industry. The company has always trained young professionals – to secure its own future and at the same time to fulfil an important social responsibility. In 2017 around 300 apprentices were employed by Implenia in Switzerland in on-site or office-based roles, 90 of whom completed their training during the year. Around half of these graduates of the apprenticeship scheme remained at the company.

Implenia doesn't just offer its apprentices a training place, it also strengthens their professional and social skills by running regular apprentice projects. In 2017, for example, second-year apprentices worked on upgrading hiking paths in the Bernese Oberland, while as part of their induction week first-year apprentices tested out the Suva safety course, which is designed to sensitise new entrants to the industry to health and safety issues.

Status: end 2019

Apprentices and continued employment

in number of employees





Implenia Human Resources
Crap sin Crap

In summer 2018, Implenia apprentices in the canton of Grisons helped to restore large parts of one of the longest dry-stone walls in the Alps. It proved a truly ...

Read the story



Implenia Human Resources
Successfully into the future

Nine Implenia apprentices plan and build a driveway in preparation for their final examination.

Read the story

Safety is the top priority

Implenia is determined to prevent accidents and work-related illness, which is why Health & Safety is the company's top priority. Health & Safety is a standing item on the agenda of every Group Executive Board meeting. In recent years the company has launched numerous initiatives and created structures to minimise risks on its construction sites. Almost 100 percent of the Group's 300 or so units have an OHSAS 18001 certificate:

Implenia has a well-developed internal Health & Safety organisation with clearly defined responsibilities, regulations and processes. If any accidents do occur, they are systematically recorded and evaluated, with corrective measures taken wherever necessary. It is compulsory for the people involved to have a conversation with their line manager to clarify the causes of the accident.

Promoting a safety culture

The Code of Conduct obliges all employees without exception to comply with the safety regulations. Implenia doesn't just impose rules and regulations however; it also runs programmes and campaigns to sharpen its employees' awareness of health and safety in their day-to-day work.

Regular meetings and workshops are used to identify risks, improve risk management and share experiences. The "15-minute safety" internal training session is held at least once a month at all projects. Implenia Construction Switzerland has also developed a new, web-based tool for safety training for on-site employees and subcontractors. Management presence on construction sites has been reinforced recently, which has also contributed to a better on-site safety culture.

An effective safety culture must include openness about mistakes. Everyone wants to avoid mistakes; but if they do happen, they should not be kept secret or played down. Mistakes need to be addressed if they are to be corrected and if lessons are to be learned. Against this background, Implenia launched the "Safety counts!" programme in 2016. This is for managers and focuses on their function as role models, as well as on communication and a positive culture of dealing with mistakes.

In 2016 Implenia also strengthened international cooperation on safety improvement measures. A regular exchange of information within the Group-wide Health & Safety organisation helps different teams learn from each other, identify potential for improvements and exploit synergies. By sharing examples of best practice from different countries, all parts of the company can work on bringing safety up to the same high level across the Group.





”

Project Campus Sursee

New-style safety training

In 2017, Implenia developed a web-based safety training programme to help protect its own employees and subcontracted workers from accidents. The pilot project ...

Read the story



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Project Stoos

Steep, steep Stoosbahn

Implenia had to master some unusual logistical challenges when it built the world's steepest funicular railway. In spite of the exposed location, no accidents ...

Read the story

Award-winning role models

With its annual Health & Safety Award, Implenia celebrates outstanding achievements in the field of Health & Safety at work by a construction site, team or individual. The award is designed to strengthen people's motivation and interest in the subject and increase their sense of responsibility. Implenia employees vote for the winner from a shortlist of proposals.

The 2018 Health & Safety Award went to the SBB railway cabling team at the Modernisation Central Switzerland Department. The team has gone 37 years without a single accident, despite the challenging conditions on the tracks, with passing trains sometimes interrupting work every two minutes. This outstanding performance is based on good communication within the team. All the team members look out for each other and are hugely aware of safety issues.



”

Project Grand Paris Line 11

Safer tunnel-boring machines

Implenia is making jobs involving tunnel-boring machines safer. Right from the time the machines are assembled, measures are taken to reduce the risk of ...

Read the story

Fewer accidents than ever before

Implenia's numerous safety initiatives and measures are having an effect: in 2017 the number of accidents per thousand full-time employees went down from 77 in the prior year to 71. (Including the new Business Unit Implenia Hochbau Deutschland, the figure falls further to 65). Although we just missed the target of 70, this is a very promising improvement. It is also very gratifying that no Implenia employees have lost their life at work since 2015.

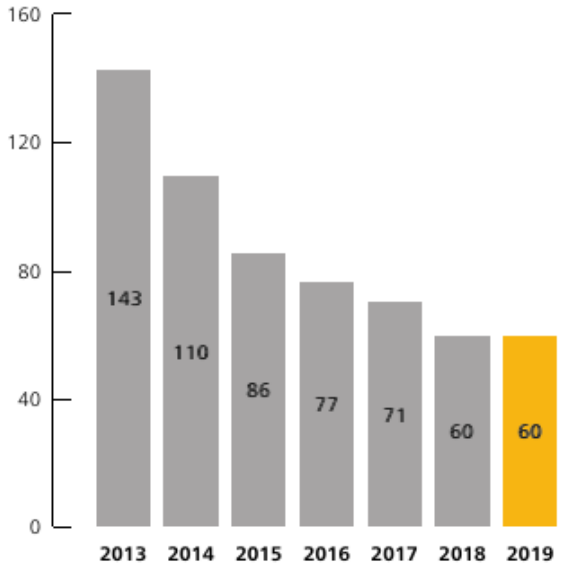
In the effort to keep reducing the accident rate, Implenia sets itself the target each year of cutting the figure by at least 10 percent across the Group as a whole. Each unit is given individual goals that are monitored each week and discussed with the responsible people when necessary.

Meanwhile, the number of non-occupational accidents (NOA) has hardly changed at all in recent years (-1%). Most NOA occurred when playing ball sports, on the roads or as a result of slips and trips in the home and garden.

Status: end 2019

Occupational accidents

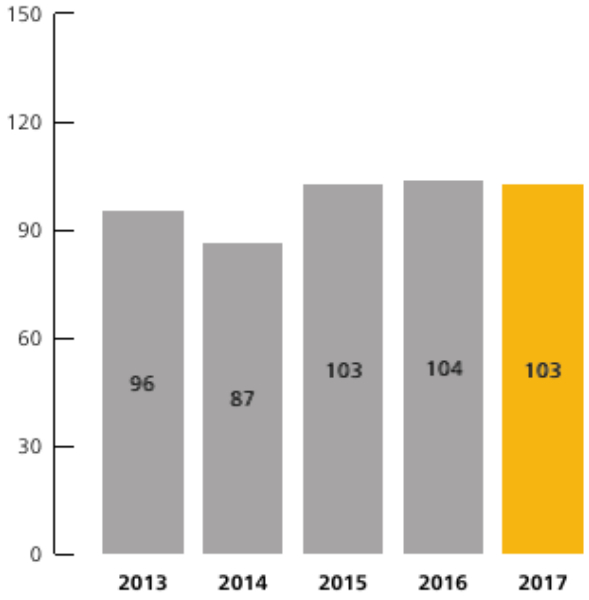
in number of incidents per 1,000 full-time positions



Status: January 2018

Non-occupational accidents

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



65 percent of total absences in Switzerland were the result of illness, with another 21 percent down to accidents at work and 14 percent caused by non-occupational accidents. This ratio has not changed significantly in recent times. Overall, Implenia has an absence rate from occupational accidents of 0.44 percent*. This is slightly higher than in 2016 (0.35 percent). Despite the fall in the number of accidents, the number of work-related absences rose from 9,070 days in 2016 to 11,897. In 2017 there were a total of 465 cases where employees were absent for more than 30 days due to illness or accident.

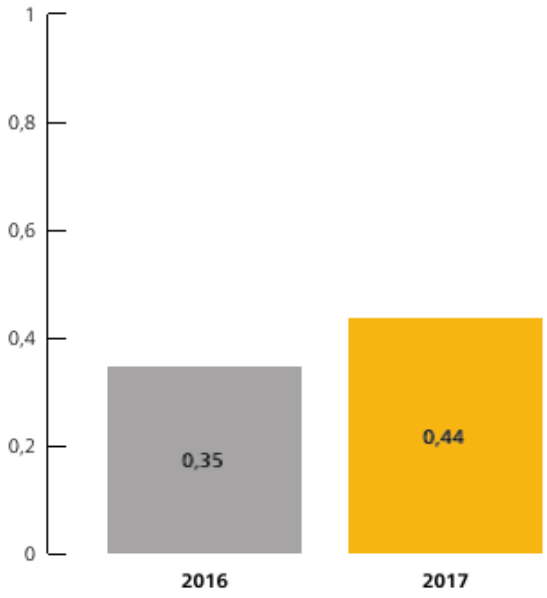
When its employees have accidents or are sick, Implenia works with internal health managers on their rehabilitation and reintegration. In 2017 the team supported 119 such cases.

* Implenia will apply a new calculation method from this year. Here, only workdays that are lost due to a work-related occupational accident are taken into account. Non-occupational accidents, non-work-related occupational accidents and occupational diseases are not included in the calculation. Absence periods are measured in calendar days.

Status: end 2017

Absence rate

in % of absence days to calender days





Project Johannelund
Put to the test

Implenia Sverige conducted its first Safety Week for staff in 2017. The centrepiece was an emergency drill conducted together with the fire department at the ...

Read the story

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Implenia Human Resources:

The promotion of women in action

Implenia is committed to gender equality. With the “Advance” coaching programme, the company wants to increase the percentage of women in its workforce – and particularly in managerial roles.



It may be a well-known fact, but the figures are still striking: although women make up nearly half of all salaried employees in Switzerland, the percentage drops steadily the further up the hierarchy you go. And the air is thinnest right at the top: according to a recent survey, only one in five members of a management board is female.

In the construction industry, the percentage of women in jobs has traditionally been even lower than the national average, and Implenia is no exception. Women make up 12.3% of the total Group-wide workforce at Switzerland's leading construction services provider. Implenia believes that this is too low and is actively committed to attracting more female staff at all levels. Over the past few years, the company has been campaigning for greater wage equality in particular and is making good progress compared to the rest of the country.

If the construction industry is to become a more attractive option for women, however, they will need better prospects for career progression as well as fairer pay. This is why Implenia has signed up to the "Advance" programme. Advance is a networking and continuing professional development organisation for women that runs skill building workshops, mentoring schemes and networking events.

In November 2018, the company held a fact-finding event where interested female employees could find out about the opportunities offered by the programme. Ines Pöschel, a member of Implenia's Board of Directors, opened the event at company headquarters with some anecdotes from her personal experience. Advance's Alkistis Petropaki then explained her organisation's mission. Finally, over 85% of those taking part voted in favour of Implenia joining the programme, as numerous other high-profile Swiss companies have done.

In early 2019, Implenia invited the interested ladies to attend Advance workshops and events for the first time and will also be keeping them updated on upcoming events in the future. "We feel strongly that this marks a small yet important step in inspiring even more women to choose Implenia and motivating them to take on managerial roles," says Head of HR Group Thomas Foery.



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Implenia Group:

40 sustainable ideas

Around 60 people met for a Group-wide sustainability workshop at the start of 2017. They worked through more than 40 suggestions for strengthening sustainability in the company.



Sustainability has been an integral part of Implenia's vision and corporate strategy since 2009. As the Group has grown, however, the challenges of doing business sustainably have increased. To give fresh impetus to its whole sustainability effort and embed it firmly in operational processes, Implenia held a sustainability workshop in February 2017 – the company's first in its new expanded state.

"Each and every employee is responsible for sustainability," said Implenia's CEO Anton Affentranger at the start of the workshop in Glattfelden. And then the work began, with the 60 participants developing concrete suggestions for improvements in various categories, including being an attractive employer, CO2 footprint, internationalisation of sustainability, and sustainable buildings.

The second part of the workshop focused on how the company can create new momentum and mobilise all employees for sustainability, right down to the last construction site. The numerous proposals subsequently presented in the plenary session were testament to some extremely fruitful discussions.

After the workshop, the Sustainability Department evaluated more than 40 proposals, assessing their feasibility and relevance, and grouping them into nine work packages. These were signed off for further development by the Sustainability Committee and CEO in April.

“The most important sustainability measures we have adopted include enhanced sustainability requirements for suppliers and subcontractors or pilot eco-construction sites. This also includes the anchoring of sustainability considerations among our employees as well as improved communication and greater transparency”, said Rolf Wagenbach, Head of the Sustainability Department.













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Implenia Construction:

Attracting and recruiting new specialists

There is fierce competition within the construction sector for the best specialists. In this tough environment, Implenia Deutschland needs to show how attractive it is as an employer, which is why it attended 17 job fairs and staged numerous public events in 2017.



Skilled specialists are rare and highly sought-after. Implenia is one of the companies actively looking for the best future talent. The company uses employer branding measures to distinguish itself positively from its competitors and show that it is an attractive employer.

In 2017 Implenia Deutschland attended 17 university open days, job fairs and recruitment events to raise awareness of the “company with the daisy”. The internet is plays an increasingly important role for job seekers, which is why Implenia uses several social media channels and works hard to leave a positive and visible digital footprint.

The company gave out the first “Implenia Award” for outstanding degree dissertations in 2016. There were five categories for the award – construction management, BIM, geotechnical engineering, structural engineering and a

special category for interdisciplinary topics – and the submissions were of a very high standard. As well as their 1,000-euro prizes, the five winners were also offered internships or trainee positions at Implenia.

Implenia invited prospective industrial and civil engineers to a construction site tour at a major project as part of the "Implenia Inhouse Day". The project chosen for 2016 was the underground railway construction site in Berlin, while in 2017 participants visited the Albvorland Tunnel near Stuttgart. Participants got to know more about Implenia through case studies and by talking to managers. These campaigns resulted in the company receiving a good number of applications from highly qualified individuals.

Implenia also invites local people to visit its construction sites, including during Germany's national "Industry Week". In 2016 around 300 visitors took the opportunity to view the Berlin metro's new "Unter den Linden" station. This visit saw the first use of a container that Implenia had converted into a mobile information pavilion for people interested in training and jobs at the company.



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Implenia Human Resources:

Crap sin Crap

In summer 2018, Implenia apprentices in the canton of Grisons helped to restore large parts of one of the longest dry-stone walls in the Alps. It proved a truly unique experience during their week-long community project.



“Crap sin Crap” is Romansch and literally means “Stone on Stone”. And it is the perfect description of how Implenia apprentices went about replacing parts of a traditional dry-stone wall in the canton of Grisons in July 2018. Although it sounds easy in theory, the work involved is strenuous – especially in the heat of the mountain sun some 2,000 metres above sea level. A good eye, a lot of strength and a great deal of patience are required to get every piece of rock precisely in the right place and sitting securely.

The 40 apprentices were on repair duty up the mountain from Laax as part of their week of community work. Implenia organises one of these for all its trainees after their second year to enable its young talent to gain unique experience by contributing to a charitable endeavour.

The mountain community in Grisons were delighted by the support they received from the volunteers. The impressive structure on the Nagen mountain is 1.2 kilometres long, making it one of the longest dry-stone walls in the Alps. However, the past few decades had not been kind to this jewel of cultural history, which dates back to the 19th century, with storms and strong winds gouging out numerous holes.

Following an introduction to the traditional art of dry-stone walling, the apprentices from all over the country threw themselves into the task, collecting suitable stones, mending the sections that had collapsed and rebuilding some parts completely from scratch. In the process, they not only gained an insight into an ancient craft but also discovered how to work together successfully and across language barriers. When they had finished, the wall once again looked more or less how it did when our ancestors built it 140 years ago.

Dry-stone walls can be found on virtually every mountain in the Swiss Alps. They form part of Alpine culture and are a typical feature of the landscape, while the stones found lying about in the mountain pastures provide their basic building material. They are built to improve the quality of grazing land over the long term and form a safe and secure perimeter fence for cattle. Boasting a rich diversity of structures, the walls also provide a valuable natural habitat for animals like insects and lizards. Since time immemorial, therefore, they have boasted qualities that we nowadays call “sustainable”.





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Implenia Human Resources:

Successfully into the future

Nine Implenia apprentices plan and build a driveway in preparation for their final examination.



As the final exam approaches, the apprentices are getting increasingly nervous. This is the day they'll have to show exactly what they have learned over the last three years. They are preparing for the test as conscientiously as they can.

Nine third year apprentices were lucky: their trainer Kurt Oberholzer has a neighbour who wanted to put a driveway in front of his new house. He was only too pleased to agree to Oberholzer's idea of getting apprentices to carry out the work as a practice project before the final exam.

Over the next three weeks the young road builders were given the opportunity to practice many of the types of work they would be tested on. This included setting up and marking out the site, levelling the subsurface, marking out the borders, setting the edge stones and applying the surfacing.

Kurt Oberholzer left his apprentices largely to work on their own. As well as practising the different steps involved in the work, they learned to take responsibility within a team. There was no foreman on "their" construction site to tell them what to do. The apprentices decided most things for themselves, distributed the jobs and trusted each other enough to give and receive criticism.

Oberholzer gave them daily feedback about how the work was going, about the financial implications and environmental aspects. Thanks to such exercises, the company is sending practically trained young specialists into the world of work, who know how to operate sustainably. The project also contributed to sustainability, because no practice materials had to be disposed of.







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Project Campus Sursee:

New-style safety training

In 2017, Implenia developed a web-based safety training programme to help protect its own employees and subcontracted workers from accidents. The pilot project was very well received.



Implenia always wants to prevent accidents and fulfil its duty of care as principal contractor. In 2017 it tested a new approach at its Campus Sursee construction site in Canton Lucerne and created an online training course.

This course clearly set out the most important principles as defined by the SUVA Safety Charter. SUVA is Switzerland's national accident insurance service. All the employees earmarked for the pilot project had to complete an online safety induction process.

The on-screen Health & Safety training took about a quarter of an hour and finished with a test in which drawings of situations on a construction site had to be evaluated. Workers only got their badge to access the construction site if they answered at least 90 percent of the 31 questions correctly.

Implenia employees did the course first, and then in a second phase it was given to subcontracted workers. Responses to this new tool were so positive that Implenia has decided to use the online training across the whole of its building construction operation from 2018 onwards. The precise contents of the course will be adapted to each site.





Implenia Bestätigung

Implenia Health & Safety-Einführungsschulung, Baustelle Quai Zurich

Schulungsinhalte

- Suva Sicherheits-Charta
- Die acht Grundsätze auf Implenia Baustellen
- 31 Testfragen zur Sicherheit auf der Baustelle

Punktzahl: 100%

Bob Rohrfrei
Meistermurks AG

4.4.2018

Jürg Gerber
Projektleiter

Benny Rosario
Sicherheitskoordinator Baustelle

Martin Wegner
HSEQ-Beauftragter
Geschäftsbereich

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Project Stoos:

Steep, steep Stoosbahn

Implenia had to master some unusual logistical challenges when it built the world’s steepest funicular railway. In spite of the exposed location, no accidents occurred.



The steepest funicular railway in the world services the village of Stoos, located 1,300 metres up in the mountains of central Switzerland. Residents of the village in Canton Schwyz depend on the railway as their only year-round transport down to the valley. For tourists, the ride in one of the drum-shaped cabins, which turn to compensate for the varying slope, is a spectacular experience.

The railway opened at the end of 2017, replacing the outdated old Stoosbahn. The planners drew up a bold new route that takes a straight 1,740-metre-long line from the floor of the Muotathal valley right up to the middle of the village. With a gradient of up to 47 degrees (110 percent) the line goes through several bands of rock and involved the construction of several tunnels with a total length of almost 600 metres.

Implenia completed this unique project together with a consortium partner, and was responsible in particular for building the tunnels – a real logistical and technical challenge. The rock had to be cut through almost vertically at the steepest points, which required a special technique and a lot of creative solutions.

To access the construction site, a specialist subcontractor built a transport cable car with a payload of 7.5 tonnes directly above the railway tracks. Another partner firm used a raise drill technique to drive holes, each about 1.5 metres in diameter, into the mountain. Implenia workers then enlarged these pre-drilled holes using the drill and blast method, from the top to the bottom of the route.

Implenia used a special boring machine for the next stage, which moved downhill secured by cable winches: at the front of the machine a remote-controlled excavator arm pushed the blasted rock down into the pre-drilled shafts. The excavator was then switched for a spray head that coated and sealed the walls with concrete. The team worked down its way down the mountain like this at a rate of about nine metres a week. The boring machine was supplied on tracks by a carriage that was led up and down by cable winch.

Steep terrain, explosions, underground construction: it was clear from the beginning that this would be a high-risk construction site. Trips, slips or dropped tools and material could have had fatal consequences. Worker safety is always the top priority, but in an environment like this it was more critical than ever. Workers didn't just wear the normal protective clothing; like mountaineers they also wore personal climbing harnesses and secured themselves with ropes while working. To this end, a special training course was provided on site for the entire construction site team.

Thanks to these and other safety precautions, there wasn't a single significant accident or injury during the whole construction period. Implenia is at least as proud of this achievement as it is of having helped build a world record railway.













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Project Grand Paris Line 11:

Safer tunnel-boring machines

Implenia is making jobs involving tunnel-boring machines safer. Right from the time the machines are assembled, measures are taken to reduce the risk of accidents.



Working with partners from France and Italy, Implenia is currently helping build a section of tunnel, around three kilometres long, for Metro line number 11 on the edge of Paris. This makes the company part of one of the largest infrastructure projects in Europe: the “Grand Paris Express”.

Implenia has plenty of experience in underground construction, and the expertise we have developed was crucial to winning the contract in Paris. Being new to the French market, Implenia is keen to prove its skill and expertise.

It doesn’t just want to impress with the high quality of its work, however, but also with its very low accident rate. As always, the company aims to ensure there are as few accidents as possible and no fatalities. This goal is particularly challenging for tunnelling work.

Implenia France worked with the manufacturer to develop a new safety and ergonomics concept for the two tunnel-boring machines. When the machines were still at the design phase, a group led by the Safety Officer took a long hard

look at them and analysed possible sources of accident risk. This group then proposed ways of minimising these risks. The measures were implemented and reviewed again when the machines were actually assembled.

The working group also developed a safety manual covering both the actual drilling and the maintenance work. A safety poster listing the most important rules was displayed at every workstation so the employees concerned were sensitised to the risks even when the machines were being assembled.

Implenia France took great pains to involve all the all main players in the design and construction of the tunnel boring machines. From the manufacturer to the accident prevention organisation to the workers themselves, everyone contributed to the Health & Safety process. As well as helping minimise risk, this approach also ensured the best possible working conditions underground.





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Project Johannelund:

Put to the test

Implenia Sverige conducted its first Safety Week for staff in 2017. The centrepiece was an emergency drill conducted together with the fire department at the Johannelund construction site near Stockholm.



The alarm bell rings. Seconds later, the whole tunnelling team is on the move: calmly but quickly, the workers try to get out into the open air. When the headcount is taken at the assembly point, there's a shock: one person is missing.

Fire-fighters with breathing apparatus rush into the tunnel which is now belching out thick smoke. They manage to rescue the missing worker; shortly afterwards they locate and extinguish the fire. All is well again.

Fortunately, the fire was only a realistically staged exercise designed by site managers in conjunction with the fire service to test and improve the effectiveness of Implenia's emergency procedures: it's much easier to respond correctly in a real crisis if you have practised what to do in a drill.

Fortunately, the fire was only a realistically staged exercise designed by site managers in conjunction with the fire service to test and improve the effectiveness of Implenia's emergency procedures: it's much easier to respond correctly in a real crisis if you have practised what to do in a drill.

Safety Week resulted in a noticeable improvement in participants' capacity to deal with emergencies and accidents, while managers and Health & Safety Officers were able to identify where processes needed to be optimized. Heartened by the positive responses, Implenia Sverige immediately put a date in the diary for Safety Week 2018.





Social commitment and compliance

Binding Code of Conduct

Promoting proper, effective competition; fighting corruption

Infringement of competition law

Working with universities

Social commitment

Working for a green economy

Sponsoring sport and culture

Implenia takes responsibility and wants to do what it can to help solve societal challenges. The company has set out its values in a Code of Conduct and a Competition Directive, and makes sure that its employees comply with them.

Achievements in 2016 and 2017



Social commitments strengthened, including our work with the "Smiling Gecko" project in Cambodia.



Internal collection of sustainability indicators and external evaluations of Implenia's sustainability have been improved.



Collaboration with external stakeholders expanded

- **Sponsorship of an ETHZ professorship in innovative and industrial construction.**
- **Extended membership of the Netzwerk Nachhaltiges Bauen (Sustainable Construction Network).**
- **201 trainees trained and various master's theses supported.**
- **"One Planet Living" method developed for sustainable neighbourhoods.**

Goals for 2020

- Create transparency about our sustainability activities, report on these continuously and improve our external sustainability ratings
- Increase our commitment to sustainable development beyond our business activities
- Continue to engage in dialogue with representatives of politics, business and civic society, and establish such dialogue in our new home markets
- Avoid compliance incidents thanks to training courses and a zero-tolerance policy with respect to integrity and competition law infringements



Binding Code of Conduct

Implenia has set out its principles as a responsible corporation in its Code of Conduct respect, integrity, honesty, openness, fairness and sustainability. The Code governs the way employees behave towards each other and towards business partners, authorities and the environment.

The Code of Conduct forms an integral component of Implenia's employment contracts and is binding on all staff. All new employees have to complete an e-learning program that goes through the contents of the Code as well as the associated policies. Regular internal training sessions are also held on the content.

Each business unit has a designated compliance officer, who acts as the first point of call for queries about compliance issues. Employees can also go to the compliance officer if they suspect or witness malpractice. They can, of course, also report malpractice directly and anonymously to the centralized Compliance Department. The company guarantees that whistle-blowers are protected and that the accused are treated fairly. Implenia continuously reviews its compliance organisation and adapts it where necessary to new circumstances.


Implenia
Implenia
Code of Conduct
Company guidelines and
behavioural guidelines
Implenia

Promoting proper, effective competition; fighting corruption

There is intense competition in the construction sector. Implenia engages in this competition by fair means and has a zero-tolerance policy towards anti-competitive behaviour. The company adheres strictly to all applicable national and international antitrust and competition law, and it condemns any form of bribery and corruption.

Implenia checks each project to ensure that internal and external requirements for fair competition are met. The company has introduced a mechanism to counter corruption based on the "two-pairs-of-eyes" principle. Auditors also regularly check the books for anything suspicious as part of the regular audit process.

Implenia has signed off Group-wide competition regulations to help make employees more familiar with competition law and protect them from infringements. The instructions are unequivocal. For example, the internal regulations make it clear that oral and non-binding arrangements can still violate competition law, and they tell employees how to conduct themselves correctly.

Group integrity guidelines flesh out the principles of the Code of Conduct as they apply to corruption and bribery. They contain binding obligations for the prevention and active fight against corrupt practices and attempts at bribery. Implenia expects its employees to comply strictly with the law and guidelines. The integrity guidelines include concrete rules on accepting and offering personal gifts, for example. They set out country-specific financial thresholds, above which personal gifts either have to be approved or are forbidden.

Implenia doesn't just discuss compliance issues with its employees when they first join the company. Workers are invited to compliance training sessions regularly throughout their career at the company. Participation in this training, which helps keep the main principles fresh in employees' minds, is monitored. In this way, Implenia ensures that its people have a deeper awareness and understanding of the topic.

In order to sensitise its workforce to important compliance issues, Implenia brings these up regularly and links them to ongoing processes. "Impact", the staff magazine also regularly features fictional but realistic everyday situations to highlight where permissible business practices end and illegal behaviour, such as bribery or corruption, begins. Finally, pocket cards on specific topics – rules for meetings for example – are distributed to staff.

Infringement of competition law

Implenia communicates transparently about any infringements of anti-cartel law:

In April 2013, the Swiss Competition Commission opened an investigation against eight road-building and civil engineering companies in the districts of See-Gaster (SG) and Höfe (SZ). Implenia, or more precisely the former Batigroup AG, was one of these companies. The case, which centred on agreements made when public and private road-building and civil engineering contracts were awarded in the years between 2002 to 2009, was completed in October 2016. Implenia cooperated fully with the Competition Commission and helped with investigations into other agreements on price and geographical areas. Thanks to its positive approach, the company ultimately avoided a fine.

The Competition Commission has been following up leads in Canton Grisons. The investigation is looking into possible illegal anti-trust agreements in the market for road construction, building construction and civil engineering prior to 2010. In December 2017, the Competition Commission closed six individual investigations into bid-rigging in the Engadin. Implenia was involved in the case of two calls for tender by private clients. However, the Competition Commission's decision was challenged and so is not yet pending.

In 2016, the Austrian Federal Competition Authority fined several companies for price fixing in the drywall building market. Tüchler Ausbau GmbH, a subsidiary of Implenia, was one of the companies involved. Implenia acted immediately and parted company with the responsible manager.

In April 2017, Vienna's public prosecutor for economic and corruption offences opened an investigation against Implenia Baugesellschaft GmbH into suspicions of bid-rigging. The investigation is still in progress. The matters under investigation go back to the years between 2008 and 2012, i.e. prior to Implenia's takeover of the former Bilfinger company in 2014.

Working with universities

In order to strengthen knowledge transfer between academia and business, and further the development of skilled professionals, Implenia has for some years now been working more closely with universities. In Switzerland, for example, Implenia supports the ETH Zurich's Excellence Scholarship & Opportunity Programme with an annual contribution. From the start of 2016 and up to 2022, Implenia, as an "industrial partner", is also supporting the establishment of an assistant professorship for innovative and industrialized building. The aim of this partnership is to develop new expertise in civil engineering and construction.

Implenia also has close links with selected universities in Germany. At the University of Wuppertal, it has committed personnel and money to a master's degree program in real estate and construction project management. In Munich, Implenia regularly awards scholarships to talented students at the city's universities.



A partnership dedicated to developing expertise in civil engineering and construction - signing ceremony at the ETH Zurich (left to right): Prof. Dr. Ulrich Weidmann, Vice President for Personnel and Resources at ETH Zürich; Prof. Dr. Lino Guzzella, President of ETH Zürich; Anton Affentranger, CEO of Implenia; Dr. Jörg Kaiser, Head of Implenia's Technical Center. (Picture: ETH/Implenia)

Social commitment

As the largest construction company in Switzerland and a major player in Europe, Implenia wants to play its part in promoting social cohesion. It regularly supports social initiatives through cooperation arrangements, financial contributions or benefits in kind. The company made a particular effort in its anniversary year of 2016: employees brought great creativity and commitment to a daisy-growing competition, raising 120,000 francs for social organisations.



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Implenia group

Fund-raising to mark Implenia's 10th birthday

By submitting a flood of creative daisy photos, employees in the five home markets raised around 120,000 francs for social projects.

Read the story

Implenia takes a long-term approach to social sponsorship based on partnerships. The company has been working with workshops staffed by people with disabilities in every Swiss region since 2013. We place orders with these organisations, buy their products and give financial support. At the end of each year we always send our customers and business partners Christmas cards designed by disabled people.

Personal contacts are a very important part of these partnerships: Implenia employees visit the workshops and join in with activities for a day. The disabled organisations arrange for their clients to come and spend some time at Implenia to experience working life at a big company. It's a good way to encourage mutual understanding.

The company adheres to high ethical standards when engaged in sponsorship or making donations. Its competition rules state that political organisations or individual politicians can only be supported if this is done transparently and within the bounds of statutory regulations. Payments to other organisations have to be open and cannot be intended to influence decisions.

Implenia also helps to integrate disadvantaged people into the world of work. In Sweden, for example, the company entered into a **partnership with the city of Stockholm** in March 2017 to find jobs for difficult-to-place people. These tend to be students, refugees or unemployed people who have previously found it hard to access the labour market. Implenia is also working with the cantonal integration office in Geneva to give refugees meaningful work on its construction site for a new **UN office building** building in the city. In Cambodia, meanwhile, the company is supporting the establishment of a school.



Project «Smiling Gecko»

Commitment without borders to build a school

Implenia is sending its own experts to help build a unique school project in Cambodia.

Read the story



Implenia Sweden

Implenia lends a hand

In Sweden, Implenia is giving students, refugees and unemployed people opportunities to join the labour market – and is recruiting talented staff in the ...

Read the story

Working for a green economy

“Green economy” is shorthand for an economy that uses energy and raw materials prudently. There are many different green economy initiatives in many different countries, as well as at international level.

The construction industry is still far from being green, but to help move it in the right direction SINTEF in Norway has founded the “Green Construction Sector” network. SINTEF is one of the largest independent research organisations in Europe. Implenia joined the network in August 2017 and will now take part in its regular meetings. The network promotes close collaboration between members and backs innovations that contribute to sustainable development.

In Switzerland, Implenia arranged to meet members of parliament and climate researchers in early 2018 to talk about the new CO_2 law. Implenia and three other major companies gave their views to the politicians. CEO Anton Affentranger explained that a large proportion of Switzerland’s building stock is sub-standard in terms of energy efficiency, but that only a tiny fraction (just under 1% per year) is being upgraded. Action is required here. The company also championed an effective CO_2 levy as a means of achieving the climate targets agreed in Paris. Affentranger also took the opportunity to lobby for public procurement processes to take greater account of sustainability criteria.

Sponsoring sport and culture

Implenia uses sponsorship activities to facilitate important community activities and simultaneously strengthen its profile among customers and the general public. The company mainly supports sports events, but also does some general event and cultural sponsorship. Implenia sponsors key running events in all of Switzerland's language regions every year, and sponsors individual athletes as "Implenia ambassadors". A total of CHF 580,000 was spent on sponsorship in 2017.

In recent years, Implenia has also increasingly been involved in promoting youth development, for example by supporting the National Triathlon Training Centre in Wallisellen. Implenia Deutschland's sponsorship of the Eames exhibition at the Vitra Design Museum in Weil am Rhein is a good example of the company's cultural commitment.

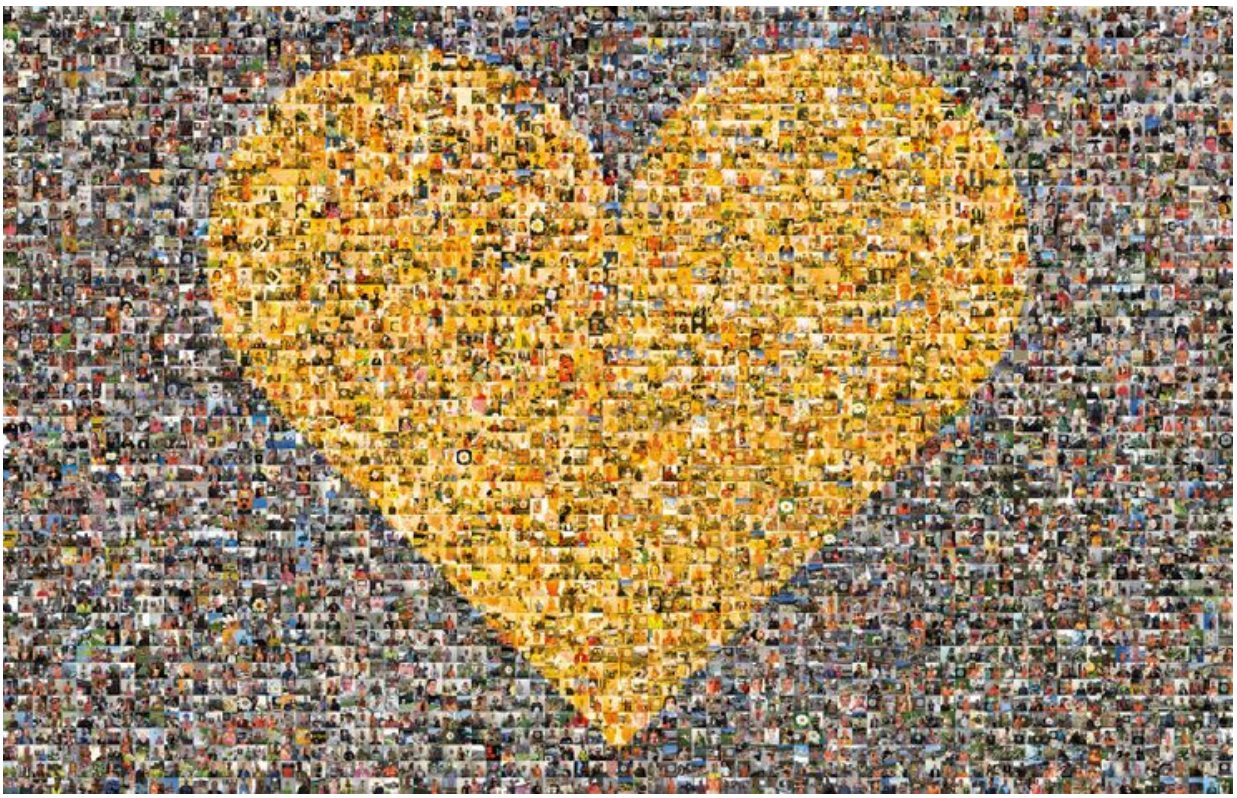


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Implenia group:

Fund-raising to mark Implenia’s 10th birthday

By submitting a flood of creative daisy photos, employees in the five home markets raised around 120,000 francs for social projects.



“Heartfelt commitment”. This was the motto for a birthday year in which Implenia wanted to make an additional contribution to society, and especially to those less fortunate than ourselves. After evaluating a large number of proposed social projects, thirty locations each chose one to support.

All employees were invited to grow their own daisies and then take a picture of themselves with the blooms they produced. For every photo submitted, Implenia donated an additional 20 francs to the amount raised, plus an extra sum for team achievement.

Photos of daisies in any form were allowed, and not just of the home-grown flowers. Crocheted daisies, living art installations of daisies, daisies with crazy glasses, photoshopped daisy collages: the creativity of our people knew no bounds, and suddenly the yellow and white flowers were everywhere. A total of over 4,000 daisy photos were submitted.

As a result of the anniversary activities, the thirty locations were able to hand over a total of 120,000 francs to their chosen social projects.



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Project «Smiling Gecko»:

Commitment without borders to build a school

Implenia is sending its own experts to help build a unique school project in Cambodia.



In a prime example of good timing, the «Smiling Gecko» organisation contacted Implenia just when the company was thinking about how to inject new momentum into its sustainability efforts. One of the ideas developed at a recent management conference was that we should do more charitable work nationally and internationally under the slogan “Implenia without borders”.

The request for help with the construction of a sustainable school site in Cambodia could not have come at a better time. Implenia quickly agreed to the proposal and provided Smiling Gecko with support in the form of skills and expertise. The “Village School Project” is also backed by other organisations, including the architecture department of the ETH Zurich and the Zurich University of Teacher Education.

Smiling Gecko has provided direct aid, financial and non-financial, to communities in Cambodia for many years. The charity has launched an anti-poverty project north of the capital Phnom Penh that aims to give decent work opportunities to several thousand Cambodians. The project includes a model school for around a thousand children, offering dual vocational training based on the Swiss system.

The project is unique in the world: planning and construction is influenced not only by the latest sustainable building techniques, but also by state-of-the-art educational principles. Construction began in spring 2017. As well as the school buildings, the project includes sanitary facilities, first-aid rooms, a canteen, a library, sports facilities and teacher accommodation.

In June 2017 two Implenia employees travelled to the site for the first time to review the planning and progress of the project. It became apparent that the plans needed amending and that additional expertise was required. Consequently, since August 2017 Implenia has continuously sent construction personnel out for stints of three months to help the local team. Interested employees can apply via the intranet and with a bit of luck take part in this unique project.











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Implenia Sweden:

Implenia lends a hand

In Sweden, Implenia is giving students, refugees and unemployed people opportunities to join the labour market – and is recruiting talented staff in the process.



Implenia is the first company in the Swedish construction industry to enter into a recruitment partnership with the City of Stockholm. Under the agreement, signed in March 2017, the city will help Implenia recruit staff for at least three years.

The plan is to find six new employees a year. As most of these will be students, refugees and unemployed people who have previously found it difficult to access the labour market, Implenia is helping to integrate disadvantaged sections of society – true to the city's aim of being a "Stockholm for all".

So far, the partnership has resulted in four appointments. One of the latest recruits is 21-year-old Ilyaas Sheikh, who couldn't find a job until Implenia took him on. He now works as a tunneller on the Johannelund project, gaining valuable professional experience in his first job.

"I'm thrilled to have this opportunity," says Ilyaas. His shift partner Erik Ståhl had already been working at Implenia for several years when Ilyaas started. "It's gone really well with Ilyaas; he soon became one of the team," says Ståhl.

“This partnership with Stockholm is very valuable to us,” says Fredrik Björckebaum, CEO of Implenia Sverige, “because the city has huge resources for finding and training talent. Everyone involved benefits from the scheme: the company gains promising new employees while providing jobs for people who have not previously had a chance to enter the labour market.

Financial and operational excellence

Creating value on solid foundations

Operational Excellence

Digitalization

Sustainable finance

Pioneer in the area of "green" credit financing

Satisfied customers

Implenia continually adapts its structures and processes in response to market developments in order to stay competitive and exploit market opportunities. Despite the low margins in the construction industry, by carefully weighing up opportunities and risks the company can ensure its long-term success and create sustainable value for its stakeholders.

Achievements in 2016 and 2017



Structure of Group-wide operating model defined to harmonise all core processes and documents; first content integrated.

BIM

Digitalisation and BIM strategy: implementation begun and BIM used in around 250 projects.



EBITDA, the most important benchmark of the Group's operational performance, rose to a new record figure of CHF 173.8 million in 2017.



Customer satisfaction maintained at high level of 96%.

Goals for 2020

- Set out all corporate processes uniformly in the operating model and make them easily accessible to our employees
- Expand the sustainability strategy to include international sites and benefit from shared knowledge
- Link financial and operational excellence in the "Kairos" project and implement the next step in the company's digitalisation strategy
- Based on the "One Company" approach, achieve improved results, greater customer satisfaction and more transparency in major projects



Photographer: Bernd Schumacher

Creating value on solid foundations

Since its creation in 2006, Implenia has developed into a strong company with a comprehensive range of services, a well-positioned brand and a solid base in the Swiss market, as well as in Germany, Austria, France, Norway and Sweden. With equity capital of CHF 654.9 million, Implenia has a strong capital base by industry standards. Despite the Bilfinger Hochbau acquisition, return on invested capital came to 35.4% (61.8% excluding PPA), which is significantly greater than the average cost of capital of 9.5%.

The company stands on solid financial foundations and in 2017 it once again generated positive economic value. The acquisition of Bilfinger Hochbau, which was completed during the reporting period, increased total assets to CHF 2,897 million (2016: CHF 2,629 million).

In June 2017, Implenia placed three fixed-income promissory notes with a total volume of EUR 60 million. The euro bonded loan reduces the Group's foreign currency risk. In mid-2018, it was possible to renew the current syndicated loan early. The credit facility was increased by CHF 150 million to CHF 800 million and the term extended until 2023. Thanks to the renewal, Implenia has financing at better conditions.

Over the last five years, all shareholders and stakeholders have benefited from the Group's growing net added value. By far the largest percentage of this has gone to employees in the form of wages and salaries. Implenia was also able to pay an ordinary dividend of CHF 2.00 per share in 2016 and 2017.

The following table, which follows GRI guidelines, provides an overview of the value that Implenia creates each year and distributes to its shareholders. Implenia has worked in line with the value-oriented management concept since 2013, focusing not just on earnings but also on the value of the company.

Directly generated and distributed economic value (GRI201-1), Implenia Group

	2012 1000 CHF	2013 1000 CHF	2014 1000 CHF	2015 1000 CHF	2016 1000 CHF	2017 1000 CHF
Output account						
Revenues	2'800'443	3'057'414	2'919'760	3'288'200	3'266'986	3'859'478
Financial income	2'184	4'014	3'183	4'849	2'926	4'643
Other income	5'469	5'033	6'644	6'724	6'158	6'779
Business output	2'808'096	3'066'461	2'929'587	3'299'773	3'276'070	3'870'900
Cost of materials	1'744'451	1'931'004	1'844'562	2'058'893	2'006'170	2'432'499
Other operating expenses	176'383	172'087	170'273	224'004	231'356	275'749
Inputs	1'920'834	2'103'091	2'014'835	2'282'897	2'237'526	2'708'248
Gross added value	887'262	963'370	914'752	1'016'876	1'038'544	1'162'652
Depreciation and amortisation	43'444	42'786	42'788	81'424	68'277	110'244
Net added value	843'818	920'584	871'964	935'452	970'267	1'052'408
Distribution account						
Employees	731'347	800'955	760'317	850'667	869'434	984'174
Creditors	13'718	11'862	11'386	14'958	14'921	15'541
State	21'883	25'133	27'255	17'809	21'459	13'660
Shareholders	69'958	75'215	69'231	48'405	59'817	35'779
Group	6'912	7'419	3'775	3'613	4'636	3'254
Net added value	843'818	920'584	871'964	935'452	970'267	1'052'408

Operational Excellence

In order to stay competitive for the long term, Implenia continuously adapts its structures and its management and control processes to the market, the latest academic insights and the latest technology. 99 percent of all units within the company undergo a continuous improvement process in accordance with ISO 9001. The company is also increasingly applying the principles of “Lean Construction”, including at the “Pont Rouge” project in Geneva, where its own employees and all subcontractors are working in strict weekly cycles using “just-in-time” methods. Implenia now has a nationwide network of lean experts within Business Unit Construction Switzerland.

The aim of the stripped-down, coordinated work processes advocated by Lean Construction is to minimise use of resources, time and costs, and to increase quality and customer benefits. A great example of what this can achieve is the Feldbreite housing project in Emmen, where Implenia built 151 homes in spring 2017 and subsequently only had to come back and make good 13 defects.

Implenia revised its IMS management system in 2015. The new version 2.0, which allows seamless integration of planning, processes and people within construction projects, has been in continuous use in the Switzerland (Development, Building Construction and Modernisation), Infrastructure and Scandinavia Segments. With its standardised processes, the management system improves project control and management; it has already proved its worth in more than 300 projects.

Digitalization

The Group has invested significant resources in digitalization and the integration of IT systems in recent years. In 2017, for example, the company initiated the Group-wide revision and consolidation of the ERP systems. Under the project name “Kairos”, various ERP solutions were standardised in addition to the introduction of RIB iTWO. These measures are of key importance for the further digital development of the Group.

Another key element of digitalization at Implenia is BIM (Building Information Modeling). BIM is used to model a construction project digitally before it is carried out on the construction site. Put simply, BIM specialists build a three-dimensional model (3D) of the project on a computer, and then add additional information about deadlines (4D) and cost planning (5D). The customer then has a “digital twin” of the actual project, giving them an ideal platform for optimising the operational processes involved.

Implenia uses its state-of-the-art BIM technology in all its sectoral businesses and markets. A BIM team was established within the unit"Project Excellence and Services" in 2014 to help the business units introduce and use the new technology. One of the first BIM-supported construction projects in Switzerland was the elephant enclosure built by Implenia at Zurich Zoo in 2014. Its use has spread rapidly since then. In 2017, Implenia used BIM in more than 250 projects along the whole value chain – from initial planning, through preparing bids and right through to implementation. The value of all BIM projects has now passed the billion-franc mark.



”

Project Lokstadt

Digitalization creates a crocodile

The “Krokodil”, a timber building currently under construction by Implenia in Winterthur, is the first project to use a three-dimensional data model throughout ...

Read the story

Sustainable finance

Sustainability is an integral component of our business and our value system. This makes Implenia's shares and bonds attractive to investors looking for a socially responsible approach to investment. The way sustainability researchers perceive and rate Implenia's efforts is very important, so the company works hard to provide transparent communication as well as continuous disclosure of meaningful key performance indicators and targets.

In recent years, Implenia's commitment to sustainability has received a series of positive external ratings. MSCI ESG – one of the world's leading credit rating agencies – confirmed its AA rating in 2018, for example. Sustainalytics and Inrate have also given Implenia excellent marks for sustainability. Various Swiss banks, including Zürcher Kantonalbank, Bank Vontobel (formerly Vescore) and J.Safra Sarasin, include us in their sustainability portfolios.



Pioneer in the area of “green” credit financing

At the end of June 2018, Implenia succeeded in increasing its current credit facility with the existing Swiss banking syndicate led by UBS by CHF 150 million to CHF 800 million. The applicable credit margin will be partially tied to the sustainability performance determined by Sustainalytics, making Implenia the first industrial firm in Switzerland to adopt this system. Due to the current good assessment, Implenia thus receives improved conditions.

Implenia has been given an outstanding score of 77 points by the world’s leading provider of research and ratings for environmental, social and governance issues (ESG). Compared to the previous year, the rating was further improved. This makes Implenia a leader in its sector and a pioneer in the area of “green” credit financing. The fact that the long-standing sustainability efforts of Implenia are now also having a clear monetary impact on its financing represents an important and systematic step.

Satisfied customers

Satisfied customers form the basis for Implenia's long-term success. Implenia regularly tries to find out how its customers judge its services. As well as talking to them directly about their experience, Implenia has for years carried out systematic customer satisfaction surveys.

Implenia completely revamped its customer feedback mechanism in 2016. Rather than using questionnaires, this has been integrated into a web interface within the IMS Implenia Management System since the start of 2017: Implenia wants to offer its customers a modern, user-friendly process and increase the response rate.

Implenia receives a total of around 500 individual pieces of feedback from customers each year across all business units. About three-quarters of the feedback is from professional customers, and the rest from individual customers such as home-buyers.

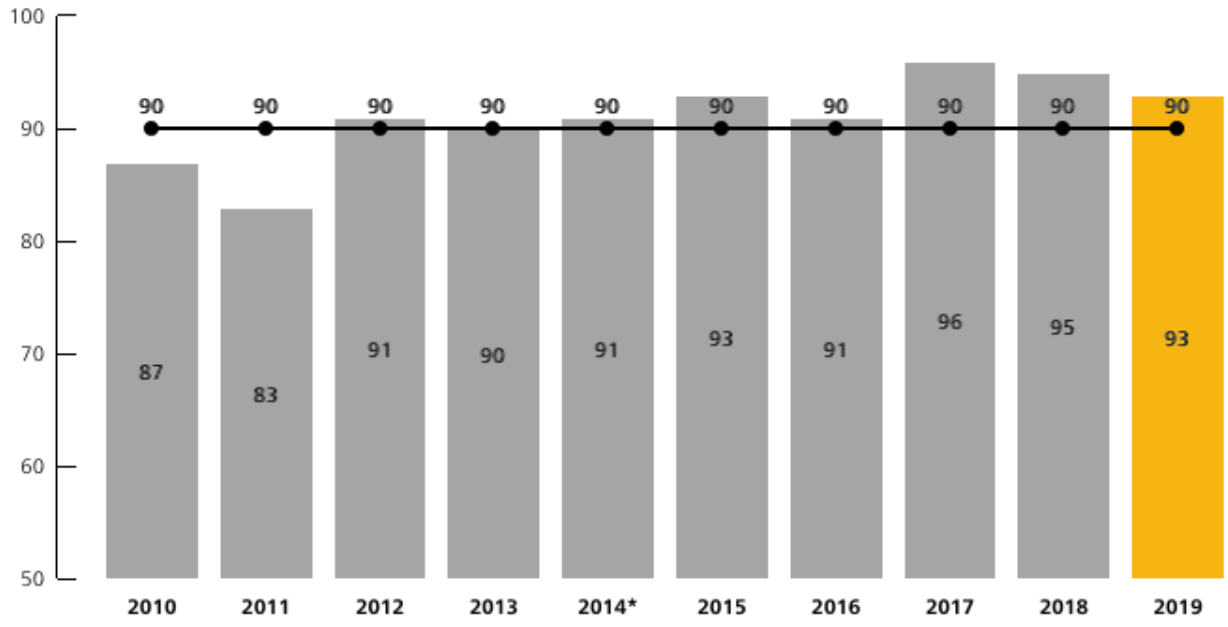
In 2018, 94 percent of business customers who took part in the customer survey said they were satisfied with our services and would recommend Implenia to others (previous year: 96%). Despite a slight decline, we are pleased with this good result.

The highest marks given in 2018 were for the commitment and skill of employees (91 percent), followed by compliance with quality standards (88 percent) and response to customer concerns (87 percent). Overall, customers also said they were satisfied with regard to correcting defects (82 percent), the sustainability and innovation of proposed solutions (82 percent) and adherence to budgets (83 percent).

Status: end 2019

Customer satisfaction

in % of satisfied customers that would recommend Implenia



Actual (average)
Target value (minimum)

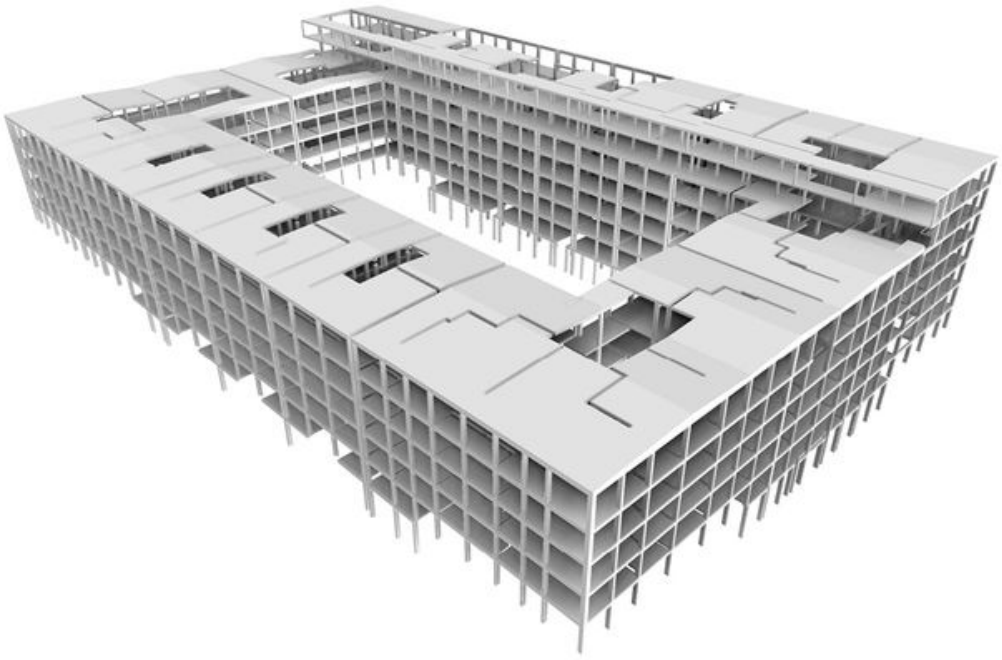
* Data up to and including 2013 refers to the former Implenia Real Estate / Implenia Buildings

”

Project Lokstadt:

Digitalization creates a crocodile

The “Krokodil”, a timber building currently under construction by Implenia in Winterthur, is the first project to use a three-dimensional data model throughout the whole process, from the architectural competition to execution planning.



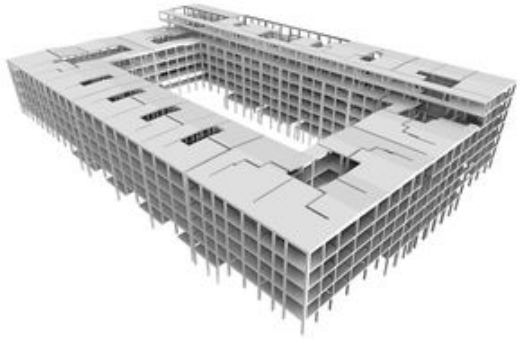
Wood is one of the oldest and at the same time one of the most modern materials. It meets the highest requirements in terms of sustainability and cost-effectiveness, partly because wood is ideal for prefabricating building elements. Implenia makes the most of these qualities, producing timber elements in a special fabrication facility, opened in 2017, that uses computer-controlled processes and the very latest technology.

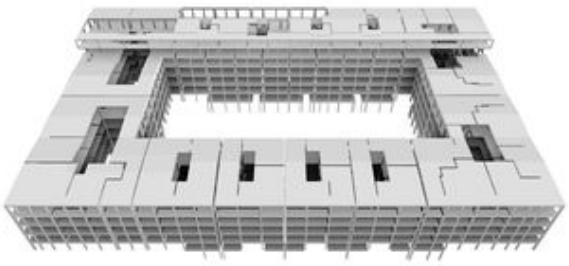
The modern production machines read all the necessary information for wooden elements directly from a three-dimensional BIM model. No wonder, then, that BIM is now being deployed for the first time for the entire planning of a timber building – “Krokodil” in the new “Lokstadt” district of Winterthur.

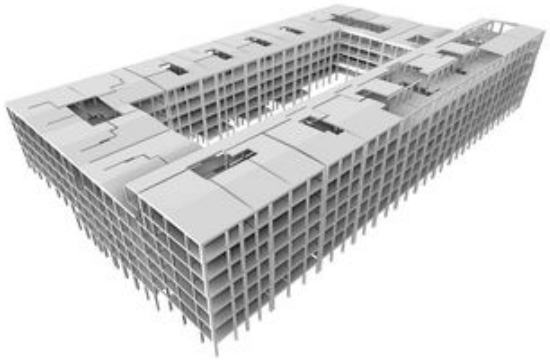
Even the architects who took part in the design competition submitted their proposals as BIM models. The winning model was refined and enriched with more detailed information. All the different trades integrated their execution plans into the respective models. The three-dimensional model helped everyone involved to retain a shared understanding of

the building, allowing them to coordinate all the individual parts of the planning much more effectively. The model also helped the project managers monitor the expected project costs and allowed them to check very easily whether sustainability targets were being met.

During the execution phase, which the project is currently just entering, the project team expect to keep reaping the benefits of BIM technology. The key aims are to optimise logistics and assembly and to check construction progress more accurately. And will the reality match the theory? The “Krokodil” will soon show us.







Appendix

Compiling the report's content

Significant memberships and partnerships in the field of sustainability

Compliance with external guidelines

GRI Content Index

Contacts/impressum

Compiling the report's content

Scope and standard

The statements in this Sustainability Report generally refer to the entire Group. Depending on the reported topic, however, there are narrower system boundaries. For example, the statistical environmental information is restricted to the Swiss business units, as until now it is only here that this information has been systematically collected. Differing system boundaries are mentioned in the respective texts and illustrations.

The reporting is carried out in line with GRI standards (option: core), and also takes account of the "GRI Construction and Real Estate Sector Disclosures". The content has been carefully compiled, but not externally audited.

Implenia used to publish a Sustainability Report every two years, but in 2018 it switched to continuous online reporting. While the report especially focusses on 2016 and 2017, more up-to-date information from current projects and initiatives is also taken into account. Readers are therefore continuously provided with a current insight into the Group's sustainability efforts. For environmental reasons we have not produced a printed version.

Determining the main topics

Implenia's Sustainability Department is responsible for the company's sustainability reporting. Working closely with the relevant central departments and operational Business Units, it defines the main content in accordance with the Group's five sustainability priorities. The choice of subjects to include was also determined by a materiality analysis based on the Sustainable Development Goals, and by an event involving Implenia's internal and external stakeholders. The GRI's qualitative reporting principles informed the editing of the text, and all content was subject to final review and approval by the Sustainability Committee.

Significant changes during the period under review

On 2 March 2017, Implenia acquired 100 percent of the shares of Bilfinger Hochbau GmbH, based in Neu-Isenburg (Germany). This acquisition diversified Implenia's business geographically and expanded its presence in Germany. The acquired companies were fully consolidated from the date of acquisition.

Principles of greenhouse gas reporting

The depiction of greenhouse gas emissions accords with the internationally established Greenhouse Gas Protocol Standard and refers exclusively to business activities in Switzerland, which account for roughly 60 percent of Group revenue.

Around 60 percent of the data comes from verified figures from the Group's SAP invoice workflow. Half of the rest comes from additional data collections in production facilities and half from reporting by partner companies such as leasing partners.

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

Significant memberships and partnerships in the field of sustainability

Öbu – Netzwerk für nachhaltiges Wirtschaften
Corporate membership

Minergie
Corporate membership and specialist partner

NNBS, Netzwerk Nachhaltiges Bauen Schweiz
Founder member

WWF Switzerland
Implementation of "One Planet Living" methods for sustainable neighbourhoods

Compliance with external guidelines

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

- European Convention on Human Rights (ECHR)
- United Nations Sustainable Development Goals
- Core conventions of the International Labour Organization (ILO)
- ISO-Normen 9001, 14001
- OHSAS 18001
- GRI standards (option: Core)
- SIA norms in Switzerland

GRI Content Index



Standard	GRI Content Index, with the use of the GRI Standards published in 2016 (in accordance with the GRI Standards: "Core option")	Page or URL
101	**GRI 101: Foundation**	
	The reporting principles have been applied to define the report contant and quality	
102	**General Disclosures**	
	Organizational profile	
102-1	Name of the organization	– Implenia at a glance
102-2	Activities, brands, products, and services	– Our services at a glance
102-3	Location of headquarters	– Implenia at a glance
102-4	Location of operations	– Implenia at a glance
102-5	Ownership and legal form	– Implenia at a glance
102-6	Markets served	– Our services at a glance
102-7	Scale of the organization	– Certified environmental management – Great diversity – Creating value on solid foundations
102-8	Information on employees and other workers	– Great diversity
102-9	Supply chain	– Refocused supplier management
102-10	Significant changes to the organization and its supply chain	– Great diversity – Significant changes during the period under review – Company structure
102-11	Precautionary Principle or approach	– Environmental standard and environmental concept introduced
102-12	External initiatives	– Compliance with external guidelines
102-13	Membership of associations	– Significant memberships and partnerships in the field of sustainability
	Strategy	
102-14	Statement from senior decision-maker	– Editorial
102-15	Key impacts, risks, and opportunities	– Impact of our business activities – Risks and opportunities created by climate change
	Ethics and integrity	
102-16	Values, principles, standards, and norms of behavior	– Vision and values

Standard	GRI Content Index, with the use of the GRI Standards published in 2016 (in accordance with the GRI Standards: "Core option")	Page or URL
		– **Binding Code of Conduct**
102-17	Mechanisms for advice and concerns about ethics	– **Binding Code of Conduct**
	Governance	
102-18	Governance structure	– **Company structure** – **Sustainability Department services**
102-19	Delegating authority	– No reporting
102-20	Executive-level responsibility for economic, environmental, and social topics	– **Sustainability Department services**
102-21	Consulting stakeholders on economic, environmental, and social topics	– **Our stakeholders**
102-22	Composition of the highest governance body and its committees	– **Company structure** – **Great diversity**
102-23	Chair of the highest governance body	– **Company structure** – Annual report 2017, p.142ff.
102-24	Nominating and selecting the highest governance body	– Annual report 2017, p.142ff.
102-25	Conflicts of interest	– Annual report 2017, p.142ff.
102-26	Role of highest governance body in setting purpose, values, and strategy	– Annual report 2017, p.142ff.
102-27	Collective knowledge of highest governance body	– No reporting
102-28	Evaluating the highest governance body's performance	– No reporting
102-29	Identifying and managing economic, environmental, and social impacts	– No reporting
102-30	Effectiveness of risk management processes	– Annual report 2017, p.153f.
102-31	Review of economic, environmental, and social topics	– Annual report 2017, p.153f.
102-32	Highest governance body's role in sustainability reporting	– **Sustainability Department services**
102-33	Communicating critical concerns	– No reporting
102-34	Nature and total number of critical concerns	– No reporting
102-35	Remuneration policies	– Annual report 2017, p.169ff.
102-36	Process for determining remuneration	– Annual report 2017, p.169ff.
102-37	Stakeholders' involvement in remuneration	– No reporting
102-38	Annual total compensation ratio	– No reporting
102-39	Percentage increase in annual total compensation ratio	– No reporting
	Stakeholder engagement	
102-40	List of stakeholder groups	– **Our stakeholders**
102-41	Collective bargaining agreements	– **Fair pay**

Standard	GRI Content Index, with the use of the GRI Standards published in 2016 (in accordance with the GRI Standards: "Core option")	Page or URL
102-42	Identifying and selecting stakeholders	– Our stakeholders
102-43	Approach to stakeholder engagement	– Our stakeholders
102-44	Key topics and concerns raised	– Materiality
	Reporting practice	
102-45	Entities included in the consolidated financial statements	– Company structure
102-46	Defining report content and topic Boundaries	– Determining the main topics
102-47	List of material topics	– Materiality
102-48	Restatements of information	– Company structure – Materiality
102-49	Changes in reporting	– Materiality – Fewer accidents than ever before
102-50	Reporting period	– Scope and standard
102-51	Date of most recent report	– Scope and standard
102-52	Reporting cycle	– Scope and standard
102-53	Contact point for questions regarding the report	– Contact / Imprint
102-54	Claims of reporting in accordance with the GRI Standards	– Scope and standard
102-55	GRI content index	– GRI content index
102-56	External assurance	– Scope and standard
103	Management approach	
103-1	Explanation of the material topic and ist Boundary	– Impact of our business activities – Different ways of exerting an influence – Materiality
103-2	The management approach and its components	– Integrated sustainability management
103-3	Evaluation of the management approach	– Integrated sustainability management
	Material topics	
201	**Economic Performance**	
201-1	Direct economic value generated and distributed	– Creating value on solid foundations
205	**Anti-corruption**	
205-3	Confirmed incidents of corruption and actions taken	– Promoting proper, effective competition; fighting corruption – Infringement of competition law
302	**Energy**	
302-1	Energy consumption within the organization	– Certified environmental management – Falling energy consumption

Standard	GRI Content Index, with the use of the GRI Standards published in 2016 (in accordance with the GRI Standards: "Core option")	Page or URL
305	**Emissions**	
305-1	Direct (Scope 1) GHG emissions	– **Climate protection targets not reached yet** – **Principles of greenhouse gas reporting**
305-2	Energy indirect (Scope 2) GHG emissions	– **Climate protection targets not reached yet**
305-4	GHG emissions intensity	– **Climate protection targets not reached yet**
305-5	Reduction of GHG emissions	– **Climate protection targets not reached yet** – **Management Approach**
308	**Supplier Environmental Assessment**	
308-1	New suppliers that were screened using environmental criteria	– **Refocused supplier management**
308-2	Negative environmental impacts in the supply chain and actions taken	– **Refocused supplier management**
401	**Employment**	
401-1	New employee hires and employee turnover	– **Great diversity** – **Training and continuing professional development**
403	**Occupational Health and Safety**	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	– **Safety is the top priority** – **Fewer accidents than ever before**
405	**Diversity and Equal Opportunity**	
405-1	Diversity of governance bodies and employees	– **Great diversity** – **Women in demand**

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