


PROTECTING WATER RESOURCES: A SHARED RESPONSIBILITY

Our employees are central to protecting water resources and maintaining service quality. Their expertise, vigilance and daily commitment are the bedrock of everything we do. Our CSR Roadmap 2030 includes a skills extension and expansion program to embrace the new areas of water industry expertise now emerging, make safety a non-negotiable priority, and support their involvement in sustainability initiatives. This commitment is part of a wider focus on our customers, local authorities, users and all stakeholders. By encouraging customer focus, transparency and cooperation, we are building shared solutions tailored to local and regional realities. It is this concerted action that allows us to guarantee full compliance with water standards, protect and conserve ecosystems, and provide sustainable support to the regions we serve.

THE TARGETS SET IN OUR 2030 CSR ROADMAP

 **41%**
representation of women
in management roles

 **100%**
of sales, support and operations staff
applying a customer-focused mindset
to the jobs they do



SAFETY: THE CHALLENGE THAT UNITES US



Saur faces a central challenge common to its many operating regions and core businesses: reducing discrepancies in safety performance and raising safety levels across the Group. In 2025, it took another significant step towards ensuring that safety is a permanent feature of our working practices as a result of common standards, shared tools and the collective and active commitment of all our teams.



“ Sharing standards is the first stage in this process. The next is to check that they are actually applied at operational level, and are consistent between entities. Audit tools can give us this shared insight, but safety reaches maturity only when everyone goes beyond simply taking care of their own safety, but also feels the same level of responsibility for others.”

Daniel Daphné, Group Vice-President HSE

systems provide a consistent overview of actual practices. As a result, they allow us to target discrepancies as the basis for structuring action plans tailored to real-life operational needs.

► Sharing a common culture

The 10 rules gradually introduced over the past three years now provide the shared basis for the Group's safety culture. They define the behaviors expected of employees in high-risk situations, regardless of the nature of their job or the country they work in. This common culture begins at the earliest stage of induction. Saur is raising the level of the safety induction training received by new recruits, who are particularly exposed to risk. Their induction pathway therefore becomes progressively specialized as a function of job profile and level of responsibility. So depending on whether you're an electrician, welder, manager or operations director, the content of your safety briefing will be tailored to your needs. With a minimum of three hours' safety induction, custom made content and a gradual rollout across the Group, the aim of this training is to keep new employees safe during their first few months, and instill a common culture from the outset.

► Working together to make accident prevention a daily reality

Rules and tools have their place, but effective accident prevention is all about the way people behave. We need to evolve our working practices to transition from the knowledge of individuals to a truly collective level of vigilance. The aim is therefore to build collective impetus towards a future in which safety rules are not only second nature to everyone, but are also - and more importantly - upheld and followed

Focus

An e-learning module to embed our vital rules

The 10 Group-wide vital rules provide a common safety benchmark to be shared by all employees. Since October 2025, these rules have been circulated more rapidly and effectively via a compulsory e-learning module designed to take employees beyond simply knowing the rules to embedding them in behaviors, not only in operations, but also in support functions. Already introduced in France and currently being rolled out in other countries, this module allows everyone to learn at their own pace.



collectively. At that point, everyone is still responsible for their own safety, but also attentive to the safety of others. Practically speaking, this means daring to remind others of a safety rule, stepping in when a situation poses a risk, offering help or sharing accident prevention best practices. Creating and maintaining this momentum demands mutual support and horizontal mentoring to make the most of everyone's skills and experience.



JOSÉ MANUEL LOUREIRO,
Production Manager,
Gestagua

Getting the work done quickly is pointless if you don't work safely. The priority is to return home safe and sound every day.

► What are the main operational safety risks you face on a daily basis, and how do you manage those risks?

In my job, the main everyday risks are those involved in technical tasks. Electrical hazards demand constant vigilance: it's essential to ensure that equipment is powered down, locked out and tagged out before carrying out any work, because those steps aren't always instinctive. Mitigating mechanical risks means keeping working environments clean and tidy, using the right equipment and PPE, and using lifting gear whenever necessary. Chemical hazards also demand attention to detail, appropriate protective measures and compliance with procedures for product handling and acceptance. Working in confined spaces and at height imposes a responsibility to follow the relevant procedures to the letter, and involve the right human and technical resources for the job. Lastly, travel is a given in this job, so regular vehicle maintenance is important, as is full compliance with all road safety rules.

► Could you share with us a real-life situation that has changed your perspective on safety?

Yes, I can think of two situations that have had a profound effect on the way I look at safety. In a company I worked for previously, a colleague of mine lost a hand because they'd ignored the safety instructions simply to work faster. That accident was quite a wake-up call, and made me realize that speed is pointless if it means sacrificing safety. More recently, another colleague was involved in a road accident when attending an emergency, and is now confined to a wheelchair. Just because he wasn't wearing his seatbelt. We often think that "it'll never happen to us", until the day it actually does.

► What does 'taking care of yourself and others' mean for your team in practical terms?

It means everything. Safety comes first, regardless of constraints or urgency. Taking care of ourselves and others means refusing to compromise and ensuring that everyone returns home safe and sound at the end of the working day.

INCLUSION IS WHAT FORGES OUR COLLECTIVE PERFORMANCE



For a corporate group employing more than 12,000 people in 25 different countries, the ability to guarantee a fair and safe working environment is much more than simply a moral obligation: it's what drives our business performance. Making employee diversity a strategic lever for stimulating innovation and strengthening our common culture is a cornerstone of our 2025-2030 CSR roadmap.

► The practical benefits of gender equality

For the second year running, UES Eau achieved a Gender Equality Index score of 99/100 in 2024, reflecting the consistent progress made since 2019. This performance is also reflected in our governance bodies, with women now occupying a significant percentage of roles: 63% of Executive Committee members and 19% of senior managers are women. These levels reflect the long-term momentum that flows through every part of our organization.

► Taking our disability policy to a new level

The Saur disability policy continues to evolve. Having structured its organization and updated the support provided to individuals, we are now entering a new stage of policy development. A number of priorities have been set for 2026, including continuing the upward trend in the number of disabled people employed, and boosting management awareness of the need to nurture a common culture around disability. The momentum is also sustained internationally, with an initial campaign in Spain led by Paralympian Ludivine Munos, who made a personal appearance to help raise awareness among local teams. This sustained impetus was rewarded in 2025 by the award by France Travail of its 'Entreprise handi-engagée' (disability committed company) label. This accreditation comes with access to the Handimatch tool that brings committed companies and jobseekers with disabilities together, providing an additional lever for attracting, supporting and retaining talent.



" Our aim is simple: to make disability a non-issue so that everyone can talk about it freely and receive appropriate support as soon as the need arises. Our custom solutions enable employees to remain in permanent employment. It's this cultural change that we're facilitating one stage at a time."

Alexandre Dion, Diversity and Inclusion Officer



September 2025

The teams of Saur Spain attended the webinar on diversity, inclusion and management led by Ludivine Munos, during which the French multiple Paralympic medalist shared the inspirational story of her career and commitment.



November 2025

Philippe Croizon, also a French disabled swimmer, took part in a round table discussion on disability hosted by the company and its Executive Chairman Patrick Blethon.

Disability: from taboo to accepted reality

Now with a formal structure following the signature of an agreement with the disability employment nonprofit Agefiph in 2025, our disability policy is helping to accelerate our cultural transformation. The ultimate aim is clear: disability must be accepted seamlessly as a natural part of working life. To achieve it, we have trained 100% of our recruiters in France in how to take account of disability within their hiring and onboarding processes. All applicants with Recognition of Disabled Worker Status (RQTH) are systematically invited to a prequalification interview. Looking beyond recruitment, keeping people in their jobs is also a major priority, so our employees receive any support they need from the moment they apply for RQTH. This may include custom made adjustments to workstations, ergonomic solutions, digital tools like Dragon or Tadeo, automatic vehicles and/or user-specific modifications.



EURYDICE BAFFA,
VP Sales, Hauts de France,
Saur France

" My ambition is for disability to become a natural subject of conversation over the next 3 to 5 years. That would mean we can discuss it freely like any other consideration, whether family-related or otherwise, without hesitation or fear, so that everyone is free to pursue their career with complete peace of mind."

► You've been part of several disability awareness campaigns. How has that experience changed your own recruitment and management style?

I've contributed to two in-house training sessions, as well as an external job dating event for people with disabilities. We've also attended a 'Discrimination-free recruitment' module, which was particularly instructive, and gave me new insights that have shaped the way we approach disability. When a job applicant mentions a disability, whether visible or invisible, it's important to talk about it in a non-intrusive and factual way. The training courses have helped us to adopt a calmer and more professional attitude. We also understand that many disabilities — especially those that are invisible — are no hindrance to the jobs we offer.

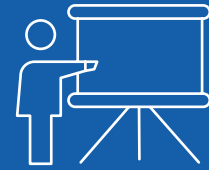
► Has raising awareness of signing had an impact on your teams?

Yes, and very positively. I wanted my entire team to attend that session. And they've learned a lot from it. As a public utility, we're in constant contact with local residents, and we saw that learning to sign simple words like 'hello', 'thank you' and 'goodbye' can make barriers disappear. We also learned that even if you don't have a technical signing vocabulary, communication is still possible through clear articulation, face-to-face interaction and behaving naturally. Over and above our relationship with the public, it has also helped to bring us closer together internally. On noisy construction worksites, some employees are now using signing to interact more effectively. So it's become a useful instinctive response.

► Do you feel like a cultural evolution is underway around disability within the company?

Yes, the subject is definitely less taboo. We talk about it less self-consciously. Today, we have identified points of contact — the company medical service, internal experts, etc. — who help us to adapt situations where necessary. Sometimes a simple piece of information can be used to adjust the organizational structure without the need for any major change. We also have a broader understanding of disability today: some chronic illnesses, such as diabetes or other long-term conditions, may also require recognition and specialist support. That connection wasn't always obvious in the past.

TRAINING FOR TRANSFORMATION



Against a backdrop of accelerating transformational change across the water industry, training is a strategic lever for increasing operational safety, facilitating the transition and driving sustained growth for the Group. Over and above its regulatory obligations, Saur is progressively developing a global approach that combines safety, business expertise and digital transformation with management development.

► Training for protection: focusing on the basics

Before we can transform, we need to put safety first. In 2025, we prioritized baseline training around operational safety, cybersecurity and regulatory compliance. The Ten Golden Rules of Safety campaign involved more than 6,700 employees, and achieved a participation rate above 87%.

In a world where cyber risk is recognized as the Group's #1 major risk, and where more than 80% of successful cyberattacks involve human error, training is also becoming a tool for operational resilience. In this context, two internal phishing campaigns involving more than 11,000 employees tested the vigilance of our teams. In January 2025, 5% clicked a simulated hacking attempt, and 1.4% entered their passwords. Following the introduction of personalized pathways, a second phishing campaign a few months later highlighted significant improvements.



38,000

training initiatives implemented in 2025



100,000+

training hours delivered



6% of payroll: that's our target for training expenditure by the end of 2030 (vs. 3.55% in 2025)

► Developing strategic skills to support Mission Water 2030

Over and above these fundamentals, Saur has launched a number of key initiatives in support of the Group's transformation. Management training is the first of these levers. A set of management basics has been introduced to harmonize practices and reinforce shared benchmarks, accompanied by the Saur Management Competency Model project.

This project is designed to structure and extend the skills expected of managers for the long term. Greater emphasis is also being placed in language skills, with particular emphasis on learning English. This investment supports the Group in its international expansion, and helps to consolidate a shared culture around the 'One Saur' concept.

► Preparing for 2030 by structuring the skills of tomorrow

In 2025, the Group began working on structural issues as part of preparing its 2026-2030 training strategy. A Group-wide mapping process has identified more than 400 distinct specialist job profiles. At the same time, a set of skills-related concepts and categories is being formalized to define the key skills and their expected levels for each job profile.

The aim of this process is clear: to support employees more effectively in developing their skills and equip them for successful career paths in the face of digital and organizational transitions.

Training: a structured Group-wide central services function

The Training Department is structured around three complementary pillars:

1 Saur Water Academy



- > In-house training
- > Permanent and part-time trainers
- > Mandatory training programs (safety)
- > Specialist technical training

2 Training design and development



- > Content design and development
- > e-learning and classroom training
- > Administration of the TMS and LMS platforms

3 Planning and leadership



- > Needs assessment
- > Co-construction of the annual plan
- > Operational rollout
- > Financial reporting and optimization



CÉDRIC BON,
Education Manager
and Career Trainer,
Saur France

In a technical business like ours, internal skills transfer helps to keep our processes and methods confidential.

► What makes Saur training programs different from others?

The first reason is the decision to set up the Saur Water Academy as an in-house resource that designs and delivers its own training programs. So when it comes to training people in our methods, standards and operational requirements, we're not dependent on an external service provider. In 2025, we had 42 part-time trainers and 3 permanent trainers; a structure that allows us great agility. The second strength is uniformity. All training content is standardized, hosted on MyAcademy and locked. So wherever they are used, our training modules have identical content and set the same high standards. Lastly, keeping our training in-house protects our valuable expertise.

► What are the new operational skills emerging today?

Fundamental regulation remains central to our training, and is the focus for more than 80% of our programs. But needs are changing fast. We're seeing a growing demand for skills around network digitalization, from 3D mapping and high-precision geolocation to the use of 5G and AI technologies to process data. We're also embracing new and innovative teaching methods. For example, we're using virtual reality for training earthworks operators, including on safety issues like trench collapse risk prevention, as well as immersive 3D modules to provide an understanding of drinking water and wastewater treatment processes. The twin aims here are to support the technological transformation of the business, and to make training more hands-on and engaging.

► How can we make sure that trainees apply their new skills throughout their careers?

We're working on a number of levers in that respect. The first is immersive learning: our 'training corners' deliver training directly on operational worksites, using real equipment. So people are learning in the environment they actually work in. These programs are followed up by regular refresher courses, which are essentially short, edutainment micro-sessions and targeted quizzes on MyAcademy to test their knowledge and identify any additional needs. Lastly, there's the managerial loop where needs are identified during annual appraisals, which are consolidated in the skills development plan, then mediated before rollout. Locking in skills for the long-term requires a combination of operational immersion, smart repetition and management input. It's this trio that will change working practices for the long term.

ACTIVE LISTENING FOR BETTER ACTION: CUSTOMER EXPERIENCE: CENTRAL TO THE TRANSFORMATION

In 2025, Saur consolidated its structured and shared approach to customer experience. The Engage program positions active listening as a Group-wide lever for action by understanding customer expectations more accurately, raising service quality, and making customer satisfaction a driver for continuous improvement in France and internationally.

At Saur, customer satisfaction is based on the simple belief that the quality of the service we deliver is dependent on having a detailed understanding of our customers' expectations, practices and annoyances. Émilie Boumédiène is Deputy Head of Marketing & Customer Experience: *"Listening to customers is about more than simply measuring their satisfaction; it's about understanding their concerns and challenges so that we can serve them more effectively on a daily basis, and determining how they define quality of service."*

► Active listening to understand and work alongside the regions

Over and above the need for continuous improvement of our operational performance, listening to the needs of customers is a strategic lever when working with local authorities, industrial users and consumers to deliver their own water transition. Cross-referencing customer feedback with its business expertise helps Saur to understand the needs of companies and regions, anticipate emerging expectations. It also informs the development of tailored solutions to environmental, economic and social challenges.

► Engage: customer focus at Group level

In 2025, this approach entered a new phase with the ramp-up of the Engage program. Gradually being rolled out across the Group, it is designed to structure a consistent methodology for listening-based customer focus, with respect for regional and cultural diversity. Émilie Boumédiène continues: *"Engage offers a common framework of shared methods and indicators that local teams can adapt to the realities of their regions."* We use the lessons learned from

this approach to prioritize service improvement initiatives, detect emerging issues and anticipate changing needs.

► From listening to action

The Engage program combines a number of complementary tools to translate the customer views and opinions gathered from qualitative interviews, post-contact surveys and shared management tools. In this way, the customer perspective becomes a powerful decision-support tool that helps drive innovation and further development of the Group's water transition services.



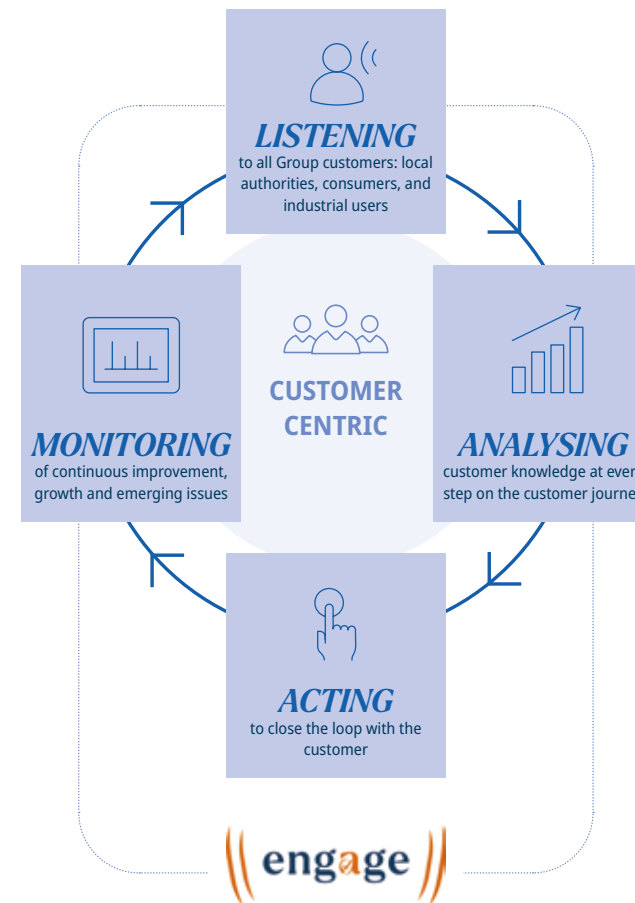
"Over and above the need for continuous improvement of our operational performance, listening to the needs of customers is a strategic lever when working with local authorities, industrial users and consumers to deliver their own water transition."

Émilie Boumédiène,
Deputy Head of Marketing & Customer Experience.



4.3 / 5

That's the average rating awarded in 2025 by subscribers in France following interactions with our customer relations teams. Based on post-contact surveys carried out immediately after each interaction, this rating is the most accurate measure of actual customer experience. Feedback is analyzed continuously, shared with the relevant teams, and translated into practical action, including through proactive call backs to dissatisfied subscribers.



OPERATIONALLY SPEAKING

JOSÉ PEÇAS,
B2B & B2C Customer
Relationship Manager at
Aquapor, Portugal

LOCAL EXPERTISE BACKED BY THE STRENGTH OF THE GROUP

► How long have you been working on the challenges of active listening to customers and managing their experience in Portugal?

We've been working on these issues for several years now. Back in 2018, we introduced structured schemes built around the results of satisfaction surveys, focus groups and importance-performance analyses for both B2C and B2B audiences. This early adoption has allowed us to put effective methods in place and, most importantly, use the results to build practical action plans very quickly.

► How does that work on a daily basis?

Over the years, we've developed a system of continuous customer experience assessment. Every interaction, and particularly the calls handled by our customer relations centers, can generate hot feedback. Given that we receive hundreds of calls every year, this system allows us to monitor service quality on a daily basis and act immediately when customer satisfaction ratings fall.

► What does the Group-level approach contribute to the structure you've developed?

The Group-level approach provides real leverage. The Voice of the Customer (VoC) digital platform allows us to share standardized indicators with other countries. We can then compare our performance with that of others to identify and implement best practices faster. This dynamic Group-wide impetus further strengthens our customer centric culture at every level. It makes it easy to share experience between countries, prioritize initiatives, and align teams around shared goals at a very operational level.

