SUSTAINABILITY REPORT 2026

Based on 2025 data

CAP INGELEC

COMMITTED & ENGINEERING

CONTENTS

01

PRESENTATION OF CAP INGELEC

A word from Matthieu Calès ____ 06
Key figures ____ 09
Mission, Vision, Values ____ 10
Company history ____ 22
Governance and corporate policies ____ 28
Interactions with stakeholders ____ 31
Business areas and highlights ____ 34
Business model ____ 42
The value chain ____ 44
Memberships of professional networks ____ 46

02

ENVIRONMENT

Introduction ____ 50
Committing to the climate ____ 52
ZOOM: Attention triangle ____ 54
Remaining vigilant on pollution matters ____ 70
Preserving water resources ____ 72
Making biodiversity an integral part of our approach ____ 74
Encouraging the circular economy ____ 74
Construction waste: a transformation under way ____ 76

03

SOCIAL

Introduction ____ 80
Raising our standards in health and safety across our entire value chain ____ 81
Promoting skills and supporting our talent ____ 88
Supporting capability building in a structured way ____ 96
Guaranteeing quality of working life and building engagement ____ 105
Committing to an inclusive, equitable and ethical company ____ 108
Taking part in the local ecosystem ____ 112

04

GOVERNANCE

Introduction ____ 118
Corporate culture and ethics ____ 119
Certifications and labels: recognised commitments, a reinforced standard ____ 121
Acting for strengthened information systems security ____ 124
Personal data protection: compliance embedded in practice ____ 126

05

APPENDICES

01

PRESENTATION OF THE COMPANY

A word from Matthieu Calès

Our ambition rests first and foremost on the commitment of the women and men who make CAP INGELEC what it is, at the service of our clients and of our wider ecosystem. Developing our teams, structuring career paths, integrating young talent and improving working conditions are all essential levers of our sustainable performance. Within that dynamic, the opening of new workspaces is a tangible expression of our determination to offer an environment conducive to collaboration, innovation and engagement.

Our responsibility is also expressed in the way we design and deliver our clients' projects. In the fields of data centres, energy and industry, we place our committed engineering expertise at the service of facilities that are more frugal, better performing and more resilient, meeting technical, environmental and operational challenges over the long term.

In 2025 we also chose to strengthen the way we honour our commitments, to manage our risks more effectively and to build growth that is sustainable, demanding and responsible. That exacting standard goes hand in hand with our social and societal commitment. Whether the matter at hand is professional equality, skills development, ethics, transparency or responsible procurement, we move forward with consistency. The recognition obtained through our EcoVadis assessment, the renewal of our certifications and the continuation of our efforts in favour of gender diversity all bear witness to an approach that is now fully embedded in our business model.

CAP INGELEC is therefore pursuing a clear ambition: to grow without relinquishing what makes us strong, to reconcile performance with responsibility and to contribute, through our projects as much as through our practices, to the great digital, energy and industrial transitions. It is with this long-term vision, grounded in collective commitment, that we look to the future.

> ***The past year confirmed a strong momentum for CAP INGELEC and reinforced an unchanged conviction: our development has value only insofar as it is useful, controlled and responsible. Against a backdrop of sustained growth in France and internationally, we have pursued our trajectory by placing people, quality and responsibility at the heart of our strategy.***

Distinctions

CAP INGELEC honoured in the 2025 Choiseul Conquérants Ranking

For the third consecutive year, CAP INGELEC features among the companies distinguished by the Choiseul Conquérants Ranking, which recognises French mid-cap companies committed to innovation, employment and exports, and highlights their pivotal role in the vitality of the French economy.

This year, CAP INGELEC has once again been recognised in the “Job Creators” category, for the second year running. This distinction underlines the company’s unwavering commitment to creating professional opportunities across the whole of the country.

At CAP INGELEC, people are a central pillar of the development strategy. The company is committed to attracting the best talent, developing their skills and supporting them throughout their careers.

This ambition forms part of a long-term vision: to help build the industry of tomorrow by drawing on innovation, diversity of profiles and the transmission of expertise.

Key figures

Revenue
€685 M

of which
€180 M
generated abroad

13
including 3 abroad
(Athens, Milan, Madrid)

66,6 %
of employees hold shares in the company

12 167
Training hours

€609 k
Training budget

Headcount
779
employees

75 %
men

25 %
women

Full-time headcount on site accommodation facilities:
271

of whom
151
employees

and
120
contractors

Mission, Vision, Values

People remain at the heart of our strategy. Placing employees at the centre of the company, developing skills, growing talent, encouraging empowerment and fostering the transmission of knowledge between generations are essential conditions of our sustainable performance. It is this collective standard of excellence that enables us to make progress with commitment, reconciling ambition, purpose and quality of execution.

This vision is also reflected in our day-to-day operational practices. Quality, safety, procurement, planning, digital tools and Artificial Intelligence all serve the same objectives: honouring our commitments, managing risk more effectively, industrialising operational excellence and supporting our clients over the long term. By positioning itself as a committed player in the energy transition and in regional development, CAP INGELEC affirms its ability to combine competitiveness, innovation and responsibility.

Our ambition is not to seek growth at any price, but to build controlled, sustainable growth capable of strengthening CAP INGELEC over time in an ever more demanding and uncertain environment.

To achieve this, we are pursuing the structuring of our organisation, the strengthening of the robustness of our management systems and the excellence of our practices, so as to have an agile, solid model capable of responding to the major transformations of our markets:

Approaching the future with a long-term vision, grounded in collective commitment

Franck Vialar
Deputy Chief Executive Officer

Supporting
the digital revolution

Accelerating
the energy transition

Underpinning
the development of new industries that carry sovereignty and innovation

1 Our mission

To support our clients from design through to delivery of innovative technical facilities that combine performance, reliability and energy efficiency.

2 Our vision

To reinvent the engineering and construction of complex facilities, from design through to delivery, in order to offer comprehensive technical infrastructure solutions that anticipate the challenges of tomorrow.

3 Our values

- Satisfaction at every level
- Empowerment of each individual
- A determination to design simple, effective solutions
- Unwavering transparency
- The ambition to help our people grow

Corporate strategy

CAP INGELEC's CSR commitment : a strategic priority for building tomorrow

Franck Vialar
Deputy Chief Executive Officer

At CAP INGELEC, our commitment to corporate social responsibility is fully embedded in our vision and in the way we conceive of engineering today and tomorrow.

As a recognised player in the engineering and delivery of technical facilities in France and across Europe in the fields of data centres, industry and energy, we operate on projects that are structuring and consequential for the future. In that capacity, we bear a particular responsibility for the way in which these infrastructures are designed, built and operated, systematically offering our clients eco-design approaches and alternatives that reduce the environmental impact of their projects.

Our ambition is clear: to be a fully committed engineering firm, capable of designing high-performing, resilient and responsible infrastructure. We seek to respond rigorously to our clients' technical and economic expectations while contributing positively to the environmental, social and territorial balance of the regions in which we operate.

Our success rests above all on the women and men who make up CAP INGELEC. Their technical expertise, their curiosity, their spirit of innovation and their commitment constitute our foremost asset. That is why we invest over the long term in skills development, diversity of profiles and the attractiveness of our professions, in order to attract and retain the talent that will shape the engineering of tomorrow. Placing people at the heart of our strategy is one of the pillars of our ambitions for the 2026–2030 horizon.

This sustainability report gives an account of the progress achieved, the actions undertaken and the commitments we are making for the years ahead. It comes at a time of evolving requirements in non-financial reporting and responds to the growing expectations of our partners. We are advancing along a clear, structured trajectory towards meeting the standards of the CSRD.

We are convinced that engineering has a decisive role to play in building a world that is more frugal, more resilient and better prepared for climate and societal challenges. Environmental, Social and Governance (ESG) management constitutes, in this respect, an essential compass for holding our course, guiding our decisions and durably anchoring CAP INGELEC in a model of responsible performance.

A CSR strategy structured around five priority pillars

The outcome of work conducted through workshops and consultations, and the fruit of a process of progressively integrating the company's various commitments, existing frameworks and undertakings towards the Sustainable Development Goals (SDGs), CAP INGELEC's CSR approach is entering a new phase: that of a formalised, prioritised strategy translated into operational guidelines.

This strategy responds to a twofold finding arising from the work carried out in 2025. The double materiality assessment brought two strategic-level issues to the fore — climate and corporate culture — while the CSRD gap analysis identified the need to formalise a structured CSR strategy in the light of the requirements of the VSME framework. Setting a clear course is therefore no longer an option: it is an indispensable prerequisite for all the work programmes to come.

Our ambition is not to seek growth at any price, but to build controlled, sustainable growth capable of strengthening CAP INGELEC over time in an ever more demanding and uncertain environment.

To achieve this, we are pursuing the structuring of our organisation, the strengthening of the robustness of our management systems and the excellence of our practices, so as to have an agile, solid model capable of responding to the major transformations of our markets.

The strategy is built around five priority pillars

1

The first pillar consists in formalising and publishing the **CSR policy**, associating each pillar with measurable objectives and an action plan that can be rolled out across all entities.

2

The **second pillar concerns the management of a carbon trajectory,** a major challenge for the Group. This trajectory rests on improving the reliability of Scopes 1 and 2, consolidating Scope 3 within the framework of the ACT Step-by-Step approach, and defining a reduction trajectory over five- and ten-year horizons.

3

The third pillar aims to embed **climate adaptation** within our commercial offering, making resilience a genuine value criterion for data centres and cleanrooms.

4

The fourth pillar strengthens **the value chain through the integration of ESG criteria** into supplier framework agreements and the mapping of subcontracting-related risks.

5

The fifth pillar capitalises **on our social and governance strengths,** by promoting employee shareholding, the quality of social and HR data, the reinforcement of whistleblowing arrangements and the establishment of an ethics committee.

This roadmap marks a methodological as well as a strategic break with the past. It reflects the determination of Executive Management to move from a CSR perceived as peripheral to a CSR fully integrated into the company's performance, permeating the business development, production, procurement and human resources functions.

THE FIVE STRATEGIC PILLARS

Pillar 1	Formalise the strategy and its commitments
Pillar 2	Steer the carbon trajectory (ACT Step-by-Step)
Pillar 3	Embed climate adaptation in the offering and in working methods
Pillar 4	Strengthen the value chain and the procurement policy
Pillar 5	Capitalise on social, cultural and governance strengths

Defining the CSR strategy : double materiality and gap analysis

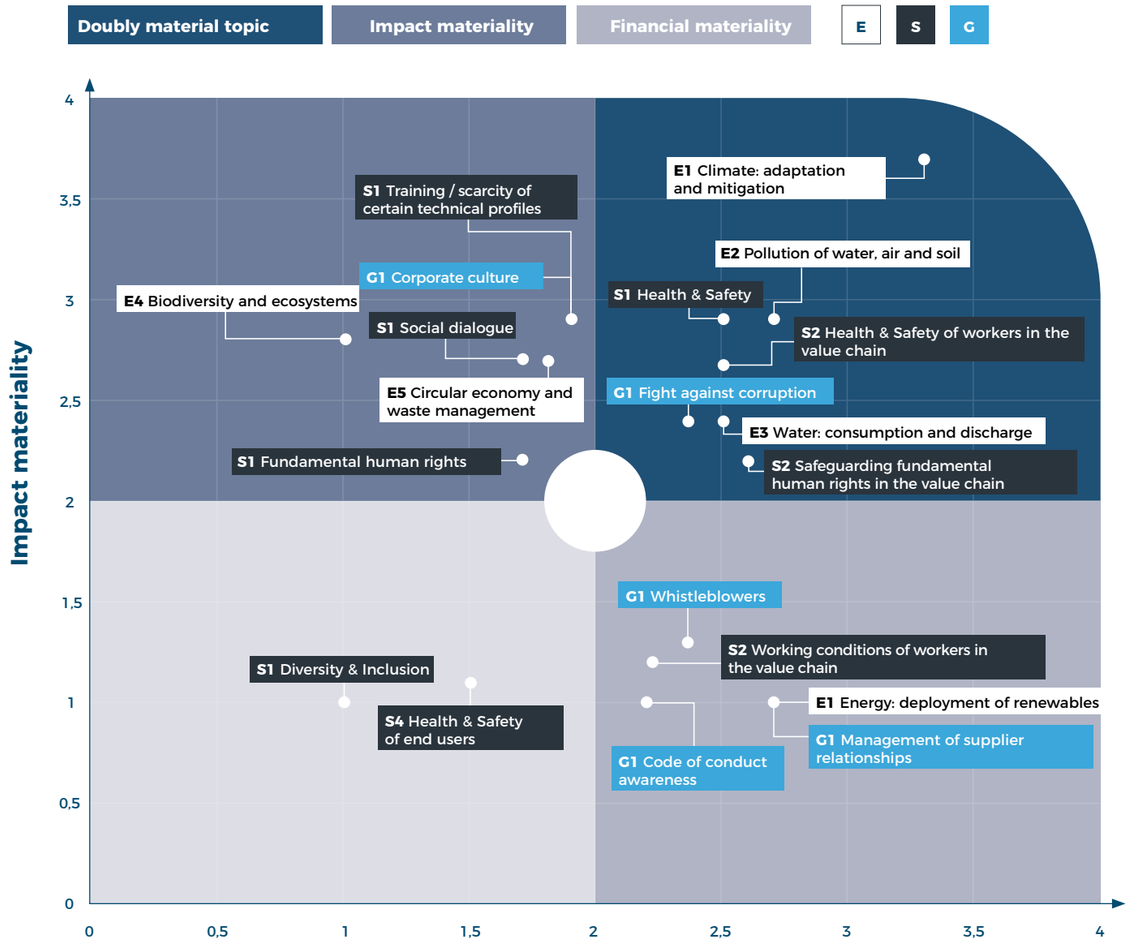
Engaged in a sustainability approach for more than ten years, CAP INGELEC reached a threshold of CSR maturity in 2025 by equipping itself with the methodological tools required by the European non-financial reporting framework. Although the company currently benefits from an exemption under the "Omnibus" directive, it has chosen to structure its voluntary report in accordance with the VSME standard, in keeping with the expectations of its stakeholders and with the future requirements of the CSRD, which it will be required to meet as it grows.

It is with this in mind that two fundamental exercises were conducted in 2025 to map the issues at stake and prepare for CSRD compliance: the double materiality assessment and the gap analysis.

The double materiality assessment

The double materiality assessment, carried out with the support of a consultancy, forms the bedrock of any CSRD approach. It consists in prioritising ESG issues along two complementary dimensions: their financial significance for the company and the significance of the impacts generated by its activities on the environment and on society. Conducted on the basis of a consultation of internal and external stakeholders, it results in a matrix distinguishing strategic, significant and moderate issues.

For CAP INGELEC, two issues emerge at strategic level: climate change, both as an impact to be mitigated and as a growth opportunity in the design of resilient infrastructure, and corporate culture, underpinned by employee shareholding and local roots. Also identified as significant are the issues relating to pollution, occupational health and safety, the fight against corruption and water management.



Financial materiality: risks and opportunities for CAP INGELEC

The gap analysis

The gap analysis, completed in December, extends this diagnosis by assessing, for each applicable ESRS requirement, the availability and reliability of existing data as well as the maturity level of the policies in place. For CAP INGELEC, this exercise brings out three structuring findings.

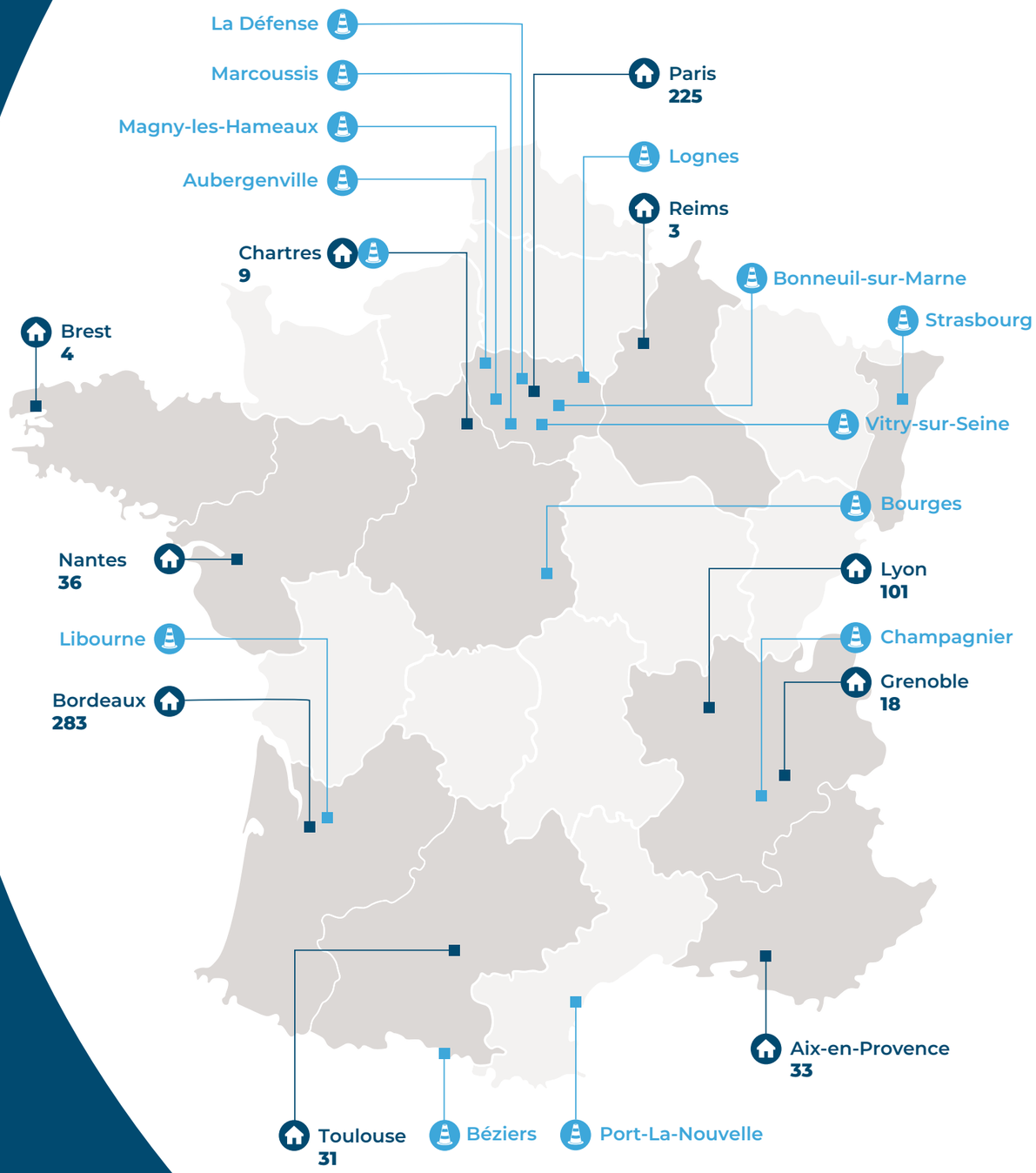
First, the robustness of social and governance data constitutes a genuine strength: the company has reliable social reporting data, as well as a whistleblowing policy deployed in 2025. The most sensitive gap, however, concerns the absence at this stage of a fully formalised CSR strategy: without it, no VSME requirement relating to the business model can be fully satisfied.

As regards climate-related matters, the carbon footprint is today partially traced but remains fragile, particularly on Scope 3 — which accounts for virtually all of the Group's emissions given its role as an integrator. Work to strengthen the density and reliability of procurement and site data has been initiated. Beyond their technical dimension, these two exercises carry major strategic significance. For the first time, they give CAP INGELEC a factual, prioritised and auditable basis on which to build its roadmap.

Consolidated Gap Analysis Results

	ESRS pillar	Availability	Principal gap	Action priority
E1	GES Scopes 1 & 2	Available (medium reliability)	Incomplete electrical perimeter; uncertain refrigerant leakage	Improve reliability and extend
E1	GES Scope 3	Available (low reliability)	Scope 3 = almost all emissions; gaps on procurement, construction waste, leased assets, downstream transport	Priority 1 ACT Step-by-Step
E1	Carbon trajectory	Missing	No formalised reduction target	Priority 1
E1	Climate risks	Missing	No hazard analysis or assessment of asset exposure	Work to be launched
E1	Agency energy use	Partial	Monitoring covers only part of the perimeter; site living quarters not covered	Centralised system to be deployed
E2 - E5	Pollution, Water, Biodiversity, Waste	Largely missing	No formalised policy or data	Define policies and KPIs
S1	HR data	Available (high reliability)	Social report and Silae tool operational	Capitalise and publish
S1	Training / scarce profiles	Available	Training KPIs available	Formalise the skills policy
S2	Value chain	Partial	No formalised monitoring of subcontractor-related incidents	Map S2 risks
G1	Compliance, ethics, whistleblowing,	Available	Whistleblowing policy introduced in 2025	Strengthen and publish
G1	ESG procurement policy	Partial	Framework agreements in progress; no formalised ESG criteria	Embed ESG criteria in contracts

A French **footprint**
A European **expansion**



Site Establishments (**13**) Employees (**779**)

Company history

Founded in 1992 in Mérignac, CAP INGELEC has evolved over the years to become a benchmark player in the engineering and construction of turnkey technical facilities. From its earliest projects, the company asserted its technical DNA, notably through complex projects addressing challenges of service continuity, performance and innovation.

From the late 1990s onwards, CAP INGELEC embarked on a phase of sustained development, marked by the opening of regional offices and the progressive extension of its territorial coverage. Now established across the whole of France, the company has also enriched its offering through several external growth operations, incorporating complementary areas of expertise. This structuring enables it to offer comprehensive solutions, from design through to delivery, with full command of technical, logistical and financial aspects.

With the strategic turning point of the 2000s, CAP INGELEC established itself as a fully fledged engineering company specialising in the design and delivery of highly technical turnkey facilities. Anticipating technological change, the company positioned itself very early in high value-added markets, notably data centres, energy and industry, which today constitute its three business areas. This recognised expertise opened the door to major projects in France and across Europe, with new operations in Spain, Greece and Italy. Faced with the growing complexity of industrial, energy and digital projects, CAP INGELEC opted for an integrated Design & Build model, acting as general contractor.

This positioning rests on one key principle: entrusting the design and delivery of the facility to a single point of contact.

By assuming overall responsibility for technical, logistical, financial and contractual aspects, CAP INGELEC secures its commitments on cost, deadlines and quality, while limiting interfaces and the risk of drift. Anticipating constraints from the earliest stages, unified project management and command of execution make it possible to offer clients enhanced visibility and genuine peace of mind throughout the project. This turnkey model fully embodies CAP INGELEC's DNA: putting engineering at the service of the result, in a logic of overall and sustainable performance.

An independent company and a leader in its field, CAP INGELEC assumes full responsibility for the projects it delivers, drawing on a culture of commitment and client satisfaction.

Conscious of its responsibility in the design and delivery of infrastructure with high technical and environmental intensity, CAP INGELEC is progressively embedding sustainability issues at the core of its Design & Build model. Energy efficiency, resilience of facilities, climate risk management and quality of execution are now structuring criteria of its value proposition.

Its ambition: to support its clients over the long term in delivering innovative, high-performing and reliable technical facilities, providing the guarantee of a single, trusted point of contact.

Data centres

Industry

Energy

1992

Founding of the company in Mérignac (33).

1998-1999

Opening of the first regional offices in Toulouse (31) and then Nantes (44).

2002-2006

New French locations with the opening of offices in the Paris region (77), Aix-en-Provence (13) and Lyon (69).

2007

ISO 9001 certification obtained (quality management).

2009

First French technical engineering firm certified by the European Commission for data centre energy performance.

2010

Acquisition of Ascari, a building engineering specialist in Reims (51) and Tours (37). CAP INGELEC receives the Prix de l'Engagement Sociétal (Societal Commitment Award).

2011-2013

Opening of two new offices in Paris (91) and Brest (29).

2015

Launch of the incubator programme for young engineers from leading

2016

CAP INGELEC celebrates its 25th anniversary and enters the TOP 10 of French engineering firms.

2017-2018

Acquisition of the engineering firm Ceclim Solution in Paris (75). Creation of CAP DC Spain.

2019

Acquisition of the engineering firm Exper' Elec in Lyon (69). Matthieu Calès is appointed Chief Executive Officer.

2022

Acquisition of INGENOVA, a specialist in data centre migration, in Paris (75). Acquisition of ConceptUEL in Grenoble (38).

2023

Development of activities in Greece with CAP INGELEC GREECE.

2024

Matthieu Calès becomes Chairman and Chief Executive Officer of CAP INGELEC. The company passes the 500-employee mark. Creation of CAP INGELEC Italy.

2025

ISO 45001 certification obtained, covering occupational health and safety management. CAP INGELEC passes the 779-employee mark.

CSR timeline

2012

First EcoVadis assessment.

2012

CAP INGELEC becomes a patron of Bordeaux Mécènes Solidaires.

2015

First intake of the Young Engineers programme.

2017

Launch of employee shareholding.

2021

CAP INGELEC becomes a member of the United Nations Global Compact.

2022

CAP INGELEC calculates its carbon footprint.

2024

Partnership with the association *Elles Bougent.*

2025

First sustainability report based on the VSME framework and completion of a double materiality assessment.

2025

Launch of the ACT Step-by-Step approach, gap analysis, EcoVadis 75/100 Silver Medal.

Governance and corporate policies

A review of policies serving compliance and the duty of vigilance

Continuing the regulatory anticipation initiated with the voluntary adoption of the VSME framework, CAP INGELEC undertook in 2025 an in-depth review of all its internal policies and charters. This update follows directly from two structuring pieces of work carried out during the year: the double materiality assessment and the CSRD gap analysis. These exercises made it possible to compare the existing body of documentation with the requirements of the ESRS and to identify, issue by issue, the adjustments needed to secure the Group's compliance.

The review covers the company's three structuring policies — HSE, Quality and Sustainability — as well as the charters that set out their operational application: the IT charter, the responsible procurement charter and the code of conduct for subcontractors and suppliers. Each of these documents has been re-examined in the light of the material issues identified, whether relating to the carbon trajectory, skills management, the value chain or business ethics. The objective is twofold: to close the gaps identified by the CSRD diagnosis and to ensure overall consistency between stated commitments, operational practices and monitoring indicators. These documents are freely available on our intranet for all employees.

Beyond regulatory compliance alone, this update responds to a growing duty-of-vigilance imperative. Clients now incorporate the assessment of their partners' CSR policies into their selection and due diligence processes.
Having up-to-date, documented and auditable policies is therefore an essential prerequisite for preserving access to the Group's strategic markets.

The CSR steering committee : a year of structuring and operational management

Created at the start of 2025, CAP INGELEC's CSR steering committee has entered a fully operational phase. Meeting on average every three months, it brings together Franck Vialar, Deputy Chief Executive Officer, Anne-Sophie Wagner, Chief Financial Officer, and Claire Winter, CSR Manager.

The steering committee's role is to drive the CSR approach, to ensure its overall consistency and to monitor the progress of the work.

It reports regularly to the Management Committee and to the Governance Committee, which validate strategic orientations and the associated resources. The past year has been particularly intense and formative. The steering committee has conducted four key work programmes that now form the bedrock of the Group's CSR approach:

The double materiality assessment, which made it possible to prioritise the ESG issues most significant for CAP INGELEC and its stakeholders.

The CSRD gap analysis, completed in December, which compared this diagnosis with the requirements of the ESRS and precisely identified the work programmes to be launched.

The launch of the ACT Step-by-Step approach, laying the foundations of a future low-carbon transition plan.

The structuring of a CSR strategy around five pillars, developed and then submitted for validation by the governing bodies.

Claire Winter
CSR Project Manager

The year 2025 marks a consolidation of our CSR approach. We have pursued our commitment to sustainability by strengthening our structuring voluntary initiatives, maintaining VSME reporting, initiating a transition plan and progressively generalising eco-design across our projects.

Beyond this framing work, the steering committee has sought to mobilise internal expertise in order to embed the approach within the business lines. Contributions from operational focal points have made it possible to cross-fertilise perspectives and to align CSRD requirements with existing practices. **This cross-functional collaboration**, **which extends to the HSE, legal, HR, procurement and site environmental functions**, illustrates a shared conviction: CSR cannot be a peripheral subject but must permeate every function of the company in order to become a genuine performance lever and a factor of sustainable differentiation.

COMPOSITION AND WORK PROGRAMME 2025–2026

Steering committee members

- Deputy Chief Executive Officer
- Chief Financial Officer
- CSR Manager

Contributor

- Quality and Transformation Manager

Structuring work programmes

- Double materiality assessment (SDGs)
- CSRD gap analysis
- ACT Step-by-Step approach
- CSR strategy

Cadence

- Quarterly meetings
- Reporting to the Management Committee and the Governance Committee

Interactions with stakeholders

CAP INGELEC considers that the quality of its interactions with its stakeholders strengthens its capacity to design high-performing and sustainable projects. The mapping presented opposite is the outcome of an internally led workshop aimed at gaining a clearer understanding of the expectations and cross-cutting influences that shape its environment.

During 2025, direct exchanges were engaged with several key stakeholders, making it possible to test the Group's CSR commitments against concrete expectations and to anchor the sustainability approach in an operational and constructive dialogue.

The perspective of a banking partner

Discussions with the partner brought to light the growing attention that financial institutions pay to their clients' sustainability reporting. The bank made clear that CAP INGELEC's sustainability report was awaited and analysed, and that this expectation formed part of a broader framework: the European Central Bank's sustainable finance requirements, which banking institutions pass on across their entire portfolio.

Beyond compliance considerations, the bank underlined that a company's resilience in the face of climate and social challenges is a facilitating factor in accessing financing. The approach undertaken by CAP INGELEC was received favourably, confirming the relevance of the regulatory anticipation chosen by the Group.

Anne-Sophie Wagner
Chief Financial Officer

For two years now, as Chief Financial Officer, I have been steering the preparation of the Sustainability Report in accordance with the VSME standard. The regulatory constraint associated with the CSRD, deferred to 2027, has allowed us to follow a CSR maturity path in order to structure our sustainable commitments and to respond to the demands of our stakeholders, notably banks and insurers.

A rich dialogue with the value chain

CAP INGELEC has also engaged in an in-depth exchange with a leading partner for structural works, on the recommendation of the Procurement Director, Victor Coisnard. This discussion revealed significant convergences between the two companies, particularly on occupational health and safety issues, which constitute a shared bedrock of operational concerns. Discussions also addressed the subject of carbon, opening the way to future cooperation on reducing environmental impacts.

The company showed particular interest in CAP INGELEC's decarbonisation approach and in the impact that the setting of reduction targets might have on its own practices. A further exchange is scheduled once the ACT Step-by-Step approach has been finalised, in order to share the targets set and to engage in joint work on the carbon trajectory of the value chain.

Client expectations: the requirement of continuous progress

On the client side, the relationship with a telecommunications partner illustrates the growing weight of CSR requirements in commercial relations. Each year, this client invites CAP INGELEC to present its progress in eco-design and sustainability, and takes advantage of the exchange to restate its own expectations regarding the commitment of its subcontractors.

The logic advanced by the telecommunications partner is one of measurable and continuous progress: the company assesses its partners against formalised criteria and awards them a score that is communicated back to them. For CAP INGELEC, these annual meetings confirm that CSR performance is now a fully fledged criterion of selection and client retention.

Olivier Debard
Engineering Director

Our clients have exacting requirements in terms of energy performance and reduction of environmental footprint. We integrate the most recent technologies into projects in order to optimise the efficiency of installations while remaining within a sustainable approach. Particular attention is also paid to the use of solutions and energy sources that contribute to the client's decarbonisation objectives.

STAKEHOLDER EXCHANGES 2025-2026

Bank

ECB requirements, sustainability reporting examined, resilience as a lever for access to financing

Subcontractor

Health and safety convergences, carbon dialogue, further exchange scheduled after ACT

Client

Annual CSR/eco-design presentation, subcontractor scoring, requirement of continuous progress

Business areas and highlights

Data centres

For nearly 35 years, CAP INGELEC's teams have supported their clients in the design, construction, fit-out and refurbishment of data centres that are ever more resilient, high-performing and efficient in technical, economic and environmental terms. Drawing on recognised expertise and a proven turnkey model developed with leading players, the company acts as general contractor on major projects with high stakes in terms of service continuity and security.

Its integrated approach, from land qualification and design studies through to turnkey delivery and commissioning, makes it possible to secure the schedule, costs and technical coherence of the entire project. Its teams, trained in energy efficiency and supported by 100% in-house competencies, master the whole value chain: electrical connection, BIM, project management, energy performance, eco-design and thermal flows.

As a committed player in the digital transformation, CAP INGELEC considers that digital sovereignty and the resilience of critical infrastructure are major strategic issues for regions and for Europe. Against a background of accelerating demand for data processing and storage capacity, the company advocates controlled, locally rooted development, capable of supporting its clients in France and internationally. It thereby advances a vision of the data centre founded on reliability, energy efficiency and the anticipation of tomorrow's technological and environmental challenges.

Jean-Nicolas Manços
Data Centre Business Unit Director

Today, the principal impact lies in the energy consumption of data centres. The challenge is therefore to optimise that consumption, to keep it as limited as possible and to ensure that it is decarbonised, at a time when the availability of energy is becoming increasingly complex. This entails, in particular, fine-grained optimisation of power demand and rigorous control of energy consumption.

Convinced that designer-builder-integrators play a decisive role in the operational success of complex projects, CAP INGELEC affirms the value of unified, agile and responsible project management at the service of its clients. Faced with climate, energy and technological challenges, it advocates concrete, innovative and shared solutions, to be built collectively in order to advance the whole sector on a sustainable basis.

In 2025, CAP INGELEC was proud to have supported one of its clients in obtaining BREEAM "Excellent" certification. This recognition illustrates its ability to design and deliver data centres that incorporate the requirements of the most demanding environmental frameworks from the outset. It guarantees sustainable, measurable performance fully aligned with the sector's best international standards.

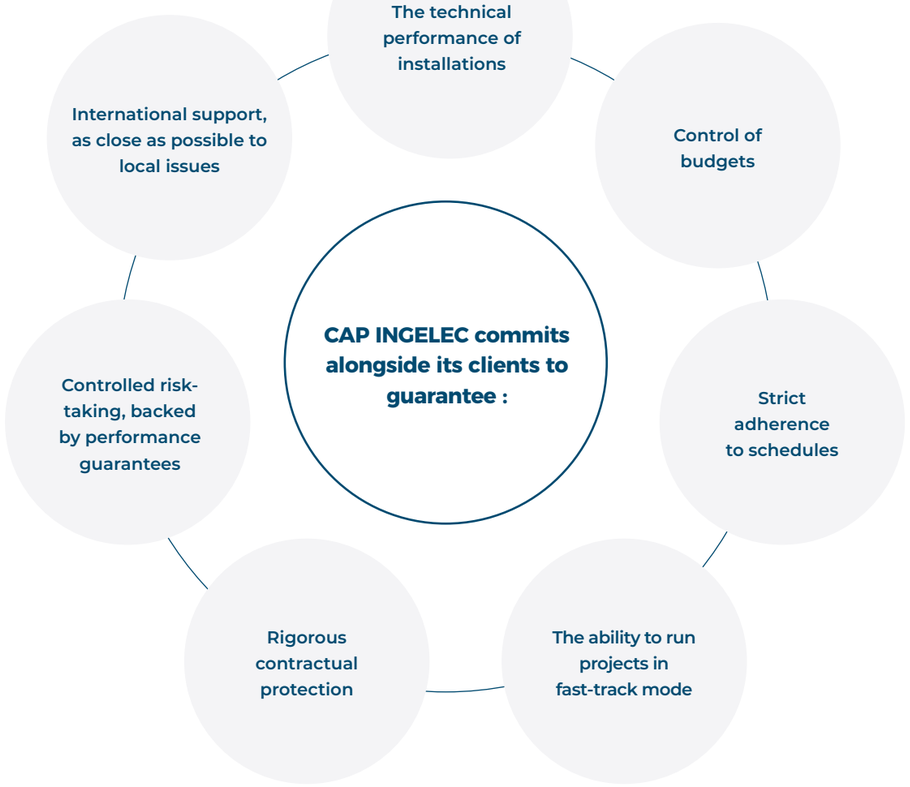
BREEAM®

Industry

CAP INGELEC provides the design, installation, commissioning, qualification, validation and energy monitoring of industrial facilities with controlled environments in the healthcare, cosmetics, electronics, biotechnology, battery, food processing and wines & spirits sectors. From the earliest design phases, the company deploys a rigorous approach leading to a detailed design that secures construction and guarantees the reliability of the cleanrooms, laboratories and installations delivered. CAP INGELEC acts as general contractor and delivers projects involving the creation, extension, refurbishment or transformation of complex buildings.

CAP INGELEC also has numerous references in the construction and transformation of regulated, highly technical industrial sites, whether production units, laboratories, controlled-atmosphere rooms, bottling plants, wine storehouses or distilleries, in environments that are frequently occupied or subject to severe operating constraints. Its know-how rests on high value-added technical competencies, an organisation centred on project management, constant operational proximity and a firm commitment to quality, deadlines and performance.

From the building envelope to the process zone, taking in clean utilities, speciality fluids, HVAC, high- and low-current systems and fire safety, the company masters all the trades required to deliver complex facilities incorporating controlled environments.



Our mission is to guarantee our clients reliable, high-performing and sustainable projects, perfectly adapted to their business and regulatory requirements. On its flagship industrial site, CAP INGELEC conducts its operations with the objective of achieving LEED Silver certification, reflecting its commitment to responsible and sustainable construction practices.

In 2025, the project experienced a significant ramp-up, with headcount mobilised on site rising from 300 to 800 employees on a weekly average, and a daily activity peak reaching 934 workers.

These figures illustrate the Group's ability to mobilise and manage substantial resources within a demanding framework, both operationally and in terms of environmental performance.

Jean-Philippe Cottel
Industry Business Unit Director

"The major challenge for Industry is time-to-market: CAP INGELEC has to build very quickly, so that our clients do not lose ground in their markets, while at the same time reconciling this with quality technological choices that limit energy consumption."

ALEDIA
Bespoke delivery in record time

CAP INGELEC provided Aledia, the French pioneer in 3D MicroLEDs, with a response that was at once industrial, technical and contractual, and perfectly matched to the scale of the challenge. Against a background of strong acceleration, the company was able to propose a turnkey solution offering both command of deadlines and costs while leaving the client the visibility it needed on technical choices, suppliers and execution monitoring. This ability to combine overall commitment with fine-grained management proved a decisive advantage for Aledia.

One of CAP INGELEC's major contributions lay in its in-depth understanding of the client's industrial process and of its rapidly evolving requirements. Thanks to its expertise and to the mobilisation of its electrical, HVAC and structural teams, CAP INGELEC was able to design and deliver bespoke cleanrooms and laboratories in record time — all while guaranteeing a level of quality compatible with Aledia's technological ambitions. CAP INGELEC thereby enabled the client to cross a strategic industrial threshold.

CAP INGELEC also distinguished itself through its capacity to adapt within a particularly constrained environment. The works were carried out on an operating site classified ICPE and lower-tier SEVESO, while maintaining production continuity in the existing cleanroom. By coordinating up to sixty parties on site, integrating local partners and adjusting its interventions to the client's production imperatives, CAP INGELEC demonstrated considerable operational agility and particularly rigorous execution.

Beyond the technical delivery, CAP INGELEC and Aledia forged a genuine partnership of trust. Its attentiveness, responsiveness, ability to propose tailored solutions and aptitude for supporting a constantly evolving project contributed directly to the success of the operation. By combining technical expertise, on-the-ground flexibility and contractual protection within a Guaranteed Maximum Price contract, CAP INGELEC enabled Aledia to accelerate its industrial ramp-up with confidence.

Energy

CAP INGELEC designs, delivers and commissions high value-added energy infrastructure and industrial utilities in the service of the energy transition. Its expertise covers EHV and HV substations, electrical networks from LV to EHV, automation systems, industrial IT networks, cybersecurity and process utilities, notably water, compressed air, speciality gases, steam, heating and cooling.

CAP INGELEC supports energy generation, transmission and distribution projects as general contractor, from the connection strategy and the technical and financial proposal study with RTE through to commissioning. The company draws on its teams to optimise connection conditions, guarantee power quality and integrate requirements relating to performance, service continuity, safety and decarbonisation.

Its know-how covers the design and construction of high-voltage substations, power generation and backup plants, frequency conversion plants, renewable energy connections and battery energy storage systems (BESS). Drawing on experience of some fifty high-voltage substations delivered across Europe, CAP INGELEC masters greenfield projects as well as refurbishments, up to and including the most sensitive critical infrastructure.
CAP INGELEC also operates across the entire industrial water cycle, from upstream and process treatment through to downstream effluent treatment, as well as on REUSE projects incorporating the reduction, reuse and recycling of the resource.

The company is also positioned in the renewable energy market, notably across the entire hydrogen chain, from production by electrolysis to storage and the Balance of Plant. CAP INGELEC thereby guarantees technical command, controlled risk-taking and the capacity to run fast-track projects in France and internationally.

In 2025, CAP INGELEC was proud to have supported a major renewable energy player at a formative stage in the development of the hydrogen sector, with the production of its first molecules of renewable H_2. This achievement illustrates the Group's ability to design and deliver complex industrial infrastructure in the service of decarbonisation and of the emergence of a sustainable, high-performing hydrogen sector.

Nourdine Akdim
Energy Business Unit Director

We support our clients in decarbonisation projects by favouring more virtuous energy solutions, notably through the electrification of uses and processes. The challenge is clear: to reduce dependence on fossil fuels and to build infrastructure capable of durably limiting its carbon footprint.

WPD France
Supporting the roll-out of renewable energy

CAP INGELEC delivered for wpd France a 65 kV/33 kV high-voltage substation equipped with two 70 MVA transformers, intended for the connection of a 140 MWp solar plant located in the municipality of Champvert, in the Nièvre department (58). Carried out as a turnkey assignment, the project covered every stage from design through construction to commissioning of the substation.

This high-voltage substation allows the energy produced by the connected solar farms to be evacuated to the public transmission grid, for a maximum output of 100 MW. It comprises in particular one line arrival bay, two transformer protection bays and a relay building housing the HV, LV and control-command rooms.

This structuring project supports the development of the future solar plant led by wpd France, actively contributing to renewable energy generation and to the energy transition of the region.

wpd
think energy

Business Model

Ressources

Human

779 employees (2025) working across three European countries: France, Greece and Spain

Employee share ownership
16,8 % of capital

Breakdown of global headcount
- **France : 687** employees
- **Spain: 60** employees
- **Greece : 32** employees

66,6% of employees are shareholders

Including 110 employees housed in site living quarters

Average age **39,4 years**

Intellectual

35 years of experience in the engineering and delivery of complex facilities

C2Ei training campus

230 participants in the technical training courses of the CIEP

Financial

Family and employee shareholding

83 % family
17 % employees

Industrial, property & commercial

10 agencies in France

3 locations in Spain, Greece and Italy

More than 2,500 clients

More than 1,250 suppliers and subcontractors

Societal & relational

26 associations and sports clubs supported

Active collaboration with higher education institutions

Natural

Eco-design approach in design and delivery

REUSE offering for the economical use of water resources

ELISE scheme for waste sorting

Resources, Achievements and Impact

Human

Professional Equality Index
84/100

1,15 % frequency rate of occupational accidents

4 years and 10 months average length of service

99,81 % of contracts are permanent

Value sharing at European level through a share profit plan

Intellectual

8 468 training hours

61 % professional, technical, soft-skill and language training
39 % regulatory training

€ 613 815 allocated to training

Financial

€ 445 M revenue in 2024

67 % Data centers
27 % Industry and clean room
6 % Critical utilities

Industrial, property & commercial

A leader in the design and delivery of complex facilities

20 000 assignments delivered

Societal & relational

€ 465 000 paid in partnerships

€ 119 000 paid in philanthropic giving

Support for sports clubs in the Bordeaux region, support for the cardiac rhythm disorders institute, membership of the association Elles Bougent

Natural

Carbon footprint
110 757 tCO_2e

1 126 tCO_2e Scope 1

22 tCO_2e Scope 2

109 609 tCO_2e Scope 3

The value chain

As a specialist in the design and delivery of complex turnkey facilities, it is essential to understand the environment in which CAP INGELEC operates: its structure, its interactions and the various elements that make up its value chain, from upstream to downstream.

The upstream of its value chain is characterised by the procurement of the resources needed to run its operational structures (premises and office fit-out), as well as by the procurement of resources dedicated to delivering facilities for its clients. In CAP INGELEC's business model, this phase falls within the responsibility of its suppliers and subcontractors.

Direct operations are characterised by the project design phases, which arise from an understanding of clients' needs and expectations, and by contracting with suppliers and subcontractors for the delivery of facilities through to their final handover to the client.

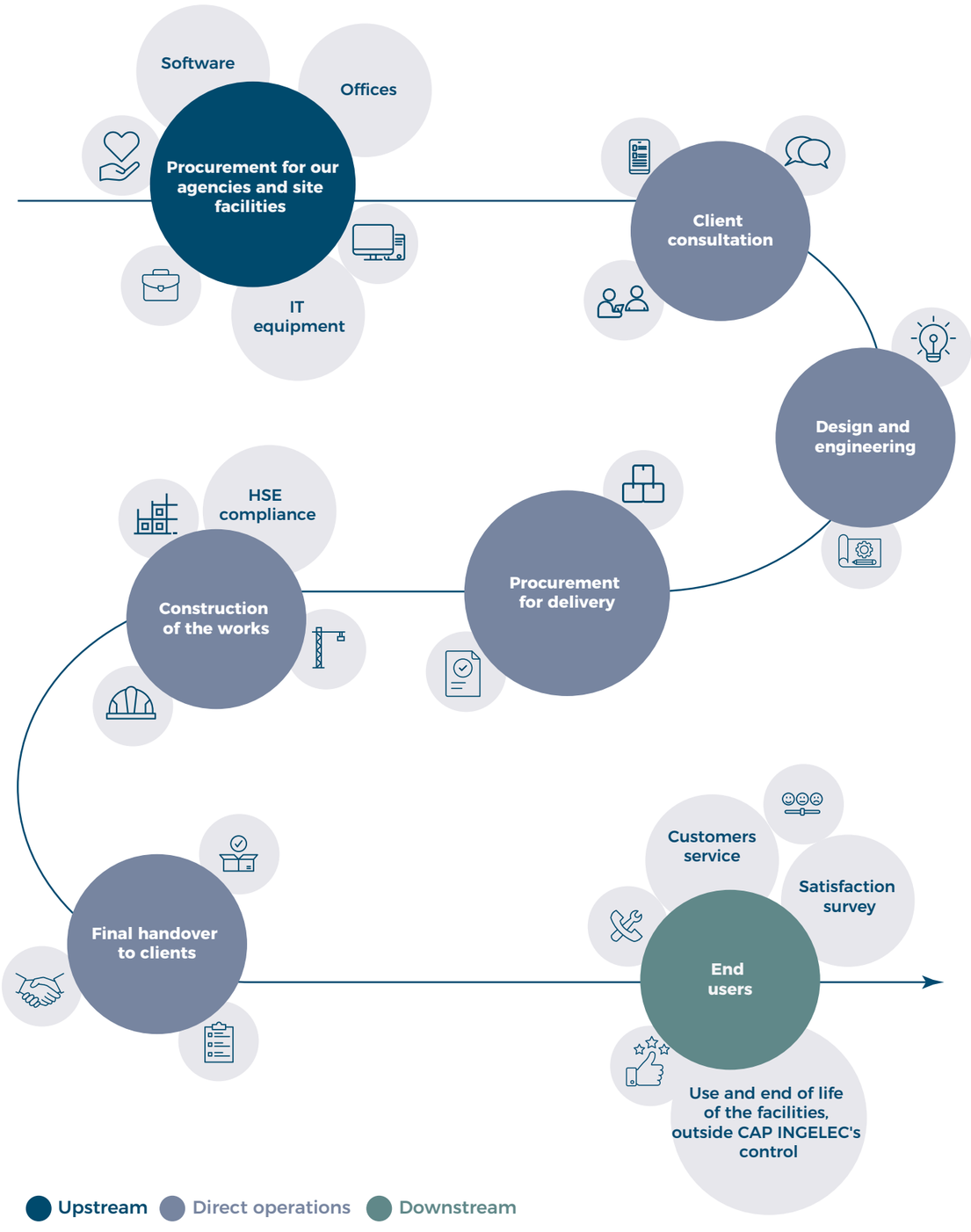
The downstream of its value chain comprises interactions with end users, notably customers services and satisfaction surveys. Moreover, monitoring of the use of the facilities and their end of life falls outside CAP INGELEC's direct responsibility.

This mapping highlights various points requiring vigilance and areas of Environmental, Social and Governance (ESG) opportunity:

- The responsible selection of suppliers and subcontractors upstream.
- The integration of energy performance and frugality criteria from the design phase onwards.
- The importance of rigorous monitoring during the delivery phase in order to guarantee quality and safety and to limit pollution and other disturbances associated with construction phases.
- Consideration of the future use and durability of the infrastructure delivered.

This value chain constitutes a structuring foundation for CAP INGELEC's sustainability commitments :

- it guides the company's thinking on risks and opportunities
- it feeds footprint analyses (carbon footprint, LCA)
- and it makes it possible to embed the CSR strategy concretely within the Group's operating model.



Memberships of professional networks

CAP INGELEC is actively involved in professional and institutional networks that shape its trades and sectors. These memberships reflect the Group's determination to contribute to collective thinking, to share good practice and to take part in the evolution of the technical, environmental and societal standards of its sectors of activity.

By embedding itself durably within these professional ecosystems, CAP INGELEC strengthens its local roots, develops synergies with all players in the value chain and remains in direct contact with the challenges of innovation, training, energy transition and industrial transformation.

These networks also constitute spaces for exchange and strategic foresight; they enable the company to anticipate regulatory, technological and economic developments, while asserting its role as a committed and responsible player in the service of sustainable regional development.

Professional grouping for responsible digital technology

AGIT – Alliance Green IT

FRANCE datacenter

GRDCA – Greek Data Center Association

ISPE

MEMBER OF IDA – Italian Datacenter Association

Polepharma

SPAINDC

Organisations

andrh

BIMERS

CCI France Grèce – Ελληνογαλλικό Εμπορικό & Βιομηχανικό Επιμελητήριο

Sede – CCI France Italie Camera di Commercio

CLUB ETI Nouvelle-Aquitaine – Entreprises de taille intermédiaire

imeti – Mouvement des entreprises de taille intermédiaire – Les entreprises de long terme

eti Île-de-France

Elles bougent

Les Conseillers du commerce extérieur de la France

Mouvement des Entreprises de France

Pacte Mondial Réseau France

placo

Pharmaceutical industry, biotechnology and healthcare

Aspec

COSMETIC VALLEY

Nouveaux Systèmes Énergétiques – Comité stratégique de filière

02

ENVIRONMENT

Introduction

CAP INGELEC's environmental commitment rests on two structuring pillars: the environmental transition and the energy transition. The company today affirms its determination to embed sustainability fully at the heart of its strategy, its management systems and its operational practices, within a logic of controlled, responsible growth durably rooted in the regions.

The highly technical industrial, digital and energy projects at the core of CAP INGELEC's activity are conceived as genuine levers of decarbonisation, frugality and resilience. The company is structuring its low-carbon trajectory through the ACT Step-by-Step approach and strengthening its ability to measure the footprint of projects from the design phase onwards. Within this framework, eco-design occupies a more central place: it translates into heightened attention to the choice of materials, to the environmental performance of facilities and to the integration of frugal solutions across the whole life cycle.

In a complementary approach, CAP INGELEC is also incorporating a logic of anticipating the effects of climate change through the use of the OCARA tool. This methodology makes it possible to assess the potential impacts of global warming on its activities, projects and assets, taking prospective climate scenarios into account. It constitutes a structuring lever for strengthening the resilience of the facilities designed, adapting technical choices and better apprehending physical risks over the medium and long term.

This ambition is finally deployed across the full range of environmental issues that CAP INGELEC manages on a daily basis: reducing the mobility footprint, preventing pollution on construction sites, preserving water resources, taking biodiversity into account and promoting the circular economy in internal management as much as in client support. These are so many dimensions that reflect a fully assumed environmental responsibility, commensurate with the regions and sectors in which the company operates.

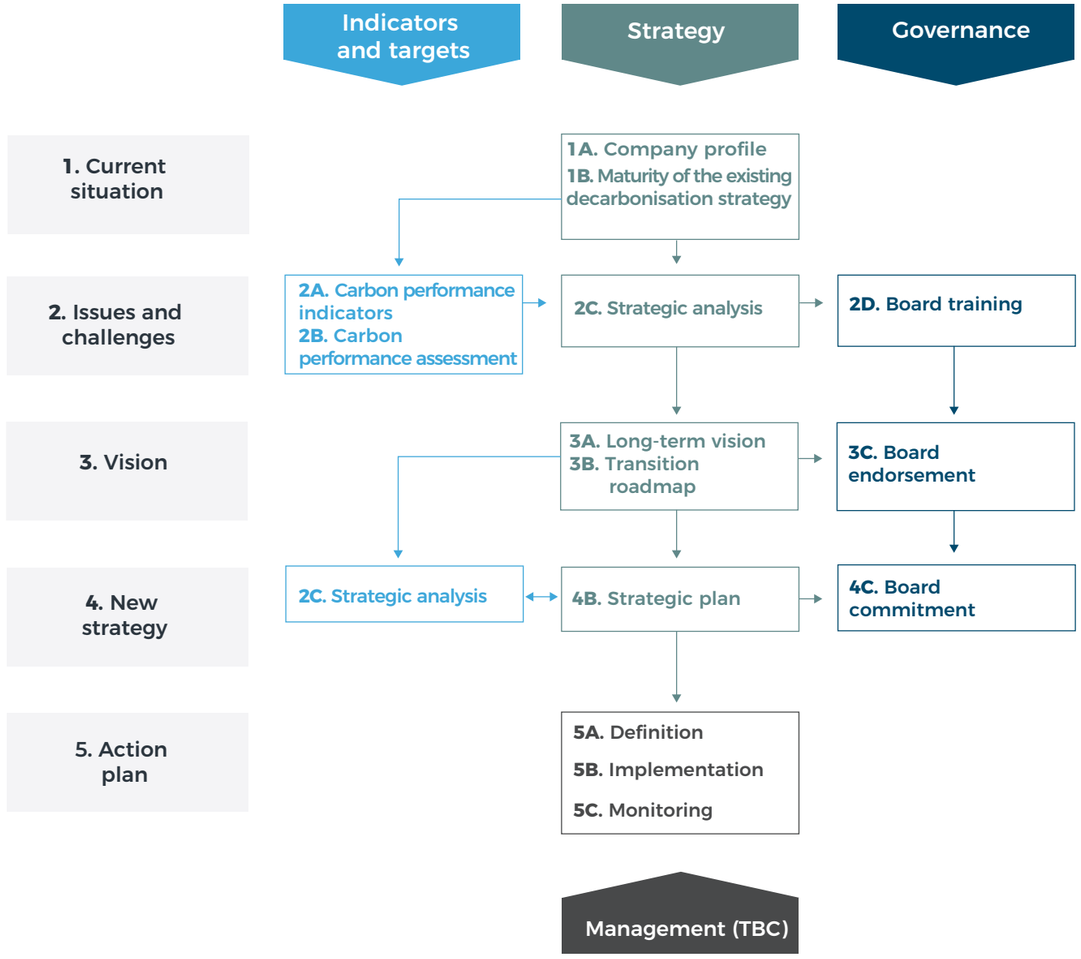
Committing to the climate

Establishing a structured low-carbon trajectory: the ACT approach

The construction and technical engineering sector is going through a period of profound regulatory transformation. The European CSRD directive, although its application timetable has been partially postponed for unlisted companies, maintains constant pressure across the entire value chain: major clients already subject to mandatory reporting pass their requirements on to their subcontractors and service providers.

Against this background, CAP INGELEC has taken the decision to structure its low-carbon trajectory by committing to the ACT Step-by-Step approach. Where a carbon footprint assessment primarily makes it possible to measure emissions, ACT aims to plan: the objective is to define a credible decarbonisation roadmap, backed by quantified targets and an implementation timetable. For CAP INGELEC, 98% of whose emissions fall within Scope 3 (principally linked to purchases made on behalf of its clients), the stakes are considerable.

The monetary conversion method used to date to estimate purchase-related emissions is reaching its limits: it produces orders of magnitude, not levers for action. The ACT Step-by-Step approach makes it possible to go further, by helping to qualify data, to identify the items that can genuinely be managed, and to designate internally those responsible for the methodology and its dissemination. This approach thus marks the transition from a logic of measuring our emissions to a logic of managing the climate transition, fully integrated into CAP INGELEC's strategy and practices.



The objective is to move beyond a declaratory logic and to embed carbon monitoring in operational processes, from the earliest design phases onwards. On the client side, demand today still focuses principally on the energy efficiency of installations (PUE foremost for data centres) and on the availability of decarbonised energy.

Criteria relating to construction, materials and the overall carbon footprint remain less systematically embedded in tenders, but the trend is clearly upward.

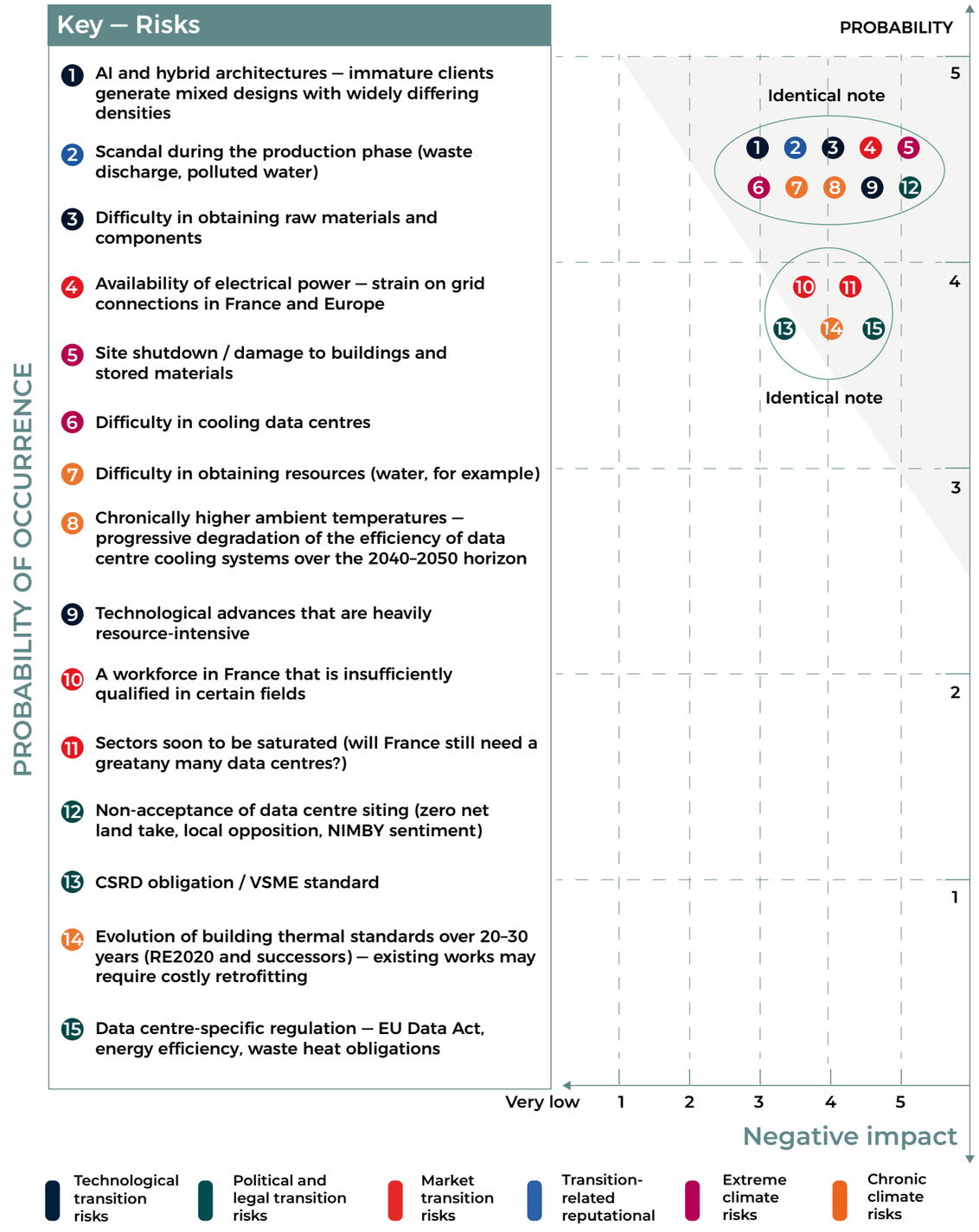
On the financing side, certain investment funds are beginning to make the opening of files conditional on the availability of reliable CSR data. Insurers, for their part, are increasingly attentive to the concentration of data centre assets in portfolios.

Transparency on the carbon footprint is thereby becoming a differentiating commercial criterion, on a par with price or delivery times. As part of this approach, CAP INGELEC has conducted an analysis of climate risks and opportunities using the ACT methodology.

ZOOM : the attention triangle

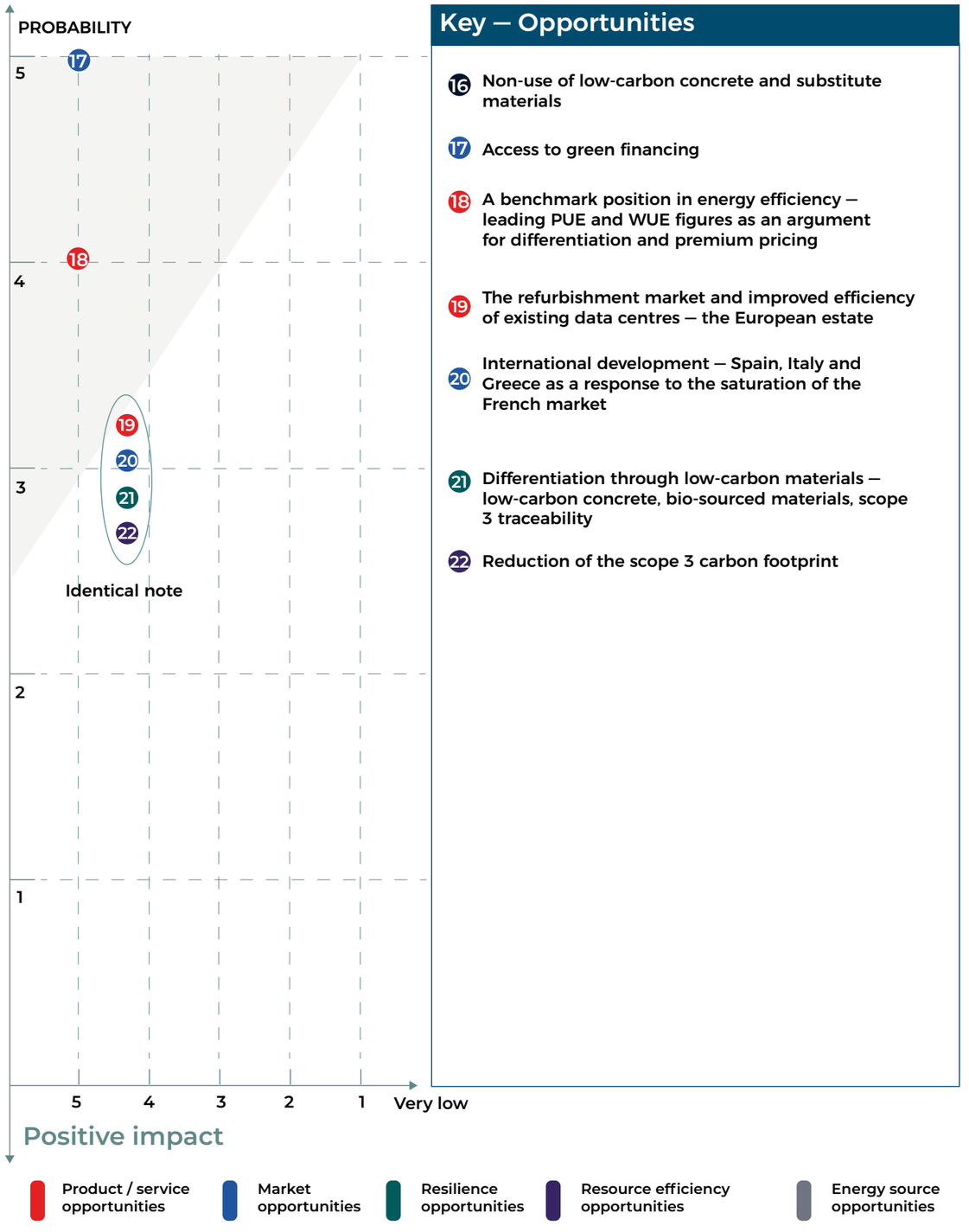
Key — Risks

1. AI and hybrid architectures — immature clients generate mixed designs with widely differing densities
2. Scandal during the production phase (waste discharge, polluted water)
3. Difficulty in obtaining raw materials and components
4. Availability of electrical power — strain on grid connections in France and Europe
5. Site shutdown / damage to buildings and stored materials
6. Difficulty in cooling data centres
7. Difficulty in obtaining resources (water, for example)
8. Chronically higher ambient temperatures — progressive degradation of the efficiency of data centre cooling systems over the 2040–2050 horizon
9. Technological advances that are heavily resource-intensive
10. A workforce in France that is insufficiently qualified in certain fields
11. Sectors soon to be saturated (will France still need a greatany many data centres?)
12. Non-acceptance of data centre siting (zero net land take, local opposition, NIMBY sentiment)
13. CSRD obligation / VSME standard
14. Evolution of building thermal standards over 20–30 years (RE2020 and successors) — existing works may require costly retrofitting
15. Data centre-specific regulation — EU Data Act, energy efficiency, waste heat obligations



Key — Opportunities

16. Non-use of low-carbon concrete and substitute materials
17. Access to green financing
18. A benchmark position in energy efficiency — leading PUE and WUE figures as an argument for differentiation and premium pricing
19. The refurbishment market and improved efficiency of existing data centres — the European estate
20. International development — Spain, Italy and Greece as a response to the saturation of the French market
21. Differentiation through low-carbon materials — low-carbon concrete, bio-sourced materials, scope 3 traceability
22. Reduction of the scope 3 carbon footprint



Franck Vialar
Deputy Chief Executive Officer

The environmental and energy transition is one of the major pillars of our strategy for 2026. The challenge is to move from promise to action: genuinely integrating climate requirements from the earliest stages of our projects, training our teams, and equipping ourselves to give value to what we are already doing. CSR must become a fully fledged performance lever.

What is the ACT Step-by-Step approach ?

ACT (Accelerate Climate Transition) is an approach developed by ADEME and the Carbon Disclosure Project (CDP) to support companies in drawing up a credible climate transition plan aligned with the objectives of the Paris Agreement.

Concrete and progressive, it unfolds in several stages: diagnosis of the carbon footprint across all three scopes, identification of available reduction levers, definition of decarbonisation targets over five- and ten-year horizons, and then construction of a prioritised action plan. The approach also includes an analysis of the physical and transition risks associated with climate change, enabling the company to identify its vulnerabilities and to anticipate the opportunities arising from the changing regulatory framework and market expectations.

From intention to method: structuring eco-design

Clients in our business areas now incorporate formalised environmental criteria into their tenders: certification requirements, commitments on long-term total cost of ownership, or a preference for equipment of local or European origin. Against this background, eco-design is emerging as a condition of access to certain markets.

Industrial construction is nevertheless subject to a constraint that will not disappear: time-to-market. Industrial clients must launch their products without compromising their position in a highly competitive global market.

This requirement exerts constant pressure on deadlines, leading to an acceleration of the design phases. Yet this time constraint may come into tension with the technological choices that perform best environmentally, which often require longer periods of study, integration and arbitration. Structuring eco-design therefore presupposes overcoming this apparent opposition between environmental performance and operational requirement, by evolving methods, tools and processes so as to integrate sustainability issues from the earliest stages, without degrading execution capacity.

1 From an internal finding to analysis

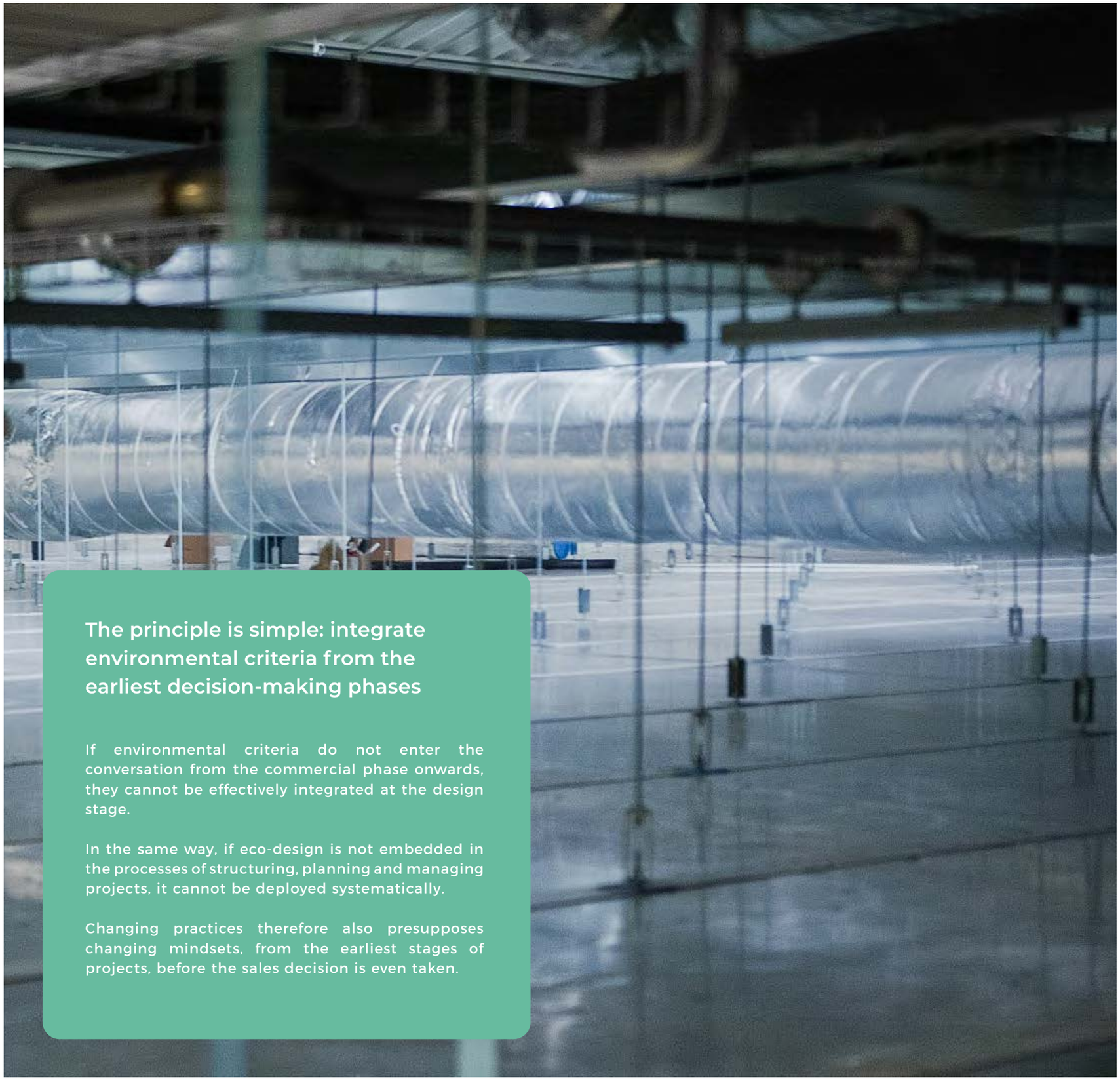
It is against this background that CAP INGELEC conducted, in 2025, an exercise mapping its eco-design practices over the past five years. The approach consisted in analysing several hundred projects against 70 criteria, covering energy performance, choice of materials, carbon footprint, reuse and life cycle assessment.

The results highlight two realities. On the one hand, energy performance, driven by client expectations, is well integrated into projects. On the other, criteria relating to low-carbon materials, reuse and life cycle assessment remain little systematised. Eco-design still rests more on individual sensibilities than on a common process, and may also come up against legal and insurance obstacles, particularly for the reuse sector. Reused materials are currently regarded as non-standard construction methods, which limits their integration into projects.

2 A response : the ecological and frugality line

CAP INGELEC draws inspiration from Sustainable Lean: rather than building large and offsetting afterwards, the objective is to size as precisely as possible from the design stage. In pharmaceutical projects, for example, cleanrooms are extremely energy-intensive. Optimising their footprint to the strict minimum, by rethinking flows and layouts, makes it possible to reduce electricity, water and cooling consumption without extending deadlines.

Shared with Executive Management, this diagnosis produced the desired effect: to prompt an awakening and to create the conditions for structural transformation. The guiding principle of the eco-design roadmap is to integrate it fully into the company's existing quality framework, beginning upstream: the sales and offer structuring phases.



The principle is simple: integrate environmental criteria from the earliest decision-making phases

If environmental criteria do not enter the conversation from the commercial phase onwards, they cannot be effectively integrated at the design stage.

In the same way, if eco-design is not embedded in the processes of structuring, planning and managing projects, it cannot be deployed systematically.

Changing practices therefore also presupposes changing mindsets, from the earliest stages of projects, before the sales decision is even taken.

Life Cycle Assessment (LCA), a strategic lever to be strengthened

Across the supply chain, an underlying trend is being confirmed among clients. Despite a cost differential that may reach 30 to 40% compared with Asian suppliers, European project owners overwhelmingly favour equipment of local or European origin.

This choice responds to growing concerns relating to the carbon footprint of transport, the reliability of supplies and the securing of value chains in a more uncertain geopolitical context. In order to anticipate this development, CAP INGELEC systematically presents both local and international alternatives in its proposals, with European solutions being selected in virtually all projects.

Against this background, Life Cycle Assessment (LCA) constitutes an essential tool for informing design decisions and demonstrating the environmental performance of projects. Although the competencies required to carry out these analyses are already mastered in-house, the ambition is now to integrate them fully into the company's value proposition and to make them a fully fledged decision criterion. The objective is to strengthen CAP INGELEC's autonomy in these assessments and to position LCA on the same footing as other key areas of expertise, such as BIM.

This approach forms part of the progressive structuring of eco-design within the company. Having previously rested principally on individual initiatives, it is now the subject of a more formalised approach, founded on an objective assessment of existing practices and the identification of areas for progress. This evolution reflects the conviction that environmental issues must be integrated from the upstream sales and design phases, where the principal levers of impact are determined. Eco-design is thereby regarded as a structuring factor of value creation, making it possible both to improve the overall performance of projects and to anticipate regulatory developments.

From this perspective, life cycle assessments are intended to cover all the significant components of projects: impacts associated with construction, those associated with energy consumption during the operating phase, and those generated by the IT equipment installed by end clients.

Our ambition is to eco-design 100% of our projects. For each piece of business, that means exploring with the client all the available construction and energy alternatives, presenting their advantages and disadvantages, and enabling them to make an informed choice. That is how we move beyond the inertia of "we have always done it this way."

Matthieu Calès
Chairman and Chief Executive Officer

What our clients are asking of us: the example of LEED Platinum certification

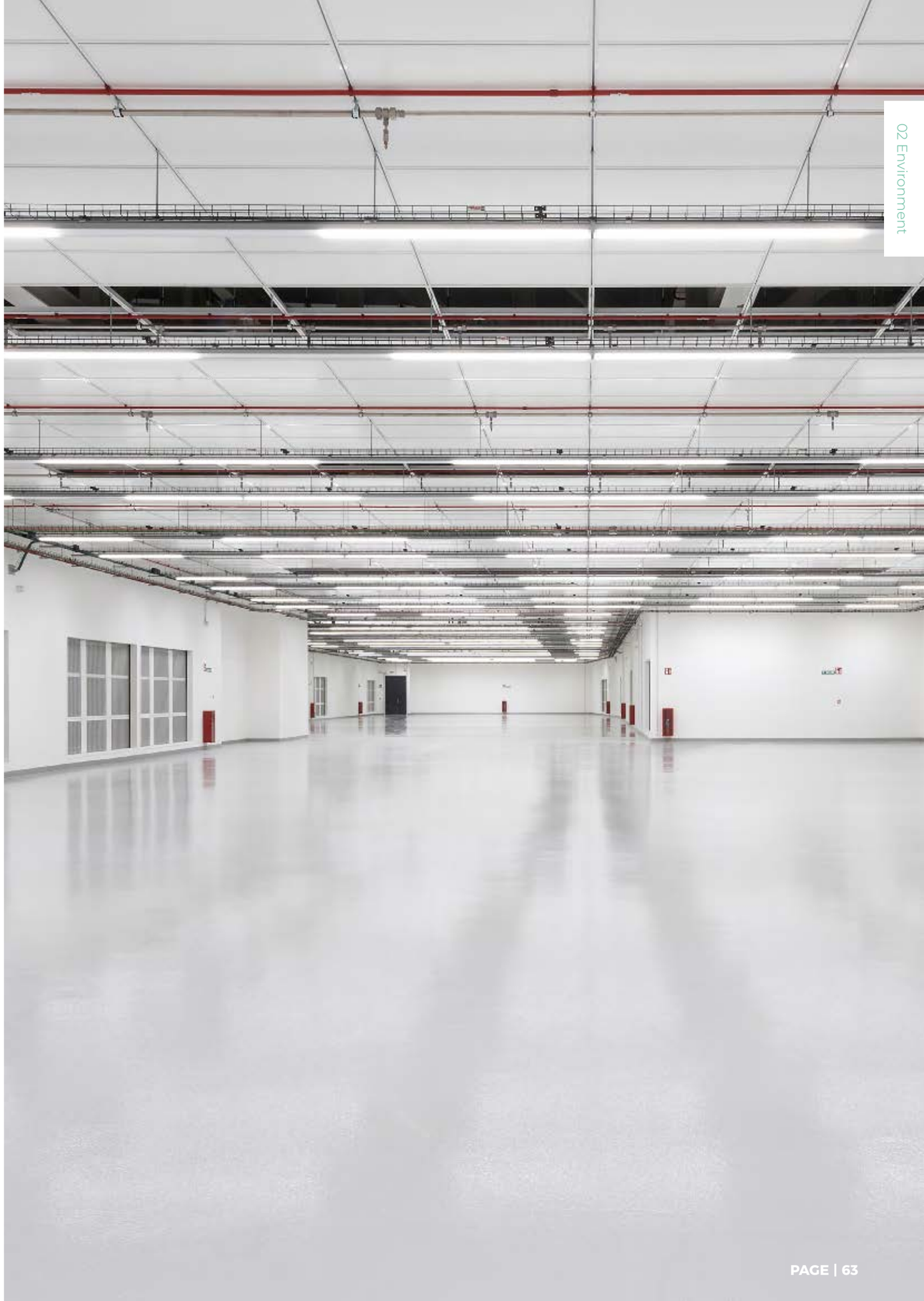
In the industrial sector, environmental certifications are no longer a matter of mere display. For certain clients, notably in the field of cleanrooms and controlled-atmosphere industries, the attainment of LEED Platinum certification (which requires a minimum of 80 points against a demanding framework) is written into the contract, with financial penalties in the event of failure to meet the objective.

The economic argument is compelling: the total cost of ownership of a Platinum-certified building over 20 years is lower than that of an uncertified building, thanks to significantly lower operating costs.

The additional initial investment is offset over time by the energy and maintenance savings generated.

In industrial groups where the buildings belong to an internal property company, the level of certification directly determines the internal rent charged to the operating entities.

A building falling short of the expected level may entail a significant discount on that rent, representing a very real financial impact that reinforces the economic case for investing in certification.



Mitigating the mobility footprint, item by item

Mobility constitutes one of the most concrete levers for action on CAP INGELEC's Scope 3 emissions, and one of the most complex to master. The internal survey conducted in 2024 among 493 employees had highlighted a marked dependence on the car for home-to-work journeys: 84.2% of journeys made by private car, against a national average of 72.5% — a reality structurally linked to the median distance of 15.2 kilometres separating employees from their place of work.

CAP INGELEC initiated in 2024 a move of several offices closer to public transport hubs. Nantes, Mérignac and Toulouse were the first to benefit. In 2025, working groups were set up to develop shared travel and to limit individual vehicle bookings, accompanied by the introduction of subscriptions to park-and-ride facilities close to railway stations.

On business travel, 2025 marks a clear tension: strong growth in activity has mechanically driven up volumes of air and rail travel and hotel nights, as confirmed by the assessment produced with the travel provider. These journeys are largely incompressible: physical presence on site, international project monitoring and support to European subsidiaries depend directly on them.

CAP INGELEC has nevertheless acted at the margins available to it: the share of rail travel increased in 2025, and carbon offsetting was introduced to cover part of the emissions generated by flights. The vehicle fleet has been the subject of significant restructuring. A "car policy" was formalised and circulated this year: this vehicle catalogue, revised quarterly, defines the models eligible for each category of employee on the basis of CO_2 emission criteria.

The direct consequence: CAP INGELEC no longer orders exclusively internal-combustion vehicles. The electric vehicle fleet has grown from 4 to 12 units in one year, complemented by hybrid vehicles.

Eco-driving training courses have been rolled out for high-mileage drivers, combining safety awareness with frugal driving behaviour. Control measures have also been introduced, such as the blocking of fuel cards at weekends for service and pool vehicles.

New sites now incorporate sustainable mobility as a fully fledged fit-out criterion. The Paris premises have 5 charging points for electric vehicles and an electric bicycle.

For the Toulouse relocation, proximity to public transport was an explicit selection criterion, and consideration is under way regarding the addition of charging points and the fit-out of the site, which will shortly become operational. The future Mérignac site, occupation of which is scheduled for 2026 in a BREEAM-certified building, follows the same logic.

Géraldine Tesson
Property and General Services Manager

"As regards the vehicle fleet, we have structured our car policy, introduced new processes, drafted a "car policy" note and progressively steered usage towards less emitting vehicles. The relocations were an opportunity to incorporate simple but concrete criteria: reuse, accessibility, choice of committed service providers. They also enabled the renegotiation of contracts with our providers: energy, waste and various consumables."

An initiative contributing to the reduction of the carbon footprint

CAP INGELEC supports the Guirdeyre 2 project, certified under the Label Bas-Carbone scheme, which aims to restore a forest destroyed in the 2022 fires at Louchats, in the Gironde.

This project is led by La Forestière and will be subject to independent verification, in accordance with the requirements of the label.

In its entirety, the project provides for:

The planting of

115 000 trees

The creation

of a hedgerow network to encourage biodiversity.

Water management works

in partnership with the Landes de Gascogne Regional Nature Park.

46 574 m³

of timber produced sustainably over 50 years.

OCARA: testing the climate resilience of our business model

CAP INGELEC's low-carbon trajectory is not solely a matter of reducing its emissions. It also presupposes that our business model — the design and delivery of infrastructure for our clients — can withstand the physical impacts of a climate already in flux.

Prolonged heatwaves, water stress, extreme precipitation, violent winds: these hazards directly affect the performance of the buildings we deliver, the continuity of our construction sites and the availability of our supply chains. Mitigation and adaptation thus become two axes of one and the same climate strategy. To structure this adaptation component, CAP INGELEC draws on the OCARA method (Operational Climate Adaptation and Resilience Assessment), developed by Carbone 4 with ADEME, HDI Global France, Bureau Veritas and the Grand Est Chamber of Commerce and Industry. It is the first French framework for analysing corporate resilience to climate drift, recognised as an application framework compatible with ISO, CSRD and TCFD standards and with the European Taxonomy.

OCARA offers a process-based entry point. The analysis covers the entire value chain through a nomenclature of around one hundred processes distributed across 3 dependency scopes (internal activities, essential services, and upstream and downstream value chain), together with a structured list of climate hazards.

The approach is structured in three stages

Stage 1

Analysis of current resilience: diagnosis of the company's vulnerability to today's climate, identification of the most exposed processes, the most material impacts and the most critical hazards.

Stage 2

Projection of future climate risks, by cross-referencing these processes with climate scenarios over the company's strategic horizon.

Stage 3

Construction of a resilience plan aimed at identifying and planning concrete adaptation levers within the company's strategy and management systems.

Why OCARA for CAP INGELEC ?

Recourse to the OCARA method follows naturally from CAP INGELEC's climate trajectory, in keeping with the lessons of its CSR structuring work and with forthcoming regulatory requirements.

A direct response to the results of the double materiality assessment. The double materiality assessment confirmed that climate (ESRS E1) constitutes the first-rank strategic issue for CAP INGELEC, with physical risks whose financial materiality will manifest itself beyond emissions alone. OCARA provides a structured framework for documenting that materiality on the adaptation side, which today is far less well equipped than mitigation.

Compatibility with the European regulatory framework. The OCARA methodology is fully compatible with the CSRD/ESRS frameworks, the European taxonomy and international frameworks (ISO, TCFD). The results feed directly into reporting requirements on physical risks and the assessment of the adaptation of economic activities, without methodological reprocessing.

An operational tool aligned with our core business. OCARA is not confined to theoretical mapping; it leads to concrete levers for action: building design, resilience of essential services (water, energy, telecommunications), risk prevention, continuity of logistics chains. These issues directly overlap with CAP INGELEC's areas of expertise and reinforce the value it brings to its clients in the design and delivery of sustainable, robust infrastructure.
The OCARA diagnosis will be deployed in 2026 in liaison with the Operations, Procurement and Finance Departments. It will be integrated into the overall management framework of CAP INGELEC's low-carbon trajectory.

Remaining vigilant on pollution matters

An environmental requirement that is now contractual

The prevention of pollution on construction sites, whether of air quality, of soil or of water, often rests solely on the goodwill of those involved. On the strength of this observation, CAP INGELEC has profoundly overhauled its framework of environmental requirements for subcontractors.

The "Green Sites" charter, previously deployed on certain projects at clients' request, has been replaced by a more robust and more binding approach: the direct integration of environmental requirements into the contractual documents applicable to all subcontractors, whatever the size of the site.

Camille Mahéas
Principal Environmental Engineer

On construction sites, environmental performance plays out day by day: waste sorting, water management, the right reflexes among the teams. These are often simple actions, but their impact is real. Formalising contractual environmental requirements with our subcontractors makes it possible to progressively hold the whole chain to account. The year 2025 marks a genuine turning point, with the shift from one-off initiatives to a more structured and traceable environmental approach.

This "Fundamental HSE Requirements" framework, progressively enriched since its first version, now constitutes a common contractual foundation systematically appended to all new subcontracting agreements. Where the charter was principally a matter of display and remained dependent on client requirements, this framework applies uniformly to all parties involved. The objective pursued is twofold. It is, on the one hand, to ensure consistency of practice across all sites and, on the other, to harmonise the level of knowledge of obligations that are, for the most part, already regulatory.

The topics covered by the environmental section are concrete and operational. They relate in particular to waste management and sorting, the protection of water and soil, the use and storage of chemical products, the prevention of accidental pollution, the limitation of noise and odour nuisances for neighbouring residents, and the consideration of biodiversity. On water, the framework precisely governs the cleaning of tools and concrete mixers in order to control suspended solids and the pH of discharges, a critical point on sites located close to watercourses or stormwater networks.

From 2026, the objective is to install washing-water treatment systems systematically from the start-up of every site. Their installation will be subject to an HSE check at opening, in order to guarantee a consistent and anticipated level of environmental control from the earliest execution phases.

As the arrangement is recent, its deployment is deliberately following a progressive logic. No environmental penalty has yet been applied to date. The priority in this first phase is one of education and traceability. The first penalties implemented concern the safety component, on certain identified projects.

Preserving water resources

The growing scarcity of water resources is emerging as one of the most structuring environmental challenges of the coming regulatory cycle. World Resources Institute projections indicate that several areas in which CAP INGELEC operates, notably in Spain, Italy and certain French regions, will be exposed to high levels of water stress by 2030.

Beyond the regions themselves, the data centre sector is itself coming under increasing scrutiny for its water use: the cooling systems of large computing centres can consume considerable volumes. This is an issue that European regulation is beginning to frame through the ESRS E3 standard within the CSRD, which requires large companies to report on their water consumption and its impact.

For CAP INGELEC, whose business areas cover data centres, the pharmaceutical, food processing and cosmetics industries alike, water management is at once a major operational responsibility and an opportunity for differentiating expertise.

The dedicated Water & Utilities team operates along three complementary axes:

The treatment of upstream and process water, covering the production of ultrapure water, purified water and ingredient water for demanding industrial uses.

The treatment of downstream water, with the design of effluent treatment units prior to discharge, drawing on strong expertise in wastewater microbiology.

REUSE projects, delivered turnkey with a performance commitment, which make it possible to redirect non-conventional water towards new industrial uses.

To structure these projects, CAP INGELEC applies the 3R rule, which constitutes the bedrock of its water frugality approach:

Reduce consumption first, by analysing uses and identifying optimisation levers.

Reuse next, those water flows that can be reused without treatment for less demanding purposes.

Recycle finally, the water that requires an appropriate treatment chain in order to recover the quality required by its new use.

The CIRCULAR WATER project

43% water savings for the Manufacture L'Occitane en Provence.

In 2025, CAP INGELEC commissioned the CIRCULAR WATER unit at the Manufacture L'Occitane en Provence site in Lagorce (07). The site, classified as a Natura 2000 zone and subject to severe water stress, has embarked on a profound transformation of its industrial facilities by installing a unit to reuse water from the outlet of a biological treatment plant (membrane bioreactor).

CAP INGELEC delivered the entire service, from design to commissioning, bringing comprehensive expertise to every dimension of the project: study of microbiological and chemical risks updated throughout the works, support on regulatory developments relating to REUSE projects, contractual commitment on the performance of the unit, and training of the client's teams for day-to-day operation of the system. The installation is equipped with continuous monitoring of bacteriological activity, making it possible to anticipate any drift and to intervene without waiting for analysis results.

After 12 months of works and a successful commissioning, the results are there: the unit makes it possible to save 43% of the site's mains water consumption, the equivalent of three Olympic swimming pools per year. The recycled water now feeds the site's utilities (softened hot process water, chilled water, steam generation, vacuum pumps) as well as washing operations in the production area.

Making biodiversity an integral part of our approach

Biodiversity remains an emerging issue for companies in the construction sector. The most significant impact of its activities on ecosystems lies in its contribution to soil artificialisation: any transformation of a natural space into a built or impermeable surface generates a loss of habitat for species and reduces the capacity of soils to absorb carbon.

On projects subject to an environmental impact assessment, the regulatory "avoid, reduce, offset" sequence applies and structures the obligations of CAP INGELEC and its subcontractors. For data centre projects subject to the ICPE regime, specific requirements exist: inventories of protected species, habitat preservation measures, and ecological monitoring imposed by the authorities or by clients.

The work undertaken in 2025 on the environmental approach has made it possible to identify potential areas for improvement. Environmental requirements, present in regulatory files and client specifications, are regularly passed on to the operational teams during the construction phase, which incorporate them into project management.

The biodiversity section of the framework, now contractually applicable to all subcontractors, governs these situations: an obligation of immediate notification in the event of the discovery of a protected species, a protocol for checking for invasive plants before any earthmoving, and staff awareness-raising during environmental toolbox talks.

The structuring measure undertaken for 2026 is the systematic involvement of the HSE team from the tender response stage onwards. The objective is to take environmental constraints into account (ecologists' requirements, sensitive areas, species to be preserved) at a point when technical choices are still open. In this way, this change of posture anchors biodiversity within the design chain, and no longer solely within end-of-project regulatory compliance.

Encouraging the circular economy

Internal waste: a well-structured sorting dynamic, and responsible relocations

Since 2023, CAP INGELEC has drawn on the sheltered workshop ELISE to collect and recover its office waste across all its sites. This partnership with a work integration enterprise guarantees the collection and recovery of office waste with quarterly monitoring by category: paper and cardboard, plastics, metals, printer cartridges and batteries. This arrangement has enabled the collection and recovery of 2,718 kg directed towards appropriate recycling or recovery channels. This dynamic reflects the growing maturity of internal practices and constitutes a solid foundation for strengthening, over time, broader circular economy initiatives, notably on the occasion of site relocation or refurbishment projects.

The management of IT waste is entrusted to Ecomicro, a mission-driven company specialising in the recovery of Waste Electrical and Electronic Equipment (WEEE). Collection campaigns are also open to employees, who may deposit their personal equipment. This initiative facilitates access to responsible solutions for recovering electronic waste and helps raise team awareness of the challenges of the circular economy and sustainable resource management.

The 2025 relocations, in Paris and Toulouse, were an opportunity to incorporate circular economy criteria into site management. The choice of removal contractor was thus made conditional, among other criteria, on the use of reusable boxes, making it possible to reduce the waste generated appreciably.

Regarding the furniture of the relocated sites, CAP INGELEC first favoured reuse wherever possible, notably for desks, cupboards and shelving. Where reuse was not possible, second-life solutions were deployed: using the items to fit out other sites, or transferring them to the incoming occupiers of the premises. This was notably the case at our Paris office, where part of the furniture was transferred to the successor in the former premises rather than discarded.

For its new furniture requirements, CAP INGELEC chose suppliers whose assembly and fabrication take place in France, and selected some of the equipment from recycled materials.

In parallel, a specific initiative has been undertaken on construction sites, with the launch in 2025 of a scheme for the recycling and reuse of Personal Protective Equipment (PPE): equipment still usable is sent to the ESAT sheltered workshop in Mérignac for cleaning and return to service, while non-reusable equipment is directed to HEDJ in Nantes for recycling.

Construction waste : A transfomation under way

The management of construction waste constitutes a challenge of far greater scale and complexity. Conscious of these issues, CAP INGELEC has undertaken a progressive transformation of its practices, structured around three complementary axes.

1 Traceability:

TrackDéchets ensures the monitoring of hazardous waste, while an internal register covers non-hazardous waste.

2 Upstream project framing :

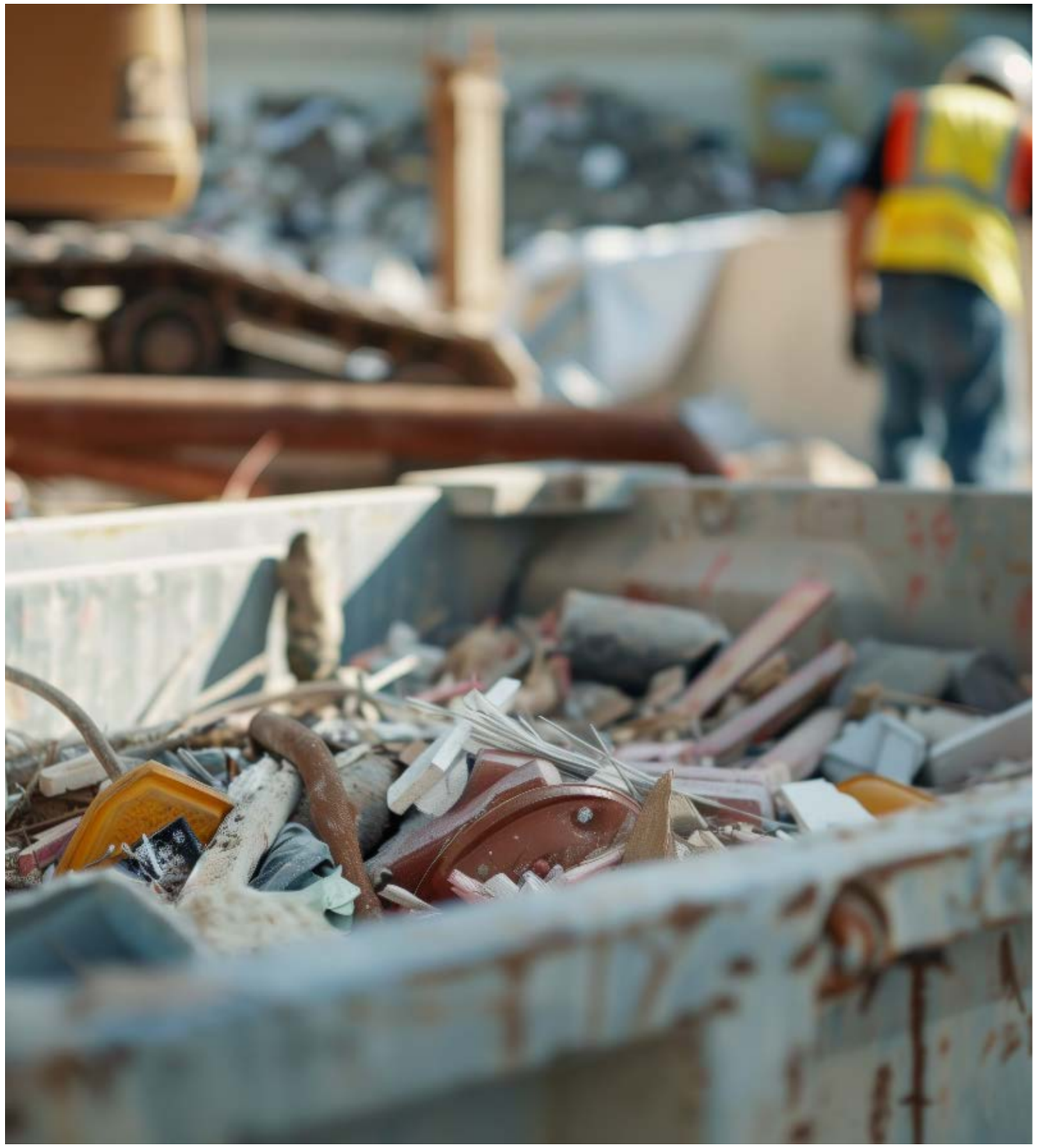
HSE kick-off meetings systematically include consideration of the waste sorting arrangements to be put in place according to the phases of the site, and of the selection of the waste contractor (sorting capacity, proximity of outlets, regulatory compliance).

3 Occasional reuse on site :

for example, topsoil stored as a buffer and reused at the end of the project.

TrackDéchets :

TrackDéchets is a State digital service, developed by the French Ministry for Ecological Transition, which dematerialises and secures waste traceability in France. The platform replaces paper tracking slips with digital documents, guaranteeing transparency and reliability throughout the chain, from producer to final treatment. It covers in particular hazardous waste, asbestos, refrigerant fluids, healthcare risk waste and end-of-life vehicles. Since 2020, more than 22 million tonnes of hazardous waste have been traced on it and more than 460,000 establishments are registered. Its use gives concrete expression to the company's regulatory and environmental commitment to responsible waste management.



Revoco Platform : testing the digital traceability of construction waste

In a logic of continuous improvement in construction waste management, CAP INGELEC is trialling the Revoco platform on several pilot sites. This tool makes it possible to manage skip rotation requests in real time, to retrieve waste tracking slips, weighbridge tickets, recovery certificates and contractor authorisations, with automated reminders in the event of non-response. It also makes it possible to maintain a single waste tracking register for all the company's sites.

The objective is threefold: first, to ensure enhanced regulatory compliance; second, to obtain real and detailed visibility of sorting performance by site. The third objective is to demonstrate the economic value of waste sorting. The argument is simple and quantifiable: with sorting, the treatment cost stands at around €120 per tonne, against €250 per tonne in the absence of sorting. Sorting is therefore not merely an environmental obligation but also a direct lever for savings.

If the pilot sites prove conclusive, deployment will proceed progressively across other sites. The ambition is to achieve a progressive generalisation across all CAP INGELEC sites, with the establishment of a waste indicator framework making it possible to manage deviations and to compare performance between projects.

The objective for 2026 is to move to managed operation, with performance indicators by site making it possible to compare practices and to objectify progress.

03

SOCIAL

Introduction

Acting for a sustainable social impact

For CAP INGELEC, the company's performance cannot be dissociated from its human dimension. The company's growth strategy is rooted in a structured and responsible approach, placing people, quality and responsibility at the core of its priorities. This ambition rests on heightened attention to working conditions, the quality of employee onboarding and the relevance of recruitment, in a context of sustained development.

Its social policy rests on four fundamental pillars:

Guarantee

the health and safety of its employees, notably through the roll-out of the Health & Safety Day, the renewal of ISO 9001 certification and the attainment of ISO 45001 certification.

Develop

skills and structure career paths, by encouraging internal progression, professional mobility and support for young talent.

Foster

inclusion, equity and empowerment within teams, taking care to establish a respectful and engaging working environment.

Offer

a working environment conducive to individual and collective fulfilment.

These levers contribute to building a corporate culture founded on purpose, values and recognition. CAP INGELEC affirms a strategic vision in which employees constitute the foremost factor of success and sustainable performance. Against a background of strong growth, the company is pursuing a clear ambition: to ensure structured onboarding, to grow talent, and to support career paths over the long term in a context of rapid expansion. This dynamic is illustrated in particular by the rapid growth in headcount, which rose from 650 to more than 779 employees in one year.

This social ambition is also expressed at the level of the regions in which CAP INGELEC operates, through lasting partnerships, support for the sporting world and close ties with schools and educational institutions. The company regards these local roots as a component of its culture and of its social responsibility. It thereby situates its development within a logic of proximity, transmission and concrete commitment to its local ecosystems.

Raising our standards in health and safety across our entire value chain

Towards a strengthening of HSE resources

In 2025, CAP INGELEC's HSE organisation evolved in its very structure: beyond reinforcing teams on construction sites, the HSE approach has been extended to the upstream phases (engineering and offer development), which had until then been excluded.

This change of scope marks a key stage in the growing maturity of the HSE framework, consistent with the company's growth, the increased complexity of projects and the ambition to make health and safety a structuring factor of sustainable performance.

Key occupational health and safety indicators

1	0,04 %	5,5 %
Number of workplace accidents with lost time	Severity rate measures the severity of workplace accidents by relating the number of days of lost time	Frequency rate (FR2) includes all declared workplace accidents, whether or not they resulted in lost time

An HSE framework deployed across all sites and projects

In 2025, CAP INGELEC laid the foundations of a common HSE system applicable to all its operations, in France as well as internationally. This evolution rests on the joint deployment of two structuring levers:

1

The first is the attainment of ISO 45001 certification in 2025, following an approach initiated in 2024. It complements the ISO 9001 certification already held, by adding a demanding framework on occupational health and safety, with documented obligations, management reviews and performance indicators.

The company had to demonstrate its command of HSE across a rapidly growing scope, covering international operations and a headcount that has doubled since 2022.

2

The second lever lies in the introduction of an internal HSE framework in 2025, bringing together all the good practices and rules applicable on construction sites, across every topic. This document creates a common basis for all establishments and all projects. In practice, HSE kick-off meetings are now systematic on all sites, whatever their size. The HSE team is moreover included in offer reviews and kick-off meetings, which enables it to identify constraints upstream rather than manage non-conformities during execution.

Cédric Taïlamé
HSE Manager

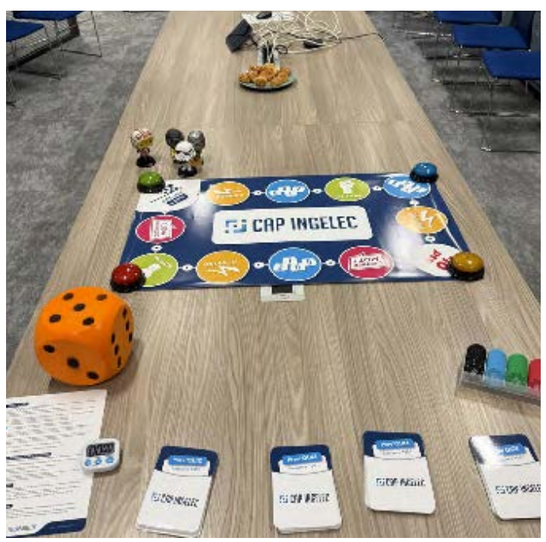
ISO 45001 certification recognises a profound transformation of our approach to health and safety. We wanted to move beyond an overly top-down logic in order to create greater proximity with the field. Today, the HSE approach is integrated from the launch of projects, whatever their size, in order to anticipate risks and durably strengthen prevention.

Training on construction sites

HSE awareness-raising in the field took an unprecedented form at CAP INGELEC in 2025. On the Chartres site, nine training sessions were held over the course of the year, reaching more than 60 employees.

The format, deliberately grounded in the reality of the site, favours face-to-face delivery and proximity to concrete work situations rather than the top-down transmission of information.

For 2026, CAP INGELEC intends to strengthen this presence on site, drawing in particular on the involvement of the Management Committee in the training approach, so that good practice is disseminated throughout the company.



Training and awareness-raising

The annual Health & Safety Day has been entirely rethought. The previous format, centred on collective presentations, has given way to a participatory arrangement encouraging exchange and the sharing of experience. The activity now rests on a playful format, organised by team and delivered face to face across all establishments as well as on our construction sites.

This new arrangement enables everyone to contribute, to compare field experience and to learn from others, while strengthening cohesion and the safety culture within the company.

The Health & Safety Day in participatory format

The arrangement rests on a simple and engaging principle: multidisciplinary teams are invited to compete around HSE situations drawn from real field cases. Each sequence is followed by a debriefing, making it possible to anchor learning in concrete situations rather than in abstract instructions. The format has been transposed to Spain and Greece on the same terms.

This change of posture, from the register of injunction to that of engagement, marks an evolution in the way CAP INGELEC conceives of the safety culture.

Alongside field initiatives, CAP INGELEC has strengthened its communication and awareness-raising arrangements by launching, in June 2025, Info HSE, a newsletter specifically dedicated to health, safety and environmental issues. Integrated into My CAP, the company intranet, this publication forms part of a logic of regular, structured dissemination of HSE information.

Distinct from the Flash Info Événement, Info HSE favours in-depth content focused on the sharing of good practice, feedback from the field and regulatory news. This format helps strengthen the HSE culture within teams, maintain a high level of vigilance and durably embed prevention in employees' daily routines.

HSE NEWS

Road risk: an underestimated but very real

Road risk is today the leading cause of work-related accidents at CAP INGELEC. In France, 1.3 deaths per day occur during a business or home-to-work journey (source: ONISR, 2022). It is therefore imperative to become aware of this risk and to adopt the right reflexes.

Why this matters.

Road journeys are an integral part of our activity, but they must not become a routine matter. Fatigue, haste, unfavourable weather or telephone use: the dangers are numerous — and often avoidable. Safety begins well before the engine is started. By adopting responsible driving behaviour, we protect our own lives, those of our colleagues and those of all road users.

Our HSE recommendations

Before departure

- plan the route to avoid high-risk areas;
- check the condition of the vehicle (brakes, tyres, lighting, etc.);
- leave early to reduce stress;
- make sure that any medication taken is compatible with driving.

During the journey

- take a break every 2 hours;
- adapt your driving to weather and traffic conditions;
- scrupulously observe the Highway Code;
- avoid any distraction at the wheel (poorly configured GPS, telephone, etc.).

Good practices to encourage

- favour videoconference meetings;
- use public transport wherever possible;
- cycle to nearby sites.

Find our flash information sheet dedicated to commuting accidents here.

The illustrated Golden Rules

In 2025, CAP INGELEC's ten golden rules were the subject of in-depth illustration work, carried out jointly with the company's management. The objective is to make them more accessible and easier to memorise for field teams. Beyond a simple written medium, this approach rests on more direct and universal visual communication, facilitating the understanding, memorisation and appropriation of instructions by field teams. Easier to share, display and recall on site, these visuals help durably strengthen the prevention culture within the company.

01
On site: no PPE, no work!

02
A risky situation ? Report it!

03
Use the designated routes

04
Observe signage and instructions

05
Priority to moving plant : safety for all

06
Working at height : put the appropriate protection in place

07
The right equipment for work without danger

08
Not authorised ? Not permitted!

09
Tidy up, clean up, stay organised

10
Planning your journeys means staying alert to avoid accidents !

HSE requirements applicable to subcontractors

Since 2025, CAP INGELEC's HSE requirements have been incorporated into all subcontracting agreements, and no longer solely into large-scale projects. This change of scope, formalised in the document "Subcontractor HSE Requirements", marks a turning point in the way the company manages the HSE performance of its value chain.

The document covers two complementary dimensions :

A safety dimension, covering prevention instructions, intervention protocols and training requirements for those involved.

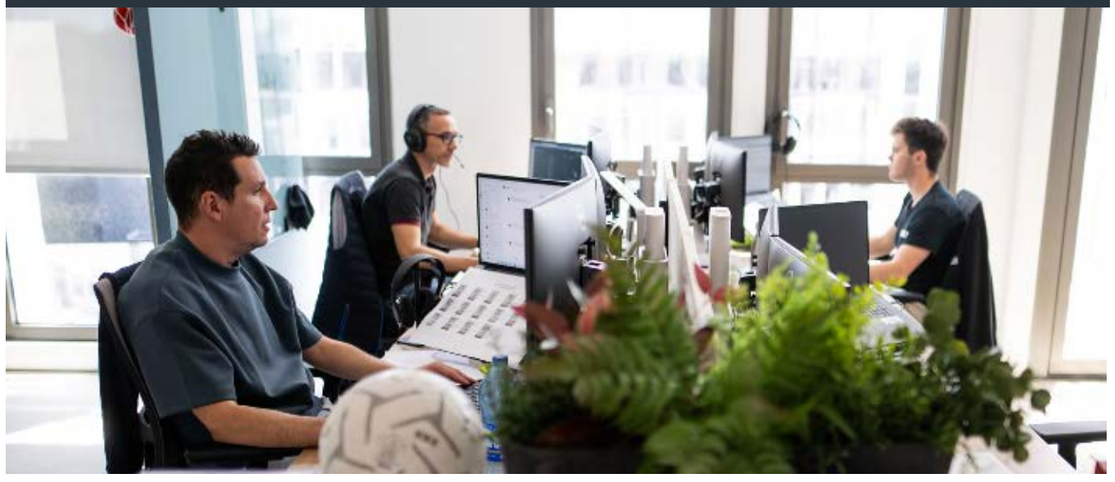
An environmental dimension, incorporating requirements relating to waste management and sorting, control of aqueous discharges, storage of chemical products and protection of biodiversity on site.

Beyond the contractual framework, this approach forms part of a logic of collective capability building. CAP INGELEC supports its subcontractors in understanding and applying these requirements in order to encourage harmonised, responsible and compliant practices across all projects. These environmental requirements do not constitute additional commitments, but rather restate the essential regulatory obligations applicable to all parties working on site.

A logic of graduated penalties, founded on traceability and progress

The penalty mechanism is not intended to sanction from the outset, but to trace deviations and support the improvement of practices.

A first non-conformity is recorded without financial penalty. Repetition, depending on its severity, triggers an escalation. The most serious breaches, notably in matters of safety, may on the other hand entail an immediate penalty. To date, no environmental penalty had yet been applied. The first safety penalties have been activated on certain projects. Traceability by the HSE team is the keystone of the system: no report, no valid penalty.



Outlook for 2026

For 2026, CAP INGELEC's HSE approach is built around two complementary logics: deepening the arrangements that have demonstrated their effectiveness and extending those that have proved their worth. In the field, the experience of the Chartres site constitutes a structuring reference from which CAP INGELEC intends to build its 2026 roll-out.

The objective is not to duplicate a format mechanically, but to generalise a posture: going to the teams on site, in their real working environment, rather than waiting for them to come to training.

At institutional level, 2026 marks a structural evolution: the Management Committee will be directly involved in the HSE training approach. This top-down approach changes the very nature of the message. When safety is championed by the highest levels of the organisation, it becomes a corporate value embodied at every level.

One concrete illustration concerns water management on construction sites: from 2026, washing-water treatment systems and gully protection devices will be installed systematically from the start-up of every site.

The introduction of "Lot 0" illustrates the company's determination to embed sustainable performance from the site start-up phase. This approach aims to guarantee compliant, functional and responsible installations from the very first days of intervention. It makes it possible to anticipate water management, to limit the energy consumption of site accommodation facilities, to reduce waste and to optimise waste sorting.
By structuring logistics, access and working conditions upstream, the company also strengthens safety, team well-being and the quality of execution of its projects.

Promoting skills and supporting our talent

Transition to the day-rate working arrangement

A company agreement on the day-rate working arrangement (forfait jours) was negotiated and signed with the works council, marking a structuring stage in the organisation of working time at CAP INGELEC.

Within this framework, the day-rate arrangement was rolled out on 1st January 2025 for all eligible employees, with the allocation of 12 days of additional leave (RTT) per year.

From its introduction, take-up of this arrangement was overwhelmingly favourable and has continued to strengthen month by month, confirming its appropriation by the teams.
Today, the day-rate arrangement is the reference working-time arrangement within the company, integrated fluidly and durably into daily practice. This choice reflects a conception of work organisation founded on trust, empowerment and employee autonomy. It aims to offer a more flexible framework for organising working time, promoting professional effectiveness, control of workload and a better balance between professional and personal life, in a context of sustained growth in CAP INGELEC's activities.

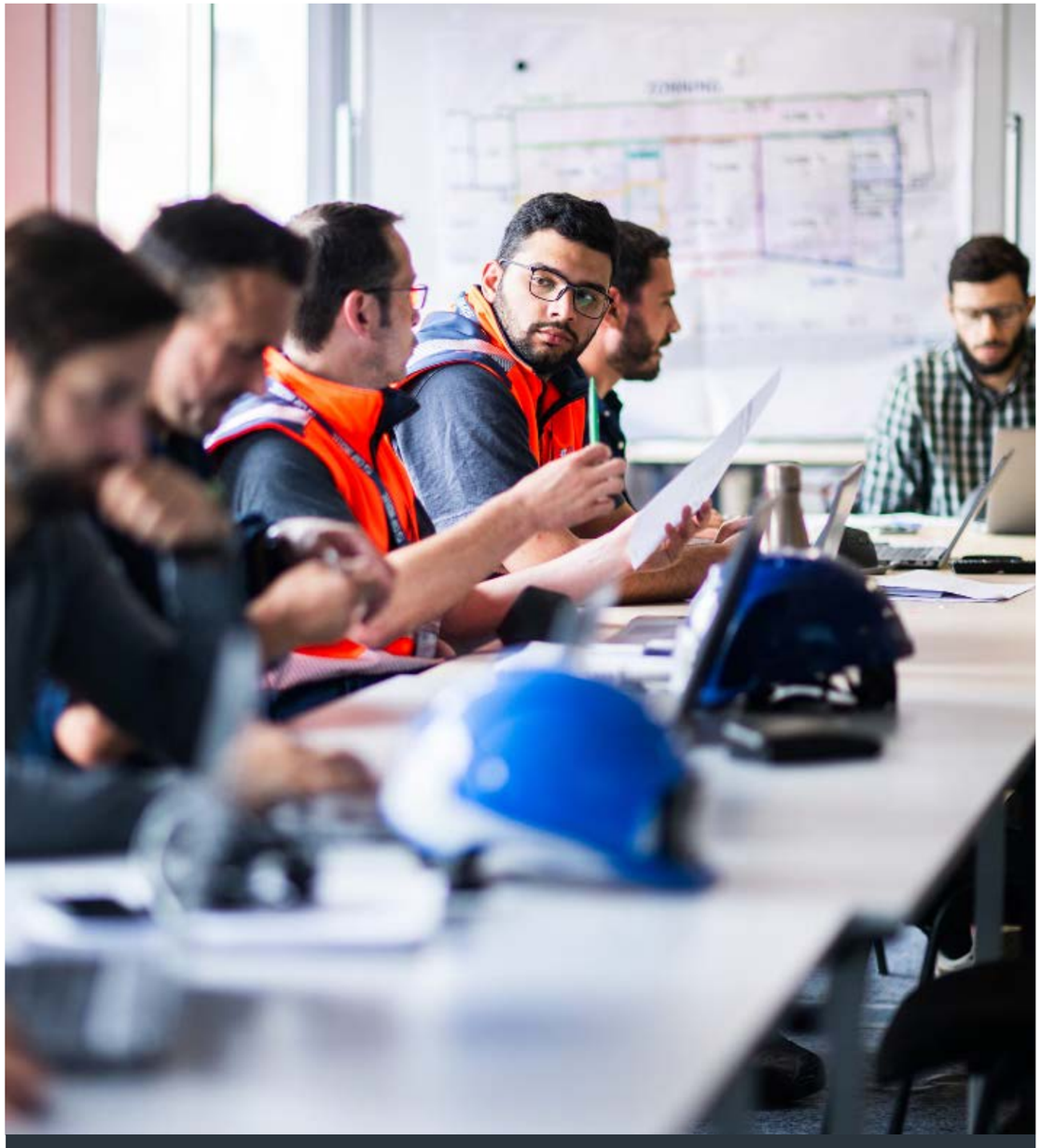
CAP INGELEC invests in skills development

Key training indicators — 2025

8 468 training hours delivered, +15% on the previous year (excluding the young engineers intakes and the CAP INGELEC Learning Academy)	**496 employees** trained in 2025, against 362 in 2024
23 young engineers trained, an increase of +21%	**950 Training** courses delivered of which 34% regulatory and 66% skills development

In a context of strong growth and rapid evolution of engineering professions, CAP INGELEC has made training a structuring lever of sustainable performance and of the safeguarding of its know-how.

In 2025, the training offering was formalised around 4 complementary axes, covering the onboarding of new employees, managerial development, behavioural competencies and technical expertise.



The first axis concerns the onboarding of new arrivals. The online training platform "CAP INGELEC Learning Academy" has been deployed in order to offer an onboarding pathway common to all employees, whatever their profession or geographical location.

The stakes are twofold: to guarantee a common foundation of knowledge enabling the transmission of the corporate culture, values and internal processes, while reducing dependence on face-to-face delivery alone, the availability of which may vary according to role, location and construction site.

This arrangement helps secure the taking up of posts and accelerate the autonomy of new arrivals. It is complemented by face-to-face onboarding, based on meeting the teams, in order to facilitate operational and human integration.

Céline Lallier
Human Resources Director

"The objective is to deliver a common learning foundation to transmit our corporate culture, our values and our processes. Onboarding is also carried out face to face, through meeting the teams of one's establishment or construction site, for example.

2026

Towards an enriched training catalogue

The training catalogue will be enriched with new cross-cutting modules, offered to all employees, in order to keep pace with evolving regulatory requirements and professional practices. These courses cover in particular the HEQ, legal, regulatory and GDPR fields. They aim to strengthen a common culture of compliance, risk management and responsibility, beyond individual business perimeters.

In addition, a training course dedicated to contract management has been launched. It initially targeted the Management Committee, in a logic of raising awareness of contractual issues on complex projects, ahead of a progressive roll-out to Project Management Officers (PMOs) and operational teams. The medium-term objective is to embed this competency durably at the core of projects, in order to secure contractual commitments, partner relations and the overall performance of operations.

Finally, for employees heavily exposed to field mobility, safe-driving training courses were deployed in 2025 and will continue in 2026. They cover road safety and concern a significant number of Site Managers and Project Managers for whom the vehicle is a daily working tool.

The second axis is dedicated to management, a key lever in a context of strong growth and continuous structuring at CAP INGELEC. In partnership with EDHEC, the company designed in 2025 a managerial pathway articulated **in 3 stages :**

Taking up a managerial role

Consolidating the manager's posture

Leadership and strategic management

This progressive approach aims to support managers at every stage of their trajectory, in line with the company's growth and structuring challenges.

The third axis concerns behavioural competencies (soft skills), still too often under-represented in technical environments. Training courses dedicated to prioritisation and public speaking have been delivered in order to support employees as they take on greater responsibility. These arrangements help improve individual and collective effectiveness in a context of complex, multi-stakeholder projects.

The fourth axis concerns technical training, delivered by the CIEP — Centre for Innovation and Shared Expertise.

CIEP, the Centre for Innovation and Shared Expertise

The Centre for Innovation and Shared Expertise is the keystone of technical training at CAP INGELEC. Its role is not confined to delivering sessions: it produces the instructional design itself, from the identification of needs through to the creation of materials.

The process is rigorous. CIEP members identify the improvements to be made directly in the field, through technical support to teams, project reviews and the offer phases. An instructional sheet is drawn up (subject, prerequisites, target profile, content, duration) and transmitted to the HR department, after which the training material is developed. This chain, which may mobilise between five and twenty days of work per module, ensures that the training courses produced meet real needs rather than general perceptions.
Beyond training, the CIEP intervenes during the offer and design phases on strategic projects: value engineering, technical notes, consolidation of the pivot document. During the works phase, it provides technical support and project reviews, through to customer service monitoring during the site's first year of life.

An innovation dimension has been formally incorporated into the CIEP's action plan. The 2026 roadmap identifies six areas of development, including technology watch and applied R&D projects. A first project has already been completed: heat recovery on a geothermal site, illustrating the concept of circular water, which consists in recovering an energy flow that would otherwise be lost.

The Data Centre Level 1 training course: a textbook case

With close to 15 sessions already held, the Data Centre Level 1 training course has established itself as an internal benchmark in technical competency. It is distinguished by its deliberately cross-disciplinary approach, addressing profiles from various disciplines wishing to acquire the fundamentals of electrical engineering applied to data centres.
This positioning makes it a lever for breaking down silos between professions, facilitating an overall understanding of projects and strengthening interdisciplinary collaboration.
To date, more than 150 employees have benefited from this module, illustrating its strong take-up and its operational relevance.

In 2025, the arrangement was extended to international teams, with roll-outs in Spain and Greece, illustrating the company's ability to structure and disseminate its technical expertise beyond the national perimeter.

Emmy Jeanguyot
Career Management Manager

Skills development is an essential lever for supporting CAP INGELEC's growth. In 2025, the structuring of training pathways, from onboarding to technical expertise, taking in management and soft skills, has made it possible to align operational needs and career paths more closely. Training is conceived as a tool at the service of projects and of employees.

Onboarding day for apprentices

Interns and apprentices welcomed :

86 within the Group

in 2025, i.e. an increase of +34% on 2024.

CAP INGELEC organised two onboarding days in 2025 specifically for its 24 apprentices.

The objective of these days deliberately differs from that of a standard induction programme. For most apprentices, this is a first professional experience. The arrangement therefore aims to set a clear framework as to what it means to work in a professional environment: expected conduct and responsibilities, but also encounters and exchanges with fellow apprentices.
The content is designed to facilitate this transition phase between the academic world and the company.

In parallel, training and awareness sessions were offered to tutors in order to equip them to support these profiles and to harmonise tutoring practices across the Group.

This arrangement is intended to be made permanent and repeated each year. Apprentices and interns constitute a strategic recruitment pool for CAP INGELEC.

The quality of support during the first months largely determines their engagement and their long-term projection within the company.

Career development

Among the HR advances of 2025 is the formalisation of a job mapping exercise, the fruit of in-depth work carried out alongside the transformation of the organisation.

This work responds to a twofold objective for CAP INGELEC's HR policy :

1

The first is the clarification of roles. In an environment where professions have become more complex and specialised, it is essential that every employee should have a clear understanding of the expectations of their post, of their scope of responsibility and of their interfaces.

2

The second objective is to improve the legibility of professional trajectories. By naming and describing posts in a structured manner, the company makes visible developments that could until now remain implicit: bridges between functions, horizontal mobility, hierarchical or geographical progression.

This visibility also constitutes a retention lever: an employee able to envisage clear prospects for progression is more durably engaged within the company.

Job mapping thereby establishes itself as a key tool for supporting careers, in the service of internal mobility, talent retention and alignment between individual aspirations and CAP INGELEC's strategic needs.

This approach will continue in 2026 with the construction of a technical competency framework, conceived as a structuring HR management tool.

This framework strengthens the legibility of CAP INGELEC's professions, supports internal mobility and constitutes a structuring foundation for supporting the development of competencies

This framework will serve 3 operational purposes :

Having a shared and objectified view of the competencies available.

Managing the match between internal competencies and project needs.

Identifying the competencies to be strengthened as a priority, in line with the development strategy.

Supporting capability building in a structured way

Our HR policy aims to support growth while giving meaning to employees' career paths. Human resources can sometimes be perceived as complex or opaque. Our challenge is precisely to open up these subjects, to show concretely what is being done and to give visibility to our HR initiatives. Welcoming, training and retaining are the pillars of our social commitment.

Céline Lallier
Human Resources Director

Key recruitment indicators

268 new hires
an increase of +38% on 2024

+ 165
employees
Net headcount growth

21 %
Recruitment from employee referral

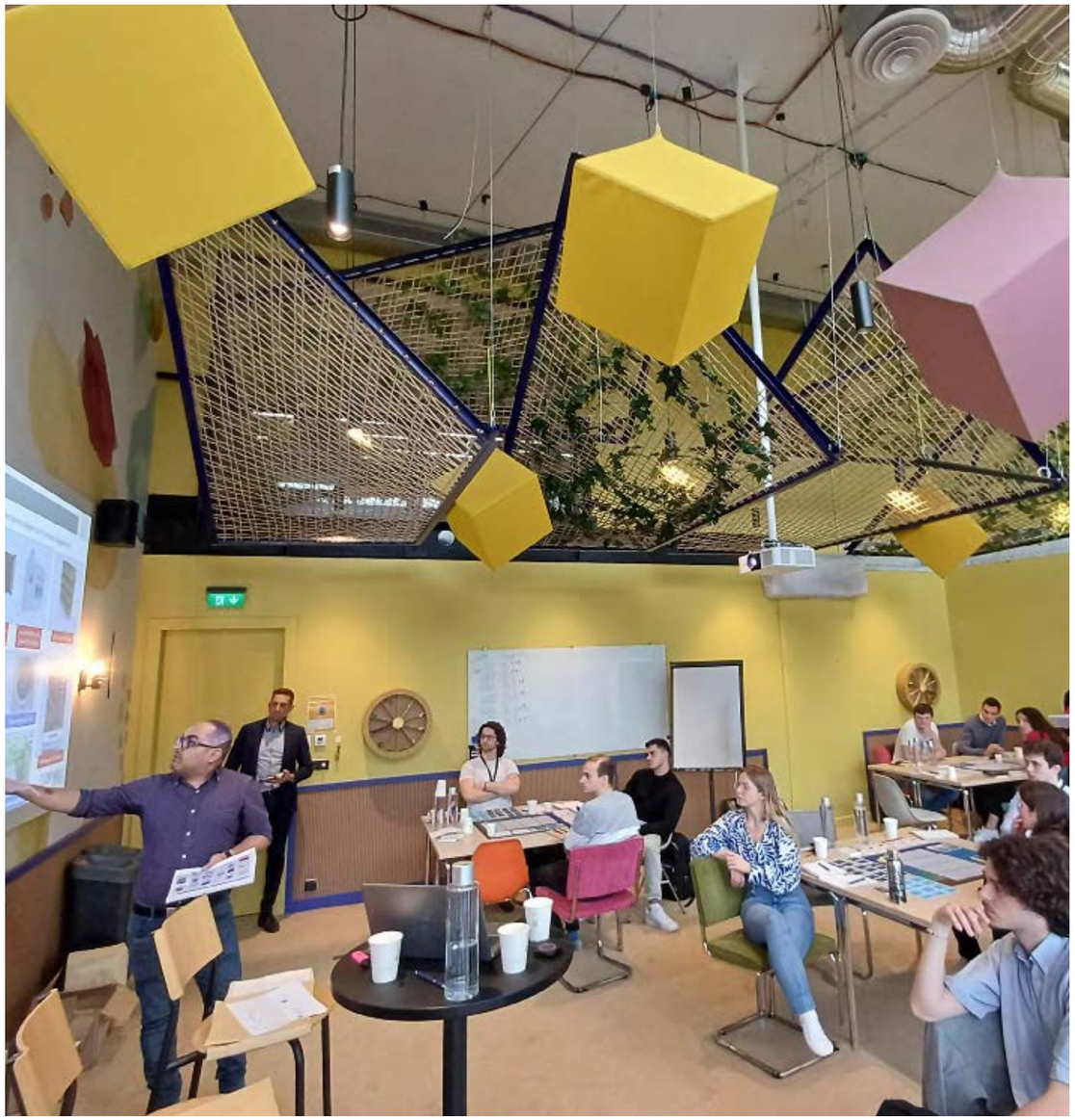
57 %
Recruitment from direct applications

More than 48 000
Applications received over the year

In 2025, CAP INGELEC laid the foundations of a formalised and properly equipped internal mobility policy. A dedicated platform, accessible via the intranet, now enables employees to consult internal opportunities and apply for them directly.

Beyond being a lever for career development, internal mobility also forms part of a logic of operational security. Favouring internal promotion for key posts makes it possible to capitalise on employees already familiar with the projects, working methods and client expectations.

This approach limits dependence on external recruitment for critical functions and strengthens organisational resilience, while constituting a factor of engagement and team retention.



Structuring career development by making internal mobility accessible and legible enables us to secure our key competencies and retain talent. By clarifying career paths and giving priority to internal mobility, we strengthen both employee engagement and project continuity.

Emmy Jeanguyot
Career Management Manager

Sarah Kremer
Head of Engineering Department

Having joined CAP INGELEC in April 2023 as Water Project Manager, Sarah Kremer joined the company at a time of entity creation and structuring of the professions. On her arrival, her role was principally technical, without direct line management responsibility, while involving the occasional coordination of project teams. Very quickly, Sarah showed a marked interest in organisation, resource management and managerial issues.

The mobility process was conducted in an open and transparent manner

Sarah emphasises the importance of the climate of trust and of the support she received throughout this transition. The encouragement of her colleagues, the recognition of her competencies and the trust placed in her by management and by the Executive Committee played a decisive role in her taking on these responsibilities.

She benefited from dedicated support, including management training, as well as constant backing from her professional environment, creating a reassuring framework conducive to her development.

Initially Water Project Manager, Sarah was appointed Head of the Engineering Department. This internal mobility forms part of a coherent professional trajectory, while representing a genuine change of posture: taking charge of an expanded team, integrating new professions, notably those linked to data centres, and seeking a balance between technical expertise and the role of line manager.

On the external recruitment front, 2025 marked a genuine step change in scale for CAP INGELEC. In one year, recruitment volume grew by 38%, rising from 194 hires in 2024 to 268 in 2025, for net growth of +165 employees, i.e. more than a 20% increase in headcount. The Recruitment team, made up of 8 people working in Bordeaux, Paris and Lyon, processed close to 48,000 applications over the year, an increase of more than 41% on 2024, testifying to CAP INGELEC's attractiveness in a tight labour market.

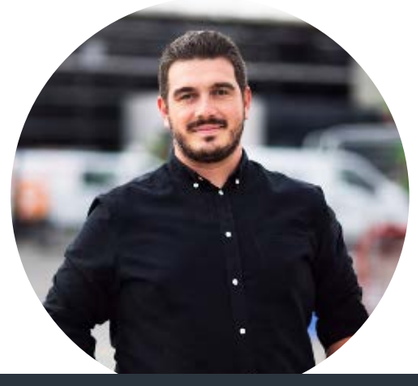
This growth has not translated solely into an increase in volume. The challenge of 2025 was also qualitative: integrating experienced profiles to work on large-scale national and international projects.

The employer brand strategy underpinning these results rests on 3 distinct axes. The first is visibility. Active, targeted communication on LinkedIn and job boards, and through employee profiles, generated 48,000 applications, making it possible to attract talent spontaneously rather than depending solely on direct sourcing.

The second axis concerns reputation. This has been built around the quality of the projects delivered and CAP INGELEC's recognition within its sector.

Finally, the strategy rests on an axis of differentiation. CAP INGELEC highlights its values, its HR initiatives and the company's non-technical commitments, in order to attract profiles that choose CAP INGELEC for what it is, and not only for what it does.

Employee referral accounted for 21% of recruitment, a rate that has remained stable despite the sharp rise in overall recruitment volume. This constancy reflects a lasting commitment on the part of employees to CAP INGELEC's growth dynamic. Beyond the recruitments completed, the number of referrals received grew by more than 40%, demonstrating our employees' commitment to contributing, at their own level, to the company's growth.



Alexis Sebastian
Recruitment Manager

Today, a major share of our recruitment comes from direct applications and employee referrals. This finding reflects strong engagement on the part of our employees in their role as CAP INGELEC ambassadors, but also a considerable attractiveness of our culture and our projects.

The sustainability report, a tool for attracting talent

Candidates applying to CAP INGELEC increasingly consult the sustainability report and the company's commitments ahead of interviews.

Discussions no longer concern only assignments or projects, but also concrete matters of social and environmental responsibility: professional equality, working conditions, environmental initiatives on construction sites and inclusion policies.

This report is therefore also a tool for attractiveness in a competitive labour market, and not merely a transparency obligation.

Employee shareholding

Since 2017, CAP INGELEC has offered its employees, in France as well as internationally, the possibility of becoming shareholders in the company. This arrangement, now solidly anchored in the corporate culture, reflects a strong choice: to make the women and men who carry the industrial project the direct beneficiaries of the value they help create. It is not a peripheral benefit, but a structural mechanism for sharing success.

The logic pursued is twofold. On the one hand, it is a matter of durably aligning the interests of employees with those of the Group: when economic performance translates into shareholder value, that value is redistributed to those who produce it. On the other, it confers on employee shareholders an active role in the company's development — no longer solely as operators of their own assignments, but as stakeholders in the strategic trajectory.

This commitment is expressed day to day through strong adherence to the governance of the corporate project and through a reinforced sense of belonging, both decisive in a sector where the scarcity of skills makes team retention as strategic as recruitment. Employee shareholding thereby helps stabilise critical know-how, transmit a culture of excellence and anchor a shared long-term vision among management, employees and historical shareholders.

Falling within the framework of ESRS S1 (Own workforce) and G1 (Business conduct and corporate culture), this arrangement constitutes one of the most tangible markers of the way CAP INGELEC conceives of value creation: collective by nature, shared on principle.

Testimonial – Employee shareholding

François chose to become a shareholder from the very first campaign. For him, this step represents above all a recognition of employees' work and proof of the company's trust in its people, with shareholding accessible to all, whatever their profession or level of responsibility.

He also emphasises the collective dimension of employee shareholding: a dynamic that mobilises and helps retain employees over time. Convinced by the arrangement, he continues to invest regularly, seeing in it both a sound investment and a strong personal commitment to the company.

Attending General Meetings is for him a natural extension of this step, enabling him to better understand strategic orientations and to feel fully involved in the Group's future.

François Maubaret
Workshop Manager

Becoming an employee shareholder changed the way I look at the company. You feel that you are no longer working solely for an employer, but also a little for yourself.

It is motivating to know that you can, directly or indirectly, act on the value of the company and of its shares.

The overhaul of the young engineers programme has strengthened immersion and the transmission of professional reflexes through a "serious game": the programme goes to the heart of projects and to the reality of our professions. The mobilisation of the teams (operational staff, experts and members of the Executive Committee) is a strong marker of this programme.

Emmy Jeanguyot
Career Management Manager

Young engineers programme

CAP INGELEC has entirely rethought its young engineers programme in order to better address the challenges of rapid professionalisation and appropriation of the professions. The duration of the programme has been extended from 4 to 6 days and its format profoundly transformed: top-down presentations have given way to an immersive "serious game", designed to take participants through the key stages of a CAP INGELEC project.

The programme is built around 5 successive phases: prospecting, offer and negotiation, studies, delivery and works, and then feedback. Each stage is worked through as a team and systematically debriefed by subject-matter experts, making it possible to anchor learning in concrete operational situations.

The involvement of operational staff and members of the Executive Committee as contributors is a strong marker of this new format and has been unanimously praised by participants.

In 2025, more than 23 young engineers followed this programme. The experience will be repeated in 2026, with a target raised to 43 young engineers, confirming the structuring place of this arrangement in the policy of developing and retaining young talent.

Relations with schools and the Cap'tain network

CAP INGELEC draws on the Cap'tain network, made up of committed employees who work on a voluntary basis with our target schools.

These initiatives take varied forms: participation in school careers fairs, presentations of professional pathways, delivery of specialist courses (notably on technical topics such as high-voltage networks), and student mentoring.

This network constitutes an essential lever for transmitting knowledge, showcasing our professions and building a lasting connection between the company and future talent.

CAP INGELEC has continued to structure its relations with the academic world through the formalisation of partnerships with EIGSI La Rochelle and the Polytechnic University of Madrid.

These partnerships aim to strengthen the flow of internships, apprenticeships and recruitment of young engineers, in France as well as internationally, and to secure access to the competencies necessary for the Group's development.

Long service awards

CAP INGELEC held its first long service award ceremony, honouring 39 employees with more than 20 years' service within the company.

Bringing together the honoured employees in the presence of the Executive Committee, this ceremony forms part of an approach recognising commitment and loyalty. It marks CAP INGELEC's determination to give value to long careers and to the continued involvement of those who have contributed to the Group's development and construction.

This event is intended to be repeated each year, in order to become durably established in the company's practices and to strengthen a culture founded on recognition, respect for individual trajectories and the sharing of collective success.

Guaranteeing quality of working life and building engagement

Improving workstation ergonomics on the occasion of relocations

The relocations of the Paris and Toulouse establishments were approached as an opportunity to overhaul working conditions. The fit-out choices made at the new sites testify to the attention paid to comfort and to the daily use of the spaces.

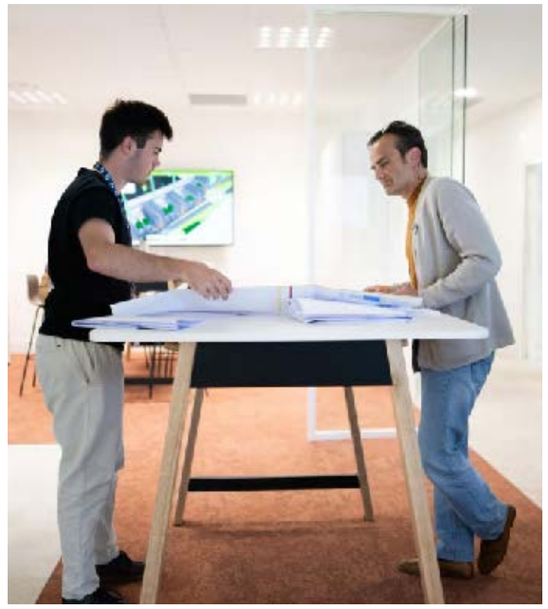
In Paris, the roll-out of workstations equipped with ergonomic chairs, together with sit-stand desks allowing everyone to alternate postures over the course of the day, has proved conclusive.

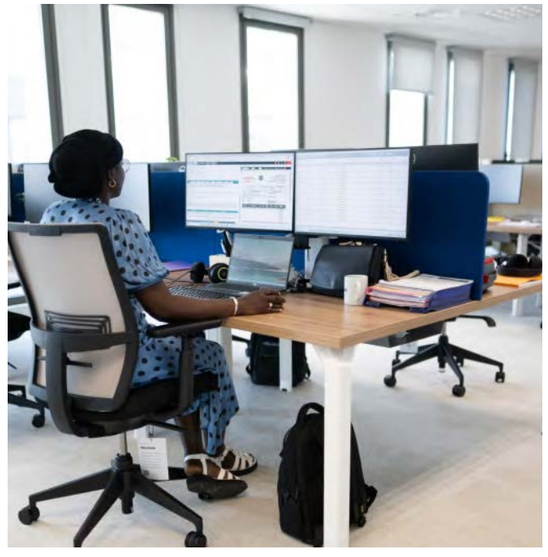
The Information Systems Department (DSI) has in parallel conducted a significant modernisation of IT equipment: generalisation of dual screens, installation of ergonomic monitor arms, introduction of room booking systems, and deployment of higher-performing hardware.

Five spaces are dedicated to electric vehicle charging out of the 35 parking spaces, and an electric bicycle is made available.

In Toulouse, the principal criterion adopted for the choice of the new site was proximity to public transport, bus and metro, in order to facilitate accessibility.

The same equipment has been deployed (ergonomic chairs, dual screens, monitor arms, etc.).





Paris / Toulouse : two establishments, one and the same intention

While the Paris and Toulouse projects responded to distinct contexts and priorities, they were guided by a common intention: to make workplaces environments adapted to usage, conducive to engagement and capable of supporting CAP INGELEC's growth.

In Paris, the challenge was to make the relocation an upgrade of working conditions: generalised ergonomics, collaborative spaces, modernised digital infrastructure, with spaces available for visiting employees. It was designed to accommodate a growing number of employees and can adapt to the evolution of the company's usage and needs.

In Toulouse, the priority was accessibility: retaining a well-served urban location, so that the change of premises would not degrade the quality of the daily commute.

Beyond accessibility, the project also forms part of a logic of improving working conditions, with spaces designed to adapt to the evolution of employees' needs: meeting rooms in a variety of formats, and shared spaces notably in the cafeteria area.

Quality of working life and social dialogue

In 2025, CAP INGELEC strengthened its social framework through the signature of several structuring agreements with the works council. These include in particular the agreement on the day-rate working arrangement, the agreement on the donation of leave between employees, and an agreement on the operation of the works council, reflecting the company's determination to evolve its practices in a climate of constructive and lasting dialogue.

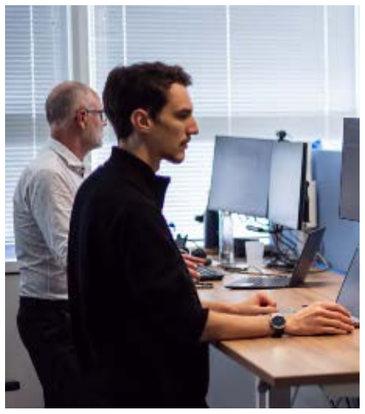
As an extension of this dynamic, the individual works council allocation has doubled over three years, enabling employees to benefit from a significantly larger budget for accessing the benefits offered, notably holiday vouchers.
This density of agreements concluded in 2025, in a year marked by strong growth, reflects a deliberate choice to maintain quality social dialogue, based on mutual trust between the Executive Committee and employee representatives.

In addition, working groups have been set up to encourage shared travel (car-sharing and other forms of shared mobility) and to limit individual vehicle bookings for business journeys. In the same spirit, subscriptions to car parks located close to railway stations have been introduced to facilitate rail travel. These initiatives, whose carbon dimension is addressed in the Environment section of the report, also represent a concrete benefit for employees, whose daily organisation is made easier.

The partnership with Babilou completes this arrangement by offering employees who are parents access to five nursery places within a national network.

This initiative forms part of a structured approach to supporting parenthood and improving the balance between professional and personal life. Finally, in terms of digital tools, 2025 was also the year of the first roll-out of an internal AI agent for all employees, with pilots of more advanced solutions such as Copilot 365.

An ethics charter was drawn up jointly by the Information Systems Department and the Legal Department in order to govern these uses. For 2026, the ambition is to automate certain business processes progressively in order to free up time for higher value-added activity for employees.



Committing to an inclusive, equitable and ethical company

European Disability Employment Week

Last November, CAP INGELEC took part in European Disability Employment Week under a renewed approach, resting on central coordination by the head office teams combined with local implementation in the establishments. This organisation made it possible to ensure both the consistency of messages, content and formats and their appropriation as close as possible to the teams. The arrangement was designed, structured and coordinated by the HR teams, who defined the programme, the objectives and the shared materials. Its operational roll-out was then facilitated by a network of local ambassadors, made up of volunteer employees mobilised to relay initiatives within the establishments and to lead them in the field. Their role was decisive in encouraging team participation.

The week's programme combined several complementary formats. An online awareness game was offered to all employees. In June 2025, the "A Day, A Job" (Un jour un métier) event gave people with disabilities the opportunity to discover CAP INGELEC's professions at first hand. In parallel, face-to-face activities were organised, such as introductions to sign language, role-play exercises around the constraints associated with disability, and markets featuring producers from sheltered workshops (ESAT).

1 Jour Métier.

Strengthening professional equality

The entire Recruitment team has been trained on the issues of non-discrimination and the identification of conscious and unconscious bias, a prerequisite that has become indispensable given the volume of applications processed. In parallel, inclusive markers have been strengthened in order to affirm our values to candidates, notably through job advertisements that explicitly mention openness to people with recognised disabled worker status (RQTH) and the company's commitment to equal opportunity. In 2026, this training will be extended to managers, in particular the most recently appointed, in order to professionalise practices at every stage of the employee journey.

> *Professional equality is a major concern within CAP INGELEC and is carefully observed from the recruitment stage onwards. Training the teams, combating bias, sharing our values of consideration and equitable selection practices are essential elements in pursuing our growth while preserving our culture.*

Alexis Sebastian
Recruitment Manager

Ethics and whistleblowing arrangements

In 2025, the company brought itself into compliance with the Sapin 2 Act by deploying a code of conduct accessible to all employees and stakeholders. An awareness campaign delivered via an online platform was conducted to train staff on business ethics issues: prevention of corruption, conflicts of interest and anti-competitive practices.

As an extension of this, an ethics committee has been constituted, with identified focal points. Its first meeting is scheduled for the first quarter of 2026. This committee will be tasked with addressing emerging subjects (ethics, GDPR, data) and defining a structured roadmap. The committee is also responsible for managing internal whistleblowing procedures, which makes it the institutional framework within which any anti-harassment initiative would be situated should one be formalised.

In addition, an ethics and CSR questionnaire has been incorporated into the procurement process in order to assess the maturity of subcontractors and suppliers on these issues. The ambition is to extend the ethical culture beyond the company's boundaries, to its entire value chain.

Bénédicte Amiel
Marketing and Communication Director

2025 has made it possible to progressively structure a clear, operational ethics framework adapted to the needs of the organisation, laying the foundations of defined governance, identified responsibilities and dedicated management tools. This phase has also consisted in preparing the conditions for a sustainable and controlled deployment of the framework. The challenge now is to continue building maturity through its appropriation by the teams, the continuous improvement of practices and the monitoring of its effectiveness.

Client expectations

Clients in the data centre sector, in particular british and American players, now incorporate social ESG criteria into their tenders. Expectations relate in particular to the presence of local companies in the subcontracting chain, professional integration policies and the consideration of gender equality on construction sites.

CAP INGELEC responds to these requirements systematically and documents them in its proposals. This approach reflects a change in the market: the company's social policy is no longer solely an internal commitment but also a factor of commercial differentiation.

Taking part in the local ecosystem

Parenthood: Babilou nurseries

CAP INGELEC has formalised a partnership with Babilou, a national nursery network, allowing five places to be reserved for the benefit of its employees who are parents. This arrangement has met with considerable success and forms part of a structured approach to supporting parenthood.

Bringing more women into our professions

Launched three years ago, the “Elles sont CAP” programme draws on an internal network of 15 mentors committed to bringing more women into our technical professions. These employees work with young girls to introduce them to the engineering and construction professions, which are often perceived as masculine, in order to encourage them to see themselves in these roles and to inspire vocations.

The operational partnership with the association Elles Bougent structures these interventions and handles the logistics: relations with schools, organisation of travel and the running of inter-company initiatives.

Initiatives have principally targeted lower and upper secondary schools, through site visits and classroom sessions. In 2026, the programme will be extended to primary schools, with the ambition of working on mental representations at an even earlier stage, before academic choices and prejudices take shape.

This is long-term work on vocations: if the construction and engineering professions remain structurally under-represented by women, it is partly because they are invisible to young girls at the very moment when they are forming their representations of the professional world. “Elles sont CAP” aims precisely to shift those mindsets and to move society forward.

Philanthropy and sponsorship

CAP INGELEC’s philanthropy and sponsorship policy rests on a conviction championed by Franck Vialar, Deputy Chief Executive Officer: a company has lasting purpose only if it actively contributes to the regions in which it is established.

This vision translates into deliberate choices that favour local roots, long-term commitment and consistency with the values upheld internally. The thematic axes adopted follow a clear and stable line: support for young people, promotion of the place of women in engineering, access to employment, and more recently openness to the world of disability. These orientations are not abstract categories. They echo directly the same causes pursued internally, notably in matters of inclusive recruitment, the training of young engineers and disability policy.

Philanthropy is also an external extension of what CAP INGELEC builds internally. Initially concentrated in the Bordeaux area, this approach now extends to other regions, with the introduction of dedicated regional budgets. Bordeaux Mécènes Solidaires (BMS) remains the emblematic example of CAP INGELEC’s philanthropic commitment. With 13 years of partnership, renewed over time through multi-year commitments, this relationship goes well beyond the framework of one-off financial support.

Sports sponsorship follows a different but complementary logic to that of philanthropy. It draws on the values of team sport (commitment, going beyond one’s limits, team spirit) as a lever for visibility, reach and connection with local and professional ecosystems. CAP INGELEC supports both internationally renowned men’s and women’s professional clubs and more modest local structures. Some partnerships are moreover forged at the initiative of employees themselves, strengthening internal ownership of the approach and its consistency with the company’s values.

Laetitia OMER
Communication Manager

In 2025, we took an important step by strengthening our support for women's sport. This is a strong commitment: recognising inspiring careers that are still too little visible, and giving value to sportswomen whose experience and resilience have a great deal to teach us.

Matthieu Calès situates this approach within the company's strategic vision. For a family-owned mid-cap company whose horizon is that of long-term continuity rather than the next financial year, contributing to local economic development and to the training of talent in the region is a form of sustainability in itself, not an accessory to communications.

04

GOVERNANCE

Introduction

Governance is the bedrock of the transparency, integrity and responsibility that structure all of CAP INGELEC's activities. In order to support strong but controlled growth, the company is strengthening its management systems, formalising its decision-making frameworks and placing ethics, quality, information security and operational excellence at the centre of its strategic thinking.

Two fundamental levers constitute this pillar

On the one hand, a solid and committed corporate culture, founded on clearly asserted values — commitment, respect, integrity, agility, technical expertise and transparency. This culture rests on adherence to the principles of business ethics, a high standard of compliance and CAP INGELEC's active involvement in its professional ecosystems, thereby contributing to responsible and sustainable practices.

On the other, rigorous management of information systems and management tools, aimed at guaranteeing infrastructure security, data protection and process reliability. This framework makes it possible to support decision-making that is more structured, more cross-functional and better informed, in the service of overall performance and risk management.

This strengthened governance enables CAP INGELEC to consolidate its fundamentals, to support its transformations and to secure the development of its activities over the long term in an increasingly demanding environment.

Corporate culture and ethics

The year 2025 marks a major turning point for CAP INGELEC's Legal Department. The significant strengthening of the team, the growing maturity of compliance arrangements and the embedding of legal considerations in operational processes all bear witness to a clear ambition: to make the legal function a lever of security and sustainable performance.

From a service to a department: a change of scale

The legal service welcomed four new employees, bringing its headcount to ten. This reinforcement marks the transition from a support service to a structured Department. This new organisation aims to offer more specialised and more responsive support to the company's various functions, in a context of strong growth and diversification of the client base, notably in the data centre sector.

Regulatory compliance: an integrated approach

The Legal Department has led or co-led several compliance work programmes that are structuring for the company. On the GDPR front, the official appointment of a Data Protection Officer, the finalisation of the internal privacy policy and the completion of an audit of processing activities have made it possible to consolidate an arrangement that is now operational. An anonymised incident register is maintained in order to ensure the traceability of events and the assessment of risks, while data protection agreements govern relations with subcontractors from the contracting phase onwards.

In parallel, the Legal Department has actively contributed to NIS 2 compliance and to the deployment of the company's ethical framework, in collaboration with the Information Systems Department and the Procurement Department. This work has translated into the introduction of charters and formalised processes and into the updating of the contractual documentation base, on the client side as well as with suppliers and subcontractors.

« Contract management » and control of commitments

Conscious that the management of contractual risks also plays out in the field, the Legal Department has initiated a contract management approach. An awareness session for the Management Committee is scheduled, followed by training courses for Project Management Officers (PMOs) and operational teams. The objective is to embed contractual culture durably in project practice, in order to anticipate obligations more effectively and to secure the delivery of commitments.

2026

Outlook

The consolidation of the Legal Department will continue in 2026 with several priority objectives: publication of the external privacy policy, written formalisation of the data incident management procedure, deployment of a GDPR training programme for all employees, and the creation of dedicated contract management roles. These initiatives are fully aligned with CAP INGELEC's responsible governance trajectory and contribute to the requirements of transparency, integrity and risk management carried by the company's sustainability strategy.

Virginie Bonnin
Legal Director

Compliance is not a one-off exercise: it is a living framework that must accompany the company's growth and protect all its stakeholders.

Responsible procurement : structuring the value chain

The CSRD directive and the ESRS standards require companies to report on the way in which they identify, prevent and mitigate negative impacts within their value chain. For CAP INGELEC, whose business model rests largely on subcontracting and procurement, structuring responsible procurement is as much a matter of regulatory compliance as it is a lever of sustainable performance. CAP INGELEC has undertaken several structuring initiatives to govern its relations with its suppliers and subcontractors.

A code of conduct formalises the company's requirements in matters of ethics, respect for fundamental rights, health and safety and the environment. Circulated to all partners, it constitutes the contractual foundation of the business relationship. In parallel, framework agreements are being drawn up with principal suppliers, progressively incorporating ESG criteria into referencing conditions. An ethics and CSR questionnaire has been integrated into the procurement process in order to assess partner maturity and to feed a mapping of the ecosystem. The declaration of tier 1, 2 and 3 subcontractors is already operational, laying the foundations of due diligence consistent with CSRD expectations. These arrangements are complemented by a responsible procurement charter, circulated internally, and by the integration of environmental criteria into the selection of site subcontractors. In 2026, the challenge will be to consolidate this approach by formalising monitoring indicators and by broadening the mapping of social and environmental risks across the critical links of the value chain.

Gabriel Besse
Procurement Manager

Building lasting relationships with subcontractors enables us to gain in performance while progressively integrating responsible requirements.

Certifications and labels : recognised commitments, a reinforced standard

The European CSRD directive imposes on companies a structured, audited sustainability reporting framework aligned with the ESRS standards. For mid-cap companies preparing for it progressively through the adoption of the voluntary VSME framework, external certifications and labels play a key role. They structure internal processes, accelerate the collection and reliability of non-financial data, and lend credibility to commitments in the eyes of stakeholders. Far from being mere distinctions, they constitute genuine tools of anticipated compliance and strategic management.

CAP INGELEC situates its sustainability approach within a demanding framework of external recognition. ISO certifications, the EcoVadis assessment, membership of the United Nations Global Compact and candidacy for the AFNOR Engagé RSE label are so many milestones reflecting continuous progress, driven by the determination to anchor responsibility at the heart of the business model and to situate overall performance within a sustainable and transparent trajectory.

ISO certifications : quality, safety and continuous improvement

CAP INGELEC obtained the renewal of its ISO 9001 certification in a particularly demanding context: the move to general contractor status, international expansion and a doubling of headcount since 2022. To support this rise in standards, the Quality Department has strengthened its operational organisation by deploying Project Quality Engineers and Document Controllers on construction sites, in order to guarantee documentary rigour and compliance as close as possible to the field.

This renewal attests to the company's ability to maintain a high level of quality despite a profound transformation of its organisation.

The year 2025 also marks the attainment of ISO 45001 certification, the international standard for occupational health and safety management. Although safety on construction sites has always been a crucial concern for the Executive Committee, this certification provides a guarantee of long-term commitment in terms of human, material and economic resources.

The doubling of headcount and dedicated safety governance are strong markers of the Executive Committee's determination to guarantee a high level of safety for all actors in the company's value chain.

Anthony Kanamma
Quality and Transformation Manager

The hardest part is not doing the work, but capitalising on and sharing standards that are useful, usable and genuinely used. We want Quality to be experienced as a performance lever, and not as a constraint

The quality approach has also taken concrete form through the introduction, since October, of a new client listening process. Interviews are now conducted in pairs, with a broader panel of clients, up to six months after project completion.

Monthly feedback is shared internally with the commercial and operational teams in order to trigger specific action plans. The whole is then presented twice a year to the Management Committee, in order to make it a strategic concern.

EcoVadis : a trajectory of progress over more than a decade

Engaged in the assessment of its CSR performance since 2012, CAP INGELEC draws on the EcoVadis framework to measure, benchmark and improve its practices in environmental, social, ethical and responsible procurement matters. At its first assessment, the company had obtained a score of 39/100, placing it at that time in the 46th percentile of its sector. In 2025, CAP INGELEC achieved a score of 75/100, placing it in the 91st percentile among companies assessed in the architecture and engineering activities sector. This significant progress reflects more than a decade of continuous effort devoted to structuring ESG policies, formalising practices and delivering measurable improvement in non-financial performance. The next areas for improvement concern the formalisation of responsible procurement practices and the optimisation of reporting.

United Nations Global Compact : active regional engagement

A member of the Global Compact since 2021, CAP INGELEC takes an active part in the work of the Nouvelle-Aquitaine circle. In May, the company co-organised a regional workshop devoted to responsible procurement, bringing together some twenty participants from companies in the region. The year was also marked by participation in the Climate Ambition Accelerator, a programme designed to support companies in defining science-aligned emission reduction targets.

UN GLOBAL COMPACT CLIMATE AMBITION ACCELERATOR

The Global Compact Climate Ambition Accelerator — in brief

The Climate Ambition Accelerator is a six-month programme designed by the United Nations Global Compact to intensify companies' climate strategies. It aims to equip organisations with the knowledge and competencies needed to define greenhouse gas emission reduction targets aligned with science and consistent with a +1.5 °C warming trajectory.

The programme draws in particular on the Science Based Targets initiative (SBTi) and encourages companies to aim for global carbon neutrality by 2050. Structured around six workshops and online activities, it is offered in French by the UN Global Compact — France Network and is aimed at companies of all sizes and in all sectors.

Acting for strengthened information systems security

Cybersecurity and information systems: protecting, anticipating, supporting.
Against a background of rapid growth and increased exposure to digital risks, CAP INGELEC has made cybersecurity a structuring axis of its governance. The year 2025 marks the consolidation of an ambitious framework, driven by an Information Systems Department that has been profoundly transformed since 2022.

Emmanuel Fourchaud
Chief Information Officer

An IT Department transformed in the service of resilience

In 3 years, the Information Systems Department has changed dimension.

Having grown from 6 employees in 2022 to close to 25 today, it has been structured around specialised units: operations and user proximity, infrastructure and network expertise, security, and a laboratory dedicated to emerging technologies, notably artificial intelligence.

This change of scale reflects a change of posture: the IT Department is no longer a reactive support service but a department that drives a strategic vision in matters of digital governance and security.

"After several years of building and profoundly transforming our infrastructure, 2025 marked a key stage: that of consolidation, with a system that is robust, secure and ready to support the company's growth over the long term."

A strengthened cybersecurity framework

The security effort has been deployed on several fronts simultaneously. A cybersecurity unit of three people, including a Cybersecurity Engineer recruited during the year, now applies the principle of security by design across all projects.

Business Recovery and Continuity Plans (BRP/BCP) have been strengthened, and attack monitoring tools have been deployed to improve detection and responsiveness in the face of incidents.

Security governance has also been significantly formalised: a complete overhaul of the Information Systems Security Policy (ISSP), the creation of an Incident Response and Crisis Management Plan validated by the Executive Committee, and the drafting of Security Operating Procedures detailing technical restoration actions.

Multi-factor authentication (MFA) has been rolled out to all employees, and cyber-risk training, delivered via the So Safe platform, is now mandatory and integrated into the induction pathway for new arrivals.

NIS 2 and compliance : a voluntary and proactive approach

Although CAP INGELEC is not directly subject to the European NIS 2 directive, the company has chosen to align with it voluntarily in order to meet the growing requirements of its clients in the data centre and critical infrastructure sectors. With technical compliance largely achieved, efforts are now concentrated on formalising processes and updating contractual frameworks, in close liaison with the Legal Department.

Digital sovereignty and responsible artificial intelligence

Data sovereignty is the subject of particular attention. While data is hosted in France, the IT Department plans to introduce a sovereign backup strategy in order to guarantee business continuity independently of extraterritorial legal constraints. In matters of artificial intelligence, an ethics charter has been drawn up jointly with the legal department in order to govern uses, with due regard for data protection and data localisation.

An internal AI agent was deployed for all employees in 2025, and pilots of advanced solutions have been conducted to prepare for the progressive automation of business processes.

Personal data protection : compliance embedded in practice

Beyond regulatory obligation, CAP INGELEC makes the protection of personal data a commitment of responsibility towards its employees, its clients and its partners. The company has taken a decisive step in structuring its GDPR framework.

A formalised governance framework

The year 2025 saw the official appointment of a Data Protection Officer, trained from 2024 and appointed in June 2025. Her role is to coordinate the management of risks relating to personal data, to ensure the company's compliance and to act as point of contact with the CNIL, the French data protection authority. The internal privacy policy has been finalised and made accessible to all employees via the intranet. It formalises the principles of lawfulness, minimisation, relevance and limited retention that govern data processing within the company.

A register of processing activities is maintained and regularly updated. New processing operations liable to present a high risk are the subject of a dedicated impact assessment, in accordance with the requirements of the European regulation.

Incident management and continuous vigilance

An incident reporting process enables every employee to raise an alert without delay in the event of a data breach. Incidents, principally linked to the loss or theft of equipment, are recorded in an anonymised register that documents the facts, assesses the risk to the privacy of the individuals concerned and determines the actions to be taken as well as the need for notification to the CNIL.

Action plans are implemented on a case-by-case basis, including the strengthening of awareness of phishing and of good digital practice.

Securing the subcontracting chain

GDPR compliance extends to relations with third parties. Data protection agreements are now established before any contracting with a new subcontractor liable to process personal data, whether IT service providers, hosting providers or suppliers of site management software. Existing partners have been checked retrospectively to verify their compliance. This approach, led jointly by the Data Protection Officer and the Legal Department, strengthens the security of the entire value chain.

Sarah Deveau
Data Protection Officer

"The GDPR is not merely a regulatory obligation: it is above all about protecting people. Our role is to anticipate risks and to sustain continuous improvement so as to avoid having to manage matters in an emergency."

2026

Outlook

Several structuring work programmes are scheduled for 2026. The privacy policy has been published on CAP INGELEC's website, guaranteeing transparent information for external stakeholders.

05

APPENDICES

Reporting period

The reporting period is based on our financial year, from 1 January to 31 December 2025. Given the nature of our activities, animal welfare has not been identified as a material issue for our Group and is not, on that basis, addressed within our sustainability report. The content of this chapter is devoted to indicators relating to sustainable development and to CAP INGELEC's ESG policy. It has been prepared with the collaboration of the support functions concerned, as well as of the Group's subsidiaries.

Reporting principles

All reported data (indicators) come from various internal reporting systems :

HR : social data and health, safety and environment (HSE) data reporting tools
Sustainability : CSR Department
Statistics and financial data: management and accounting tools

The GRI standard

The GRI normative framework was launched in 2002, becoming one of the first global standards dedicated to sustainability reporting. Initiated by the Global Reporting Initiative (GRI), it aims to help companies, governments and other organisations understand and communicate their impacts on such matters as GHG emissions, social issues and governance.

Today, the GRI reporting framework contributes to improving organisational transparency by encouraging high-quality disclosure of material sustainability information that meets stakeholders' needs.

References to the SDGS

Adopted on 25 September 2015 by the Heads of State and Government gathered at the Special Summit on Sustainable Development, the 2030 Agenda sets 17 Sustainable Development Goals (SDGs) broken down into 169 targets to address shared challenges, drawing on the 3 dimensions of sustainable development — environmental, social and economic.

The 2030 Agenda and the SDGs that flow from it present a profoundly innovative conception of sustainable development: they combine the fight against extreme poverty and the reduction of inequality with the preservation of the planet in the face of climate disruption. They transcend the sustainable development challenges of every country on the planet within a global and universal approach.

They are the fruit of an unprecedented consultation of civil society actors, the private sector, local authorities, the research community and others.

Indicator or calculation and measurement index monitored

Monitors and measures an action (or its impact). It remains indicative and may, where relevant over the long term, be converted into a KPI.

Scope of the carbon footprint calculation

All of the Group's activities fall within the operational scope of the carbon footprint calculations. The assessment was carried out in accordance with the Bilan Carbone® method and covers all of Scopes 1, 2 and 3 :

Scope 1 :	Scope 2 :	Scope 3 :
direct emissions (fuels, owned vehicles)	indirect emissions linked to energy (electricity consumed)	other indirect emissions (purchases, freight, travel, etc.), which we will break down into upstream and downstream

INDICATORS ESRS		SCOPE	INDICATOR					GRI
ESRS	Indicators				2022	2023	2024	2025	
E1	**B3**	**Energy**							
			Fuel consumption	litres				486 909,00	302-1
			Electricity consumption	kWh	567222	1042600	504830	712224	302-1
			Electricity consumption	kWh		139790	105935	107656	302-1
E1	**B3/C3/C4**	**GHG emissions**							
			Total GHG emissions	tCO_2 eq	57796		110 756	being consolidated	305-1
			Scope 1	tCO_2 eq	655		1126	being consolidated	305-2
			Scope 2	tCO_2 eq	21		22	being consolidated	305-3
			Scope 3	tCO_2 eq	57120		109609		305-3
			GHG from rail travel	tCO_2 eq		2,5	5,4770	12,4	305-4
			GHG from air travel	tCO_2 eq		135	178,74	274	305-4
			GHG from rental vehicles	tCO_2 eq			15,35	32 551	305-4
E1	**B3/C3/C4**	**Climate transition**							
			Sustainability strategy	narrative				declaratory	2 2-22
			Analysis of physical climate change risk	narrative				being consolidated	2 2-22
			Renewable electricity generation	kWh	11172	10555	7361	being consolidated	302-4
			Kilometres travelled by rail	Km		723462	1 571 550	3 608 008	302-4
			Kilometres travelled by air	Km		927087	1 209 995	1 960 496	302-4
			Kilometres travelled in rental vehicles	Km		79488	137772	282484	302-4
			Carbon contribution	tCO_2 eq				180	305-5
			ACT Step-by-Step approach: low-carbon roadmap	narrative				being consolidated	305-5
E2	**B4**	**Pollution of air, water and soil**							
			Air pollution	declaratory		-		not applicable	305-7
			Water pollution	declaratory		-		not applicable	303-2
			Soil pollution	declaratory		-		not applicable	306-3
E4	**B5**	**Biodiversity**							
			Building footprint (cumulative ground area)	Ha		0,1476	0,2198	0,14146	304-1
			Area managed in accordance with nature (on site)	Ha				not applicable	304-1
E3	**B6**	**Water**							
			Total water consumed	m^3		707	1182	being consolidated	303-5
E5	**B7**	**Resource use, circular economy and waste management**							
			Waste management policy (circular economy principle)	narrative				declaratory	306-2
			Quantity of waste produced	Mt		96	144	being consolidated	306-3
			Quantity of waste recycled	Mt		0,4	3,107	2,979	306-4
			Ratio (recycled / total waste)	%				being consolidated	306-3
			WEEE waste	t				349	306-4
			Ratio (hazardous or radioactive / total waste)	%		NA	NA	NA	306-4

INDICATOR ESRS		SCOPE	INDICATOR		2022	2023	2024	2025	GRI
	Indicators								
S1	B8/C5	General							
			Number of permanent employees	count	352	408	491	779	405-1
			Rate of temporary agency staff	%	1%			1,95 %	405-1
			Gender split: share of women	%	20 %	21%	24 %	24,9 %	405-1
			Turnover	%	11 %	12%	17 %	14,7 %	405-1
			Departures within less than 2 years of arrival	count				58	405-1
			New arrivals over the past 12 months	count			104	153	405-1
			Employees with disabilities (FTE)	count				17,21	405-1
			Average age	years	40,8	40,3	39,8	39	405-1
			Average length of service	years	7 years	6 years and 3 months	5 years and 4 months	4 years and 10 months	401-1
			Gender equality index	index	86/100	84/100	84/100	84/100	401-1
			Gender pay gap for equivalent posts	index	36	34	34	34	401-1
			Gap in the distribution of promotions	index	15	15	15	15	405-1
			Gap in the distribution of individual pay increases	index	20	20	20	20	405-1
			Gap in the number of people of the under-represented sex among the 10 highest earners	index	0	0	0	0	405-1
S1	B9	Health & Safety							
			Workplace accidents with lost time	count	2	2	1	1	403-9
			Serious or fatal workplace accidents	count	0	0	0	0	403-9
			Frequency rate FR2	%	8,08	9,75	5,73	5,5	403-9
			Severity rate	%	0,01	0,13	0,31	0,04 %	401-1
			Absenteeism rate	%	3 %	2 %	2 %	1,99 %	403-9
S1	B10/C6	Pay, collective bargaining and training							
			Share of employees covered by collective agreements	%				100 %	401-3
			Annual training hours per employee	count	12,01	19,37	17,25	19	404-1
			Number of employees trained in safety	count	520	208			404-1
			Number of employees trained on harassment and discrimination	count		3	0	1	404-1
S2	B8	Workers in the value chain							
			Number of value chain workers (site subcontractors) made aware of human rights: fundamental rights (ILO)	count		NA	NA	NA	308-2
			Number of value chain workers (site subcontractors) trained in safety	count		NA	NA	NA	308-2

INDICATOR ESRS		SCOPE	INDICATOR		REPORTING YEAR				GRI
	Indicators					2023	2024	2025	
G1	C1/C2	Business conduct							
			Business model	declaratory				compliant	2 2-22
			Stakeholder mapping	declaratory				compliant	3 3-3
			Double materiality	declaratory				compliant	3 3-3
			Anti-corruption and business ethics policy (AML-CFT)	declaratory				compliant	2 2-23 & 205
			Human rights policy	declaratory				compliant	2 2-23 & 205
			Responsible procurement policy	declaratory				compliant	2 2-24
			Whistleblower protection policy	declaratory				compliant	2 2-26
			Rate of employee training (information) on ethics and anti-corruption matters	%				100 %	414-1
			Share of suppliers having signed the supplier code of conduct	%				being consolidated	308-2
			Share of clients having signed the code of conduct (KYC)	%				0	308-2
			Statutory audit / third-party audit	declaratory					2 2-22
G1	C8	Revenues from certain sectors							
			Declaration in the appendix on sectors not concerned	declaratory					
G1	C7	Compliance monitoring processes and mechanisms for handling violations							
			Number of non-conformities or alerts relating to human rights	count				0	419-1
			Number of non-conformities or alerts relating to ethics or corruption	count				0	419-1
			Number of non-conformities or alerts relating to a certification	count				0	416-2 & 417-2-3
G1	C9	Gender diversity ratio within the governance body							
			Gender ratio within governance bodies (women/men ratio)	%		39 %	42 %	33 %	405-1

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