



Sustainable products and services

During the reporting period, Implenia professionalised its supplier management, improved its own sustainability impact assessment system, collaborated actively on a Swiss-wide sustainability standard and built a large number of sustainable construction projects. This has also had a positive influence on customer satisfaction.



What we achieved in 2014/2015

30

More than 30 major projects with sustainable label certification. Seven further projects are in realization.



Customer feedback: 9 out of 10 clients are satisfied with Implenia and would recommend us to others.



“schorenstadt” built to the “Swiss Sustainable Construction Standard” which we actively helped to formulate.

GeNaB®

Internal sustainability impact assessment system refined and launched for self-developed projects in the field of Modernisation.

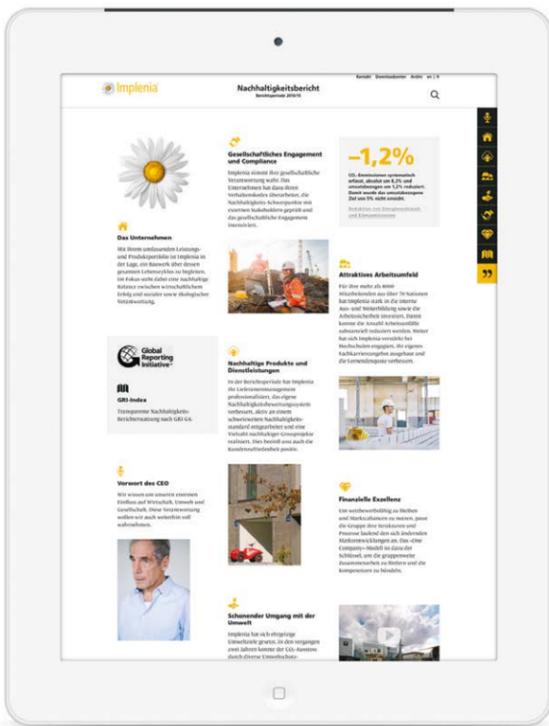
Our goals for 2017

We are rolling out our sustainability strategy to international locations.

We are ensuring our self-developed projects follow the Swiss Sustainable Construction Standard (SNBS).

We are auditing our top suppliers against sustainability criteria.

We are defining and implementing binding sustainability criteria for civil works and infrastructure projects.



The full Sustainability Report is only available online, and can be found at

sustainability.implenia.com

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Sustainability Report

2014/15

sustainability.implenia.com



Implenia’s sustainability work is guided and influenced by megatrends such as mobility, the “Energiewende” (the move towards renewables), urban sprawl and resource scarcity. The group’s activities revolve around five priorities:

Step by step with passion

“We are aware of the great impact we have on the economy, environment and society. We continue to take this responsibility very seriously.”

Anton Affentranger, CEO

“Our generation wants to work for a company that not only thinks sustainably but also acts sustainably and can show the specific results of this.”

Rolf Wagenbach, Head of Sustainability



Sustainable products and services



Respect for the environment



Attractive working environment



Social commitment and compliance



Financial excellence



Attractive working environment

Implenia has invested heavily in internal training and development and health and safety for its more than 8,000 employees from over 70 nations. This has helped to reduce the number of work accidents substantially. Implenia has also intensified its work with universities, expanded its specialist career offering and increased its proportion of apprentices.



Respect for the environment

Implenia has set itself ambitious environmental targets. Over the last two years it has reduced its CO₂ emissions by more than 8 percent in absolute terms through various environmental protection measures. The implementation of a standardised environmental concept for construction sites will ensure better environmental protection in future.



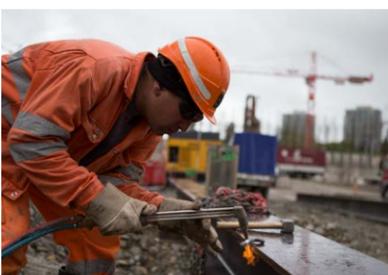
Social commitment and compliance

Implenia takes its social responsibilities seriously. To this end the company has revised its Code of Conduct, reviewed its sustainability priorities with external stakeholders and intensified its social commitments.



Financial excellence

Implenia adjusts its structures and processes to market developments in order to stay competitive and exploit market opportunities. The "One Company" model is the key to encouraging collaboration across the Group and to bundling our capabilities.



What we achieved in 2014/2015

-36

Reduction of accidents per 1,000 full-time posts from 143 to 107 (excl. former Bilfinger), just missing the target of 100. For the Group as a whole, the accident rate in 2015 was 86.

400

Specialist career "Icademy": more than 400 employees trained at 27 training events.



Young Generation initiative launched to integrate younger employees.



Involvement with universities intensified and international cooperation strengthened, e.g.:

- Excellence scholarships at ETH Zurich
- Cooperation on management training programmes with HSG St. Gallen
- Skills training on Building Information Model at Stanford University

+40%

Number of students increased from 200 to 280 and trainee programme launched successfully.

Our goals for 2017

We are reducing the number of occupational accidents to less than 75 per 1,000 full-time posts.

We are sensitising our apprentices to sustainability issues.

We are significantly expanding our apprenticeship scheme, specialist career offerings and management training.

We are continuing our active engagement with the "Young Generation".

What we achieved in 2014/2015



Implementation of environmentally friendly measures including:

- Modernisation of Ecublens surfacing works.
- Three photovoltaic systems operating at workshops in French-speaking Switzerland.
- Use of low-emission concrete at the Nant de Drance pumped storage power station.
- Re-use of spoil rather than new gravel at Birnenstorfer Chrüz.

-1.2%

Systematic recording of CO₂ emissions shows absolute fall of 8.2% and sales-adjusted fall of 1.2%. Sales-adjusted target of 5% thus not met.

>400

3 different environmental protection training courses conducted at more than 400 Implenia construction sites.

2,397

Tonnes of CO₂ from non-renewable electricity and aircraft emissions offset.

Our goals for 2017

We are reducing Implenia Switzerland's sales-adjusted CO₂ emissions by 5 percent.

We are recording international CO₂ emissions and initiating operational reduction measures.

We are using electricity from hydropower and off-setting power taken from non-renewable sources as well as aircraft emissions.

We are establishing a standardised environmental concept for construction sites and carrying out group-wide environmental protection training courses.

What we achieved in 2014/2015



The Code of Conduct has been revised, internationalised and taught to all employees in an e-learning course.



Committed. Cooperation with sheltered workshops, sponsorship of cultural and sporting events.



Implenia in dialogue. 14 regional discussion events have been held throughout Switzerland with 128 external stakeholders from the worlds of politics, business and civic society.

G4

2014/15 Sustainability Report published using GRI G4 Content reporting for the first time.

32

Sustainability priorities reviewed and confirmed by 32 key internal and external stakeholders.

Our goals for 2017

We are implementing a Group-wide compliance management system and setting up a Compliance Committee for systematic risk assessment.

We are continuing to conduct dialogue with representatives of politics, business and civic society, and are establishing such dialogue in our new home markets.

We are encouraging young talents in Switzerland in sporting and cultural fields relevant to Implenia.

What we achieved in 2014/2015



Systematic development of our top managers', site managers' and construction unit managers' business skills.

ONE

"One Company" concept developed and applied in several pilot projects, e.g.:

- "sue&til" in Winterthur
- "Pont Rouge" in Geneva
- "Jardin du Paradis" in Biel
- "Halle 52" in Winterthur



Risk management integrated into projects across all phases of the construction process. Expansion of project controlling initiated.



Group's long-term funding secured by placing a bond worth 125 million as well as a subordinated convertible bond of 175 million. Syndicated loan increased to 650 million Swiss francs.

2.0

New version of the Implenia Management System developed for more efficient project control and management; used in 96 projects worth a total of almost 3.7 billion Swiss francs.

Our goals for 2017

We are applying the new Implenia Management System IMS 2.0 to new projects.

We are harmonising and establishing financial management processes and instruments throughout the group.

Thanks to the "One Company" approach we are improving results, increasing customer satisfaction and enhancing the transparency of major projects.

We are optimising liquidity management.

We are standardising and reinforcing the Internal Control System (ICS).