



5 April 2022

## ASX RELEASE

### 2021 Sustainability Report

Atlas Arteria (**ASX:ALX**) today releases its 2021 Sustainability Report, which is attached and can also be viewed at Atlas Arteria's website [www.atlasarteria.com](http://www.atlasarteria.com).

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This announcement has been authorised for release by Clayton McCormack, General Counsel and Company Secretary.

**About Atlas Arteria**

Atlas Arteria (ASX:ALX) is a global owner, operator and developer of toll roads, creating value for our investors over the long-term through considered and disciplined management. The roads we own, operate and develop benefit communities through reduced travel time, greater time certainty, reduced fuel consumption and carbon emissions.

Today the Atlas Arteria Group consists of four businesses. We currently own a 31.14% interest in the APRR toll road group in France. Adjacent to the APRR business is the smaller ADELAC business which connects to APRR in south-east France. Together APRR and ADELAC comprise a 2,318km motorway network located in the East and South East of France. In the US, we have 100% of the economic interest in the Dulles Greenway, a 22km toll road in the Commonwealth of Virginia. In Germany, we own 100% of the Warnow Tunnel in the north-east city of Rostock.

[www.atlasarteria.com](http://www.atlasarteria.com)



atlas**Arteria**

# SUSTAINABILITY REPORT 2021



**We are Atlas Arteria. We are a global owner, operator and developer of toll roads. We work to create long-term value for our investors through considered and disciplined management and sustainable business practices.**

## OUR VISION

To provide the communities in which we operate with high quality, well maintained infrastructure and associated amenities that:

- enhance safety;
- provide economic benefits through reduced travel time and greater time certainty;
- improve environmental outcomes through reduced fuel consumption and carbon emissions; and
- provide a positive customer experience.

## OUR VALUES

Our values guide the decisions we make and the way we behave as we work together towards our vision.

In living our values, we aim to create strong growth for securityholders and better outcomes for our customers, our communities and our people.

To us, great performance is as much about the way we get there as it is about the result. That's why our people's success is evaluated against our five values, along with their role responsibilities.

## OUR GUIDING VALUES

When we are steered by these values, we are acting in the best interests of one another, our securityholders, our customers and our communities. In this way, together, we're driving better outcomes.



### Safety is at our heart

We are always focused on delivering safe outcomes for our employees, contractors, customers and visitors to our offices and roads; because nothing is so important that we cannot take the time to do it safely.



### Transparency in all we do

We are honest about what we do and how we do it. We are accountable for our actions. If we make a mistake, we will be open about it, learn and improve from it.



### Engage for better outcomes

We engage with one another and our stakeholders with a spirit of curiosity and with a learning mindset. We seek to understand people's needs so we can deliver better outcomes. We are open and adaptable to change and committed to continuous improvement.



### Environmentally and socially responsible

We care for our communities and the environment. We are committed to enhancing our communities and are proactive in reducing environmental impacts by embedding responsible and sustainable business practices.



### Respect in every interaction

We are respectful of everyone in every situation. We celebrate diversity. We know that a culture of inclusion and diversity breeds success. We respect the rules and the spirit of the law and will always act ethically, lawfully and responsibly.

Atlas Arteria ('ALX') comprises Atlas Arteria International Limited [Registration No. 43828] ('ATLIX') and Atlas Arteria Limited [ACN 141 075 201] ('ATLAX'). ATLIX is an exempted mutual fund company incorporated and domiciled in Bermuda with limited liability and the registered office is 4th Floor, Cedar House, 41 Cedar Avenue, Hamilton, HM12, Bermuda. ATLAX is a company limited by shares incorporated and domiciled in Australia and the registered office is Level 1, 180 Flinders Street, Melbourne, VIC 3000, Australia.



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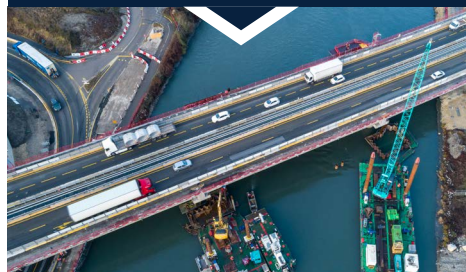
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### Reporting Suite

Atlas Arteria produced a suite of reports for the 2021 year to meet the needs of various stakeholders including the following key documents, all available through <https://www.atlasarteria.com/>.



**2021 Sustainability Report**  
(this report)



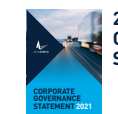
**2021 Annual Report**



**2021 Results Presentation**



**2021 Investor Reference Pack**



**2021 Corporate Governance Statement**



**Modern Slavery Statement, June 2021**

# ABOUT

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- › Stakeholder engagement

# FROM THE CHAIRPERSONS AND CEO



Debbie Goodin



Jeffrey Conyers



Graeme Bevans

Dear Securityholder

We are pleased to present our first standalone Sustainability Report.

The past two years of disruptions due to COVID-19 have reinforced to us the importance of keeping our people, customers and communities safe and well, and on keeping communities connected. At the same time, recent studies by the Intergovernmental Panel on Climate Change have underscored the need for decisive action by governments and business alike in the face of a climate emergency. Communities expect businesses to be responsive, to be accountable and to drive real change.

As a toll road business, we work to achieve long-term sustainable value creation for our stakeholders. We do this by focusing on:

- the safety and wellbeing of our people, customers and communities
- keeping our communities connected and commerce moving
- pursuing opportunities to minimise our environmental footprint and proactively assisting our customers to reduce theirs.

We seek to embed a culture in our businesses where all key decisions incorporate a sustainability lens.

We are committed to building a sustainable business that delivers strong performance for all our stakeholders.

We are mindful of the communities in which we operate and their needs. As we have observed the crisis in the Ukraine unfolding, we have considered how we can best assist. We are allowing Ukrainian refugees' vehicles to travel through the Warnow Tunnel for free, to facilitate evacuation and as a gesture of humanitarian support to a community in need.

## Our journey to date

The release of this report is another step in our journey to continually strengthen and report on our sustainability progress. It is representative of our focus on embedding sustainability as a core component of our business.

Since internalisation of management in 2019, the leadership team has been committed to delivering sustainable business growth. In that first year, we engaged key stakeholders in identifying those topics most important for business success. The findings were then used in the development of our Strategic Sustainability Framework, which helps guide our actions and our focus.

In 2020, we successfully met our 40% gender diversity target and we took further steps to expand our reporting on greenhouse gas emissions to encompass all of our businesses.

This year, we have focused on taking steps that move us meaningfully forward. We have: set targets that will guide our direction; identified an expanded set of metrics for improved measurement and management; and continued to implement systems, processes and initiatives to support continuous improvement.

The separation of the Sustainability Report from the Annual Report allows us to gather and review the data required, while aligning the timing of our report with that of Eiffage, our partner at APRR.

We are pleased to be able to present in this report our progress so far, and we look forward to keeping you updated as we continue our journey.

**Debbie Goodin**, Chair, Atlas Arteria Limited

**Jeffrey Conyers**, Chair, Atlas Arteria International Limited

**Graeme Bevans**, CEO and Managing Director, Atlas Arteria

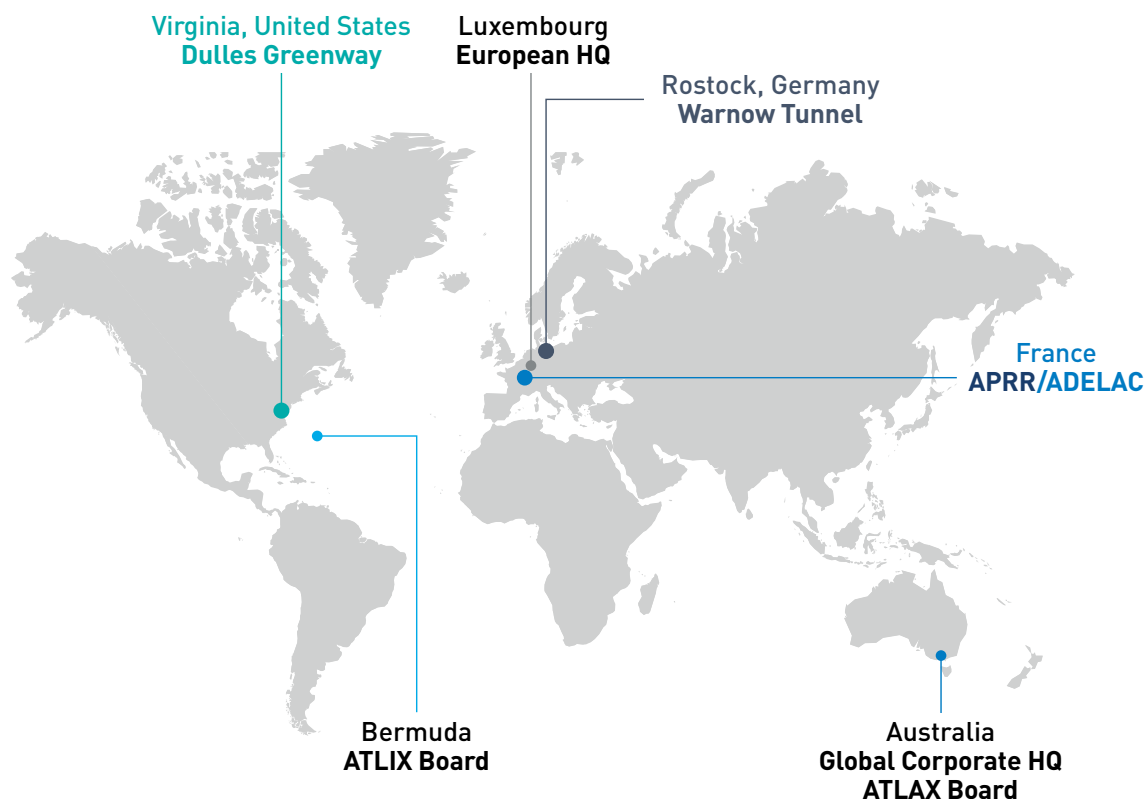
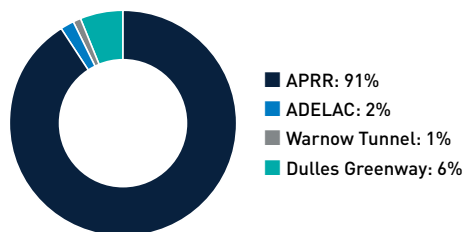


# ABOUT US

Atlas Arteria is a global owner, operator and developer of toll roads, with a portfolio of four toll roads in France, Germany and the United States. The roads we own, operate and develop benefit communities through reduced travel time, greater time certainty and reduced fuel consumption and carbon emissions.

We are committed to playing a positive role in society and creating long-term value for our stakeholders. From investors and customers, to employees and communities, we take our responsibilities seriously, embedding sustainable business practices as core to our growth.

Revenue contribution to Atlas Arteria in 2021:



APRR ranked **2nd** in the European Motorway sector in the GRESB Infrastructure Asset assessment. It scored 87 out of 100, up from a score of 55 in 2019

Atlas Arteria achieved a **B** rating in the GRESB Public Disclosure assessment, up from a D in 2020

Atlas Arteria rated **AA** in the MSCI ESG Ratings

APRR and Warnow Tunnel **ISO 9001 certified** and APRR **ISO 14001 certified**

# OUR APPROACH TO SUSTAINABILITY

Our Sustainability Framework helps guide our actions and focus our attention. Developed in 2019, it is based on the outcomes of an external materiality assessment that identified those topics that matter the most to the business and its stakeholders (see [Materiality section](#)).

Our four Sustainability Priority areas present the greatest environmental, social and governance (ESG) opportunities and risks to the business, and the topics of greatest importance to our stakeholders. Focusing on these elements helps us to secure a growing and resilient business. Our four Business Fundamentals are foundational elements that enable us to fulfil our future growth potential.

## SUSTAINABILITY PRIORITIES



### Safety

Whether working or travelling with us, safety is our primary focus, and we pursue a zero-harm culture.



### Customers and community

We provide positive customer experiences, contribute to our communities and provide safer, faster transport options that make life easier.



### Our people

We promote inclusive work environments, fostering an engaged, collaborative and diverse workforce towards business success.



### Environmental stewardship

We actively manage our environmental impacts, provide solutions that enable customers to minimise their footprint, and contribute to a low-carbon future.

## BUSINESS FUNDAMENTALS

### Governance

We are accountable and transparent in all our business dealings.

### Ethics, values and culture

We act ethically and promote a culture founded on our five values: Safety, Transparency, Engagement, Environment and Respect.

### Sustainable growth

We focus on growing our business and returns for the long-term while delivering positive social benefit.

### Innovation and technology

We monitor innovations and technology and proactively respond to changing needs and expectations.

Implemented through policies and programs. Monitored through metrics and targets.



# OUR APPROACH TO SUSTAINABILITY

## Materiality

We undertook an external materiality assessment in late 2019 to identify those topics that matter most to the business and its stakeholders. The process was carried out by an independent external advisor. Internal and external stakeholders were engaged through a series of surveys, interviews and roundtables, including investors, business partners, suppliers, employees and Board members.

Our material issues are reflected in the 'sustainability priorities' and 'business fundamentals' of our Sustainability Framework. Key topics are listed in the [Sustainability Priorities table on page 12](#).

With a rapidly changing context and expectations around ESG, we continue to review and strengthen our key areas of focus. In 2021, this was informed by proactive engagement with ESG-focused investors, engagement with head office employees and our businesses, and reviews with the Executive team and Board members. Topics that have risen up the agenda include climate change and alignment with the Taskforce on Climate Related Financial Disclosure (TCFD) recommendations, inclusion and equity – including the importance of flexible working – and supporting the wellbeing of employees amidst the pandemic. We have sought to make headway in each of these areas and are pleased to be able to present in this report our progress and future direction. There is, of course, more to be done. We work to ensure we continue to capture and address those elements most important to our business and stakeholders.

## Sustainability governance

Sustainability at Atlas Arteria is overseen by our Boards and our work this year to strengthen our strategy and targets has been reviewed and approved by them. Educational opportunities have been pursued with the Boards, with recent information sessions covering topics including climate change, the TCFD recommendations, the Science Based Targets initiative and equity and inclusion initiatives. Performance is regularly monitored by the senior leadership team. In 2021, we also appointed a Sustainability Manager to further support and drive the ESG agenda.

Each of our portfolio businesses is responsible for adopting and maintaining its own environmental and social risk management framework appropriate to the country in which it operates. Our ability to control or influence the ongoing management of these issues differs for each business.

At APRR (including ADELAC), Atlas Arteria has a co-controlling interest and accordingly we appoint Board representatives to promote and support the implementation of good practices to the extent that they are able to under the co-ownership arrangements.

For Dulles Greenway and Warnow Tunnel, where Atlas Arteria holds a 100% economic interest, we work with the Boards and management of the businesses to ensure that policies and procedures are in line with our standards and expectations.

The ESG performance of each business is reported to the Atlas Arteria Boards at least every six months. Major safety, environmental and social incidents are reportable as soon as possible after occurrence, and are notified to the Boards within 24 hours.

### ASSOCIATED ACTIONS IN 2021 INCLUDED:




- Undertaking detailed analyses of key ESG, Health & Safety and employee risks as part of our strategic risk review. This has advanced our understanding and management of these risks
- Reviewing our Environmental and Social Responsibility Policy to better align it with our strategic priorities
- Updating our Supplier Code of Conduct to strengthen expectations of suppliers, including a requirement for diversity in the teams we work with







Our policies are available on our website [atlasarteria.com](https://atlasarteria.com)

# STAKEHOLDER ENGAGEMENT

We are open and transparent about how we do business. Clear dialogue with our stakeholders is important to building strong relationships, maintaining trust and enhancing our business performance for the long term. Our key stakeholders include our securityholders, employees, customers, governments and regulators, co-investors, suppliers and the wider communities in which we operate. We work to keep ourselves informed, proactively engage with our stakeholders and understand and address changing concerns, expectations and demands.

Stakeholder	How we engage	Key topics of interest	How we add value
 CUSTOMERS	<ul style="list-style-type: none"> <li>– In person at customer service centres, through dedicated phone lines and email</li> <li>– Direct engagement at rest areas and toll plazas</li> <li>– Customer satisfaction surveys at APRR and Warnow Tunnel</li> <li>– Motorway websites, radio and apps</li> <li>– Communication campaigns through various media including information on safe travel, benefits offered by our roads, services provided and special offers</li> </ul>	<ul style="list-style-type: none"> <li>– Up-to-date information on traffic, roadworks, accidents and other hazards</li> <li>– Fair pricing and value</li> <li>– Comfort, safety, reliability and ease of travel</li> <li>– Availability of relevant services</li> <li>– Assurance of road safety, including a good winter service</li> </ul>	<ul style="list-style-type: none"> <li>– Providing safe, fast and reliable travel, connecting people with work, family, friends and leisure</li> <li>– Making travel easy, e.g. with real-time information on driving conditions, apps to access network information and increasingly automated technology to overcome lost or mis-read toll badges</li> <li>– Engaging with customers to understand their needs and improve their experiences</li> <li>– Services tailored to different users of the APRR and AREA network to meet their needs and improve enjoyment, e.g. for truck drivers, commuters, motorcyclists and families.</li> <li>– Raising awareness about safe driving through customer campaigns</li> <li>– Engagement with governments towards fair pricing and a quality network</li> </ul>
 COMMUNITIES	<ul style="list-style-type: none"> <li>– Outreach and engagement on planned infrastructure developments and toll operation changes</li> <li>– Partnerships with community organisations to support fundraising, sponsorship and other community support</li> <li>– Participation of key executives in community groups, e.g. CEO Dulles Greenway is on the Board of the Oatlands Historic House and Gardens and the Northern Virginia Transportation Alliance</li> </ul>	<ul style="list-style-type: none"> <li>– Information on planned and existing works that may result in disruptions</li> <li>– Impacts of motorways, e.g. on noise, emissions, visual amenity</li> <li>– Local community support by the businesses</li> </ul>	<ul style="list-style-type: none"> <li>– Keeping commerce connected and the economy moving</li> <li>– Job creation and access, through use of our motorways, infrastructure developments, work experience programs for disadvantaged groups and taxes paid</li> <li>– Engagement with local communities to address concerns and improve the amenity of our networks, e.g. through landscaping and noise reduction initiatives</li> <li>– Supporting community services, e.g. through free travel for emergency services and school groups, and reimbursements for healthcare workers in France and the US during COVID</li> <li>– Promotion of cultural heritage and tourism through art along the APRR network, with 430 new panels installed by July 2021, and promotions on the motorway website</li> </ul>
 SECURITY-HOLDERS	<ul style="list-style-type: none"> <li>– Annual and half-year briefings</li> <li>– Annual and Sustainability Reports</li> <li>– Quarterly traffic releases</li> <li>– AGM</li> <li>– Annual program of institutional and retail investor engagement including one-on-one meetings</li> <li>– Investor centre on website</li> <li>– Annual investor survey</li> <li>– Proxy advisor and ESG engagement</li> <li>– First Investor Day held November 2021</li> </ul>	<ul style="list-style-type: none"> <li>– Traffic performance</li> <li>– Profitability</li> <li>– COVID-19 impact</li> <li>– Capex program</li> <li>– Growth prospects</li> <li>– Governance and risk management</li> <li>– Sustainability and ESG</li> <li>– Capital management</li> <li>– Distributions</li> </ul>	<ul style="list-style-type: none"> <li>– Managing the business to provide longer-term value creation and sustainable distributions</li> <li>– Engagement to understand information requirements</li> <li>– Transparency to provide clear insight into business performance, risks and opportunities</li> </ul>

Stakeholder	How we engage	Key topics of interest	How we add value
 <b>EMPLOYEES</b>	<ul style="list-style-type: none"> <li>– Team meetings</li> <li>– Town Halls</li> <li>– Corporate and business team meetings</li> <li>– ‘Safety moments’ and briefings</li> <li>– Annual employee engagement survey and feedback loops</li> <li>– Workshops to gain the employee perspective</li> <li>– Formal and informal feedback mechanisms</li> <li>– Employee intranet (Feb/March 2022)</li> <li>– Team/company celebrations</li> </ul>	<ul style="list-style-type: none"> <li>– Business performance and strategy</li> <li>– Safety and wellbeing, including with regard to the workplace and COVID</li> <li>– Flexible working</li> <li>– Career opportunities, professional development, recognition and reward</li> <li>– Equity and inclusion</li> <li>– Effective collaboration across an international organisation</li> </ul>	<ul style="list-style-type: none"> <li>– Competitive pay and compensation</li> <li>– Personal and professional growth and development opportunities – an opportunity to be part of ‘building’ something</li> <li>– An inclusive, engaging culture that pursues two-way feedback for continuous improvement</li> <li>– A flexible approach to how and where people work that relies on mutual trust, respect and accountability</li> <li>– Wellbeing support for employees and their families, e.g. through Employee Assistance Programs</li> </ul>
 <b>CO-INVESTORS</b>	<ul style="list-style-type: none"> <li>– Monthly meetings</li> <li>– Ad-hoc meetings and interactions</li> <li>– Board meetings, at least quarterly</li> <li>– Shared learnings (e.g. on safety, operations)</li> </ul>	<ul style="list-style-type: none"> <li>– Achieving alignment on decisions made at APRR Group level</li> <li>– Ensuring all co-investors are informed on key topics for APRR/AREA, ADELAC</li> <li>– Opportunities for further collaboration</li> </ul>	<ul style="list-style-type: none"> <li>– Trusted partner, focused on effective collaboration</li> <li>– Promoting the business’s short and long-term interests</li> <li>– Contributing ideas and insights towards ongoing business success</li> </ul>
 <b>GOVERNMENTS/ REGULATORY AUTHORITIES</b>	<ul style="list-style-type: none"> <li>– Close coordination with governments, local authorities and departments of transport</li> <li>– Engagement for project development to achieve common goals</li> </ul>	<ul style="list-style-type: none"> <li>– Positive and constructive relationship with the Grantors (and governments if applicable) for all businesses</li> <li>– Compliance with regulations for all businesses</li> <li>– Value add to communities and environment</li> <li>– Support for fulfilment of government aims</li> </ul>	<ul style="list-style-type: none"> <li>– Focused on understanding government needs in order to provide solutions</li> <li>– Working with government to assist in developing and deploying public policy outcomes that provide better services and experiences, e.g. roll out of electric vehicle charging stations in France</li> <li>– Co-financing of infrastructure, e.g. financing carpooling car parks with local authorities to support shared mobility</li> <li>– Contributing to constituents and communities, e.g. through improved safety and amenity</li> <li>– Ongoing management, oversight and improvement of motorway infrastructure</li> </ul>
 <b>PARTNERS AND SUPPLIERS</b>	<ul style="list-style-type: none"> <li>– Due diligence and compliance activities to ensure alignment of objectives and values</li> <li>– On-ground training and shared learnings with key contractors</li> <li>– Project management engagements</li> </ul>	<ul style="list-style-type: none"> <li>– Fair and timely payments</li> <li>– Application of important standards and expectations, e.g. for health and safety, modern slavery and diversity</li> </ul>	<ul style="list-style-type: none"> <li>– Building long-term and mutually beneficial relationships with partners and suppliers</li> <li>– Promoting responsibility through the supply chain, e.g. with regard to safety, the environment and responsible employment, by embedding compliance with our Supplier Code of Conduct in supplier engagements.</li> </ul>

# 2021: THE YEAR IN REVIEW

## IN THIS SECTION

- › Our progress
- › Strengthening our strategy  
and moving forward





# OUR PROGRESS

The past year has been a challenging one. The emergence of new variants of COVID-19 reinforced the need for ongoing flexibility and adaptability. The Intergovernmental Panel on Climate Change's (IPCC) sixth report finds that climate change is accelerating and its magnitude is increasing. Additional global risks such as inequality, social cohesion and biodiversity loss, create an interconnected web that will require global commitment, cooperation and innovation to address.

Understanding how these challenges may impact our operations and stakeholders is important for us: both to build a resilient strategy and to ensure that we play our part in the solution, not the problem.

Our Sustainability Strategy focuses our attention on four priority areas that interlink with the above: keeping those who work and travel with us safe; keeping people, communities and commerce connected; fostering an inclusive, engaged and collaborative workforce; and actively managing our impact on the environment and providing solutions towards a low-carbon future.

This year, we have focused on taking steps that move us meaningfully forward. We have: set targets that will guide our direction; identified an expanded set of metrics for improved measurement and management; and continued to implement systems, processes and initiatives to support continuous improvement. Our key achievements are outlined here.

1. Atlas Arteria Executive team members, their direct reports and CEOs of wholly-owned businesses.

## SAFETY

- Lost time injury frequency rate of 2.85 at APRR, meeting its ambitious target of LTIFR  $\leq 3$ , and a significant reduction from 4.99 in 2019
- Continuation of the SafeStart safety culture training to all APRR and AREA employees
- Deployed a customer awareness campaign at APRR and AREA to re-engage motorists on the seven main causes of accidents
- Improved layout for vehicle access and handling in the maintenance yard at Dulles Greenway, for increased efficiency and safety in winter operations
- Improved signage at Warnow Tunnel to better guide customers and improve customer behaviour at the toll plaza

## OUR PEOPLE

- Achieved our 40% gender target across Boards, senior executives<sup>1</sup> and corporate employees
- Launched our Flexible Working Policy, supporting a flexible approach to how and where people work that relies on mutual trust, respect and accountability
- Introduced a new Employee Assistance Program (EAP) in Australia, alongside workshops, interventions, and access to mobile and online resources to support wellbeing
- Embedded a new Talent Acquisition Framework, incorporating a more diverse approach to recruitment
- Delivered a targeted Leadership Development Program to senior managers and HBDI programs to all head office employees to support individual and team effectiveness
- APRR voted Best Employer in its sector for 7th year running, in the 2021 Capital Magazine survey of employees. It ranked 11th overall out of 500 companies

## CUSTOMERS AND COMMUNITY

- Opened four new Fulli stations along APRR, offering customers fuel at prices up to €0.15 a litre below other motorway stations
- Maintained a customer satisfaction rating of 8.1 out of 10 at APRR
- Completed the Leesburg Bypass Improvement Project at Dulles Greenway to improve roadway safety and reduce congestion
- Launched the inaugural Run the Greenway event, with over 1,200 participants raising more than US\$150,000 for local non-profit organisations
- Improved payment options at Warnow Tunnel to reduce waiting times and customer need for assistance

## ENVIRONMENTAL STEWARDSHIP

- Established targets to reduce scope 1 and 2 greenhouse gas emissions by 25% by 2025 and by 46% by 2030, compared to a 2019 baseline
- Structural completion of two [of 19] large wildlife crossings along APRR as part of the 2018 Motorway Investment Plan
- Rapid roll out of electric vehicle charging stations, achieving 58% coverage of service areas along the APRR and AREA networks, including 204 very high power charging points
- Upgraded salt spreaders at Dulles Greenway to improve environmental performance and cost efficiency in snow events
- 100% of electricity at Warnow Tunnel sourced from renewable energy

# STRENGTHENING OUR STRATEGY AND MOVING FORWARD

A key action this year was to build upon our Strategic Sustainability Framework by reviewing our objectives, identifying targets for each of our four sustainability priority areas and developing implementation plans to support their achievement.

We have worked across our teams and businesses to identify focus areas, challenges and opportunities for growth. We have begun reporting on an expanded set of metrics for the businesses. These will provide us with additional management insight and therefore opportunities for improvement.

We have focused our short-term actions to support the delivery of our overarching objectives, with targets providing a key indicator towards achievement of our goals. Our objectives and targets help guide the decisions that we make and the direction that we head in.

Alongside this work, we have also aligned our reporting to the international SASB Standards and begun the journey towards addressing the TCFD recommendations.

In 2021, we undertook a TCFD gap analysis to understand our current positioning and the steps that we need to take to effectively respond to the TCFD recommendations. Finalised in January 2022, we are reviewing the findings of the report and mapping out a pathway to align our actions and reporting to TCFD. See the Environment section for additional information on work we are doing regarding climate change impacts and adaptation.

The work undertaken here is an important, and significant, step forward, however there is more to be done. We will continue to evolve our approach and outcomes over time.

## Our Sustainability Priorities

	 <b>Safety</b>	 <b>Customers and community</b>	 <b>Our people</b>	 <b>Environmental stewardship</b>
<b>Objective</b>	Whether working or travelling with us, safety is our primary focus, and we pursue a zero-harm culture.	We provide positive customer experiences, contribute to our communities and provide safer, faster transport options that make life easier.	We promote inclusive work environments, fostering an engaged, collaborative and diverse workforce towards business success.	We actively manage our environmental impacts, provide solutions that enable customers to minimise their footprint, and contribute to a low-carbon future.
<b>Material topics</b>	<ul style="list-style-type: none"> <li>– Employee safety</li> <li>– Contractor safety</li> <li>– Customer safety</li> </ul>	<ul style="list-style-type: none"> <li>– Customer satisfaction and engagement</li> <li>– Fair pricing and value</li> <li>– Community engagement and investment</li> </ul>	<ul style="list-style-type: none"> <li>– Health and wellbeing</li> <li>– Employee retention, attraction and engagement</li> <li>– Learning and development</li> <li>– Diversity, equity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>– GHG emissions and climate change</li> <li>– Protecting the natural environment</li> <li>– Resource management</li> </ul>
<b>Headline targets</b>	<p>Lost time injury frequency rate (LTIFR) target <math>\leq 3</math> for large businesses.</p> <p>Lost time injuries (LTI) <math>\leq 1</math> for small businesses, including head office.</p>	Establish a baseline customer satisfaction score in 2022.	Maintain our 40% commitment to gender balance and evolve representation across and within specific teams.	<p>25% reduction in GHG emissions (scope 1 and 2) by 2025, and</p> <p>46% reduction by 2030, compared to a 2019 baseline.</p>



# SAFETY

Safety is our top priority. For people who work with us and those who travel on our roads, we seek to deliver safe outcomes and ensure all return home safely. The first of our STEER values, safety is at our heart: because nothing is so important that we cannot take the time to do it safely.

## IN THIS SECTION

- › Our safety management approach
- › Safety performance
- › Safety of our people
- › Road user safety





## Our safety management approach

We continue our focus on driving a safety-first approach at our businesses. We have made headway in bringing structure and uniformity to our business and reporting systems and continue to pursue a 'whole of business' safety culture across Atlas Arteria.

Our safety approach follows international best practice. APRR and Warnow Tunnel have ISO 9001 certification in place, with Warnow Tunnel also focused on achieving ISO 45001 (occupational health and safety certification) in 2022.

In 2021 we focused on strengthening our framework to support a consistent and rigorous approach to safety and safety reporting, while ensuring individual businesses can effectively address the specific safety profiles and challenges they face.

In support of this, we have introduced safety targets for our businesses. We have also expanded our public reporting to include safety data for contractors essential to the day-to-day running of our motorways<sup>1</sup>. Our safety reporting software 'Asset Vision' is being rolled out to all our businesses, including APRR, in 2022. This will improve the collation of safety information and provide clear visibility on performance.

Going forward, we continue to build upon this work. We are currently reviewing and refreshing our STEER values, including engaging employees in bringing new meaning to our safety values. We are committed to building and driving a 'zero-harm' culture across the whole business.

## Safety performance

APRR met its ambitious target to keep LTIFR  $\leq 3$ , recording a rate of 2.85. This is the second year that the rate has been kept below 3. However, we regret to report that a serious accident occurred at APRR in March 2021 during which, an employee was injured.

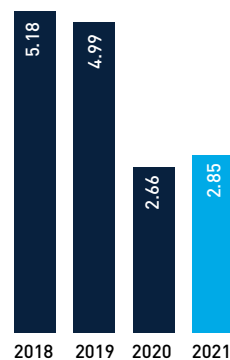
The employee was working on the roadside and was hit by a wheel detached from a travelling heavy goods vehicle. All safety protocols had been followed in the lead up to the incident. We take any incident on our roads very seriously and

proactively work to understand the cause and identify learnings. These details are shared in safety briefings across our businesses and with our contractors.

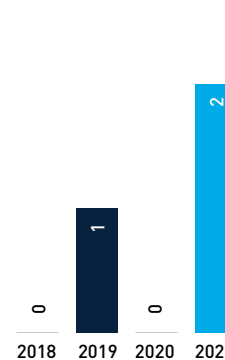
The accident has led to further review by APRR for even better protection of workers exposed to traffic, and the organisation continues to seek options to automate lane closures as much as possible. APRR has provided support to the employee, his family and other employees who witnessed the incident.

In Rostock, Warnow Tunnel experienced two employee lost time accidents, with an associated LTIFR of 30.07. This is a relatively high number due to the small size of the workforce. At Dulles Greenway, while employees recorded no lost time injuries, there was one contractor lost time injury. Risks were identified for lane walkers, who assist customers at the toll plaza. New walking paths have been implemented at Warnow Tunnel and Dulles Greenway to minimise risk, and we continue to assess options to improve lane walker safety.

APRR lost time injury frequency rate



Warnow Tunnel number of lost time injuries



There were no lost time injuries amongst Dulles Greenway employees between 2018 – 2021.

[For more information see safety data.](#)

### Case study



## Keeping road work zones safe

In April 2021, the Dulles Greenway team participated in National Work Zone Awareness Week (NWZAW), an annual spring campaign that encourages safe driving through highway work zones.

From April 26-30, the team observed and participated in NWZAW, encouraging drivers to use extra caution in work zones and show appreciation for maintenance and operations staff.

Safe driving in work zones is not just for the protection of road workers. In 2019, in the United States, 842 people were killed in 762 fatal crashes in work zones<sup>2</sup>. Of the fatalities, 135 were roadway workers, with the remaining 707 comprising motorists, passengers and pedestrians. Simple steps can make a big difference: reduce speed; keep your distance; remain attentive. Drive safely.

<sup>2</sup> US National Work Zone Safety Information Clearinghouse.

<sup>1</sup> For example, this may include toll collectors, road maintenance workers, customer service staff and short-term, specialist assistance. Warnow Tunnel does not have any applicable contractors.



## Safety of our people

Throughout 2021, the impacts of the COVID-19 pandemic continued to place particular emphasis on ensuring the health of our people. Our established 'new ways of working' continued, to minimise risks to employees and customers. This included the provision of protective gloves, masks and face shields, safety and other training delivered online where appropriate, and working from home, where possible.

Underlying this, day-to-day safety initiatives continued. These are focused both on safety in the workplace and during work on our roads.

At APRR, the Numa Prevention system continues to gain ground. Available to all employees through a mobile application, Numa supports employees in identifying and documenting potential risks, monitoring their mitigation, and sharing general safety documentation. Almost 700 employees have contributed observations to date.

We are constantly considering options to improve the safety for employees working on the motorway: every year in France, nearly 150 equipment or intervention vehicles are hit by drivers, often due to poor driver behaviour.

To reduce collision risks, APRR has tested flashing arrow boards equipped with cameras and a siren. The siren is triggered if the trajectory of an approaching vehicle appears dangerous for employees undertaking road works. APRR is also developing a prototype robotic trailer in 2022 that can automatically install and remove road closure signage. This will minimise the risk of workers being exposed to live traffic. Testing of the equipment will be undertaken, and if successful, the trailers will be put into production.

We regularly consult with employees on safety issues that directly affect them, including via safety representatives and/or site-based committees. At Dulles Greenway, combined safety meetings with contractors enable teams to discuss challenges and share learnings. Warnow Tunnel's quarterly Health and Safety committee meetings include external H&S representatives to provide fresh ideas and perspectives. APRR is implementing a continuous improvement process, with external advisers contributing expertise and a network of internal 'prevention officers' focused on raising awareness around risk prevention.

The exchange of ideas and knowledge between businesses presents a further opportunity for progression. To this end, regular safety workshops have been implemented between our businesses to facilitate the sharing of safety challenges and learnings.

Training is essential to the development of a safety-first culture and continued safety improvements. Over the year, this has included operational-specific courses, such as equipment handling procedures, identifying risks on the motorway network, signage for safe travel, lane closures and dangers in live traffic. APRR has a dedicated training centre in Bourg-en-Bresse with tailored programs for different vocational groups.

General safety topics are also covered. For example Dulles Greenway employees undertook courses on back safety, basic first aid, workplace safety, hazard communication and preparing for weather emergencies.

Across our networks, 'Work Safety' weeks were conducted. These provide the opportunity to put safety front and centre, bringing staff together to discuss job hazards, protective methods, and the company's safety policies and goals.

APRR held a 'prevention week' at every site, with over 50 workshops focused on identifying and preventing risk. Dulles Greenway participated in the National Work Zone Awareness Week, raising awareness amongst customers on safe driving around work zones. [See case study on page 14.](#)

We also delivered on our aim to improve safety in the Dulles Greenway maintenance yard for winter operations. This entailed altering the layout of the yard and its entry and exit points to provide for safer and more efficient manoeuvring of snow trucks for the refilling of salt and brine to combat snow and ice.

### Case study



## Addressing dangerous driving at Warnow Tunnel

In 2020, Warnow Tunnel undertook a customer behaviour study, seeking to address dangerous driving at the toll plaza. This includes reversing, last minute lane changes and motorists getting out of vehicles.

Following the findings of the study, a series of measures were implemented in 2021. These included improved signage, prior to and at the toll plaza, to better inform and guide traffic, and the installation of additional contactless payment options.

Improvements planned for 2022 include: equipping lanes with improved cameras for number plate recognition; revised lane configuration at the toll plaza to streamline traffic; and expansion of contactless payment options to all lanes to reduce wait times and the number of customers seeking assistance.

## Road user safety

We work hard to ensure we provide safe road networks for our customers. We focus on safe driving conditions and ensuring that our customers experience comfort on their journeys. We pursue rapid responses to dangerous incidents, regular cleaning and maintenance sweeps, ensuring safe traffic lane closures and the maintenance of black roads in winter. For example, winter maintenance includes both preventive and curative treatments to address snow, ice and frost, with around 3,500 salt spreader and snow plough outings each year along APRR and AREA.

Maintenance of our infrastructure is key for smooth running and the safety of the people who use them. This includes day-to-day observations, regular expert reviews, sensors to monitor behaviour of structures and geotechnics, and drones to make observations in inaccessible places.

We collect information on road user accidents on our networks to understand the causes and identify opportunities for improvement. In some cases, infrastructure improvements or improved signage to better direct customers can help. However the quality of our networks means that, in the majority of cases, accidents are linked to customer behaviour. In 2021, APRR ran a customer-focused campaign to re-engage drivers on the seven main causes of accidents, including the importance of tyre-checks, taking breaks, seat belts and appropriate use of the emergency lane.

In addition to these actions, we are continually looking at ways to upgrade our networks, with better safety measures our main priority.

In France, the renewal project along AREA's A48/A480 road is one such example. Located in the centre of Grenoble in the Alps, the project includes the widening of the Isère Viaduct to incorporate an additional lane and emergency lane in both directions. This will ease congestion and improve safety. [See case study in the Customer and Community section.](#)

APRR's construction of 19 large wildlife crossings also improves road safety. These structures both protect and support wildlife in the regions, while improving safety for customers by reducing avoidable road incidents. [See Environmental Stewardship section](#) for additional information.

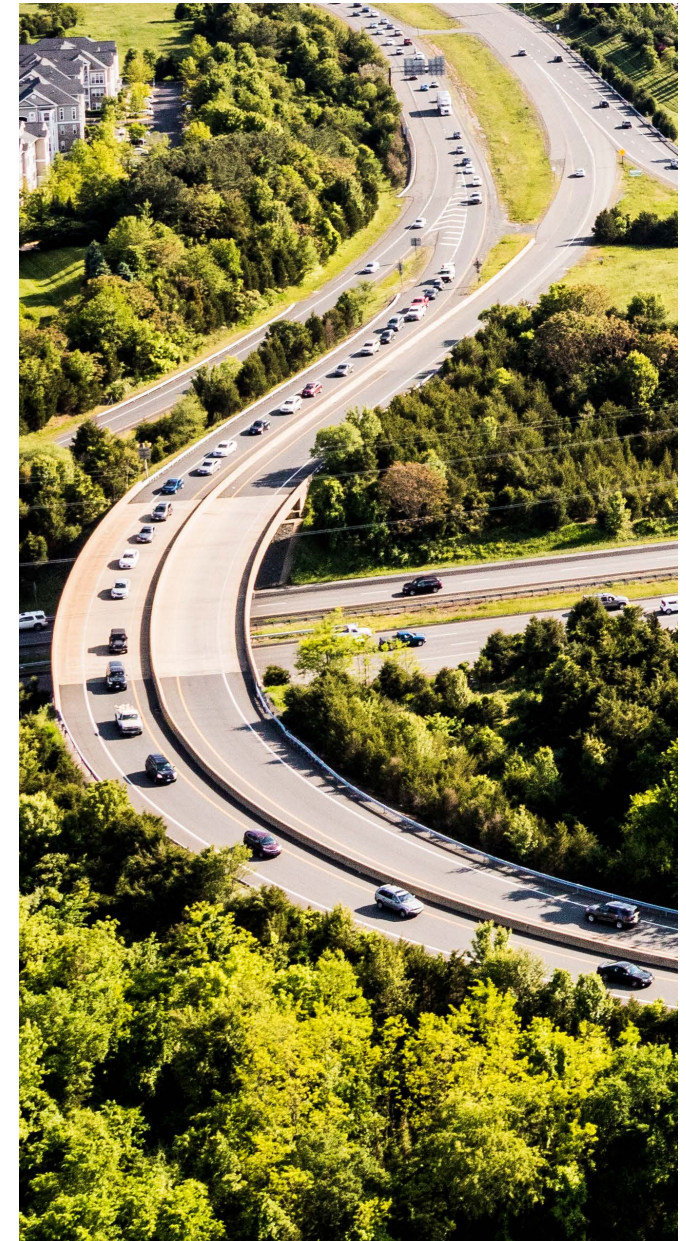
Capital works on Dulles Greenway were also completed during the year to ease congestion and improve the safety of merging traffic onto the Leesburg Bypass. [See the Customer and Community section](#) for more information.

Safety innovations are also being considered as part of investigations into connected roads (i.e. where roads and vehicles communicate with each other). As part of the European 'InDiD' project, APRR and AREA have equipped the A43 and A48 between Lyon and Grenoble with antennae that will be able to inform vehicles of changed traffic arrangements or obstacles on the roadway. Associated with this, and in partnership with Gustav Eiffel University, APRR tested a 'pedestrian beacon' device that would allow motorway employees to signal their presence to approaching vehicles.

Both vehicle and road technology are developing in this space and we look to explore how these can contribute to improved safety.

### PRIORITIES FOR 2022

- Continue to foster a safety-first, 'zero-harm' culture across all businesses and corporate head office
- Implement customer-focused safety campaign, 'Move forwards not Backwards', at Dulles Greenway
- Achieve ISO 45001 certification at Warnow Tunnel
- Standardise use of safety reporting software across businesses to improve performance monitoring







# CUSTOMERS AND COMMUNITY

Keeping communities connected and economies moving is what we do. Improved safety, reduced travel times, enhanced comfort and mobility at a reasonable cost are core offerings of our businesses. We want to be recognised as a valuable addition to communities, wherever we operate.

## IN THIS SECTION

- › Connecting communities
- › Improving the customer experience
- › Customer satisfaction
- › Customer complaints
- › Community contributions



## Connecting communities

Our motorway networks play an important role in keeping communities connected. We connect people with work, family, friends, and leisure activities. Alongside this, ongoing pandemic-related restrictions highlight the importance of our roads in ensuring goods and services continue to flow, supporting social infrastructure and ensuring essential services can be accessed.

We have further supported essential services with the offer of free travel for healthcare workers. Dulles Greenway and APRR offered reimbursements during the first wave of COVID-19 in 2020. Further reimbursements of €1.6m were made between October 2020 and May 2021 during France's second wave, supporting 4,600 APRR customers.

## Improving the customer experience

We seek opportunities to continue to improve the customer experience and demonstrate the value that we provide to communities. Ease of travel, safety, reliability and efficiency are core elements of our offerings.

APRR continues to pursue a customer culture approach, putting the customer at the heart of its actions. This has included engaging employees in understanding the customer perspective, through a 'Customer culture and services' quiz, and fielding workshops and direct engagement with customers over the summer period. APRR's focus over the next five years is to expand its service offerings, create attractive customer spaces that improve the enjoyment of travel, encourage customer interactions and facilitate new mobilities.

Development of a free-flow tolling system, utilising gantries, electronic toll systems badges and number plate cameras, is under testing. The 88km long A79 will be the first motorway in France to implement the technology at such a scale, with activation planned in 2022. The system will improve traffic flow, reduce congestion and will be supported with customer education on this new form of tolling. The A79 case study in the Environmental Stewardship section outlines some of the ways environmental impacts are being managed in construction.

APRR continued to invest in capital projects to grow the APRR network and improve the customer experience. During the year the A41, A75 and A71 projects were completed and opened to traffic. Capex spend for 2021 was around €400m. Construction work on the RCEA/A79 project continued with APRR operating the motorway since March 2020. The project is expected to complete in late 2022 at an estimated cost of €650m – €700m.

Car-pooling facilities were also expanded during the year, with 98 additional spaces created along the A5 and A42. These provide customers with the ability to park their cars and pool with others or utilise other shared mobility services. This helps ease congestion on the network, particularly during commuting periods.

In Virginia, approximately US\$4.2m was invested to improve traffic flow, minimise congestion and create a safer merge of Greenway traffic onto the Leesburg Bypass. The project involved the extension of an inside lane along the connecting public road, as well as a complete reconstruction of the northbound King Street exit ramp. Officially opened in January 2022, the project was completed in conjunction with Loudoun County and the Town of Leesburg, with joint funding by Dulles Greenway and the County.

In 2021 the Greenway also undertook focus group research to understand perceptions of the Greenway more fully. This sought to uncover value drivers, pain points and outreach opportunities.

While most people feel the road provides a reliable travel time, it is perceived as being too expensive. This perception is partly driven by the current tolling structure, where users pay the same amount no matter the distance they travel on the road. We continue to consider potential scenarios to revise this structure with government, which would allow for implementation of a more equitable distance-based tolling approach.

Management is reviewing the feedback and outcomes of the research and is developing a program to engage the public and local stakeholders and highlight the role of the Greenway in managing traffic flows in the corridor, with an emphasis on time saved and reliability.

### Case study



## Run the Greenway

The inaugural Run the Greenway event was held in May in Northern Virginia. Comprising 5K, 10K and 800m Kids Fun Run distances along the Greenway itself, the event provided participants with the opportunity to both raise funds for charities and to see the motorway from a different perspective.

More than 1,200 people took part in the event, raising over US\$150,000 for 27 local non-profits. The Greenway donated US\$24,500 to the most successful fundraising organisations, and in support of the chosen charities of race winners. Participants included a 6-year-old racing in the 5K run, and a 77-year-old double amputee running on blades.

*"When one door closes, another opens. The Run the Greenway event came along after the COVID-19 pandemic forced us to cancel one of our largest fundraising events two years in a row. The funds raised will have a meaningful impact on the breast cancer patients we serve in Northern Virginia."*

**Ashley Campolattaro, Executive Director at Step Sisters, a Run the Greenway community race partner**



In Rostock, the Warnow Tunnel connects residential areas on the western side of the Warnow River with industrial areas to the east. Servicing users, including commuters, businesses and tourists, the tunnel offers a travel time saving across the river of around 15-20 minutes over alternative routes.

This year, Warnow Tunnel has focused on initiatives that support improved customer safety and traffic flow. This included improved signage to address dangerous driving and better guide customers on their journey. Online recharging of payment cards has been introduced, making the process contactless. Credit card readers are currently being installed to standardise payment options across lanes and make the processes more fluid.

➤ [See case study in the Safety section.](#)

## Customer satisfaction

Understanding customers' views on our networks is key to ensuring we provide positive experiences and address any issues raised. We have set ourselves the aim to establish a baseline customer satisfaction score in 2022, so that we can more effectively monitor and manage progress over time.

At APRR and Warnow Tunnel, we conduct periodic customer surveys to improve insights. APRR assesses customer satisfaction annually, while Warnow Tunnel undertakes an assessment every few years.

In 2021, APRR and AREA's satisfaction surveys revealed an overall rating of 8.1 out of 10, maintaining the result from 2020. Warnow Tunnel's most recent survey of 2020 achieved a satisfaction rating of 8.3 out of 10 from 1,600 responses.

For Dulles Greenway, the establishment of community focus groups provided us with improved insights into the perceptions of the Greenway. In 2022, we will build on this, establishing a customer satisfaction metric at Dulles Greenway. This will provide us with additional insight and a baseline for future measurement.

## Customer complaints

Addressing customer complaints is an integral part of managing customer satisfaction. Along each of our networks, the vast majority of customer complaints are associated with tolls. For example at APRR, the main topics include toll pricing associated with vehicle class errors, and refund requests associated with incorrect pricing following a loss of ticket or unread toll badge.

Actions have been introduced to limit these complaints. This includes confirmation of vehicle class by an operator, and using licence plate cameras to establish the correct trip length before pricing. Since 2019, the number of complaints at APRR have decreased by 26% and 40% respectively for light vehicle (LV) and heavy goods vehicle (HGV) vehicle class errors, and by 20% and 60% respectively for LVs and HGVs with missing electronic toll entry data.

We also seek to promptly address complaints. During 2021, at Warnow Tunnel, all complaints were addressed within five days. APRR has a target to address at least 90% of complaints within 10 days, and 98.5% within 30 days. In 2021, it addressed 96.2% in 10 days and 99.6% within 30 days. The number of complaints represented around 1 in 167,000 toll road transactions at Warnow Tunnel and 1 in 15,000 at APRR and AREA.

In 2021, Dulles Greenway formalised its complaint handling and reporting process and reporting on complaints for the Greenway will begin in 2022.

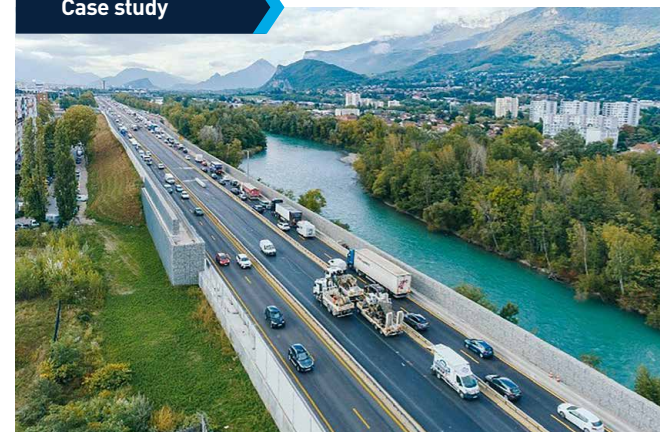
## Community contributions

Healthy, thriving communities are essential to our business – as we are essential to them. We add value to our communities, through the services that we provide, through direct and indirect job creation, through the taxes that we pay and through voluntary contributions we make in support of community health and wellbeing.

Each of our businesses waives tolls for community services groups such as police, firemen and ambulance services. In France, the total amount of non-tolled trips in 2021 was €1.9m. Dulles Greenway waived approximately US\$770,000, while Warnow Tunnel provided over 36,000 free trips.

In the US, Dulles Greenway's day-to-day operations contributed to the broader community through US\$1.7m in property taxes. The Greenway also launched the inaugural Run the Greenway event in May 2021. The day succeeded in raising over US\$150,000 for local charities. [See case study on page 18.](#)

### Case study



## Upgrade and widening of the A48/A480

The A48/A480 renewal project in the AREA network aims to relieve congestion and improve safety in the centre of Grenoble. Crossing the urban area from north to south, the motorway seeks to limit the transfer of traffic onto city roads, freeing up space for different types of mobility, including walking and cycling.

Valued at around €350 m, the project includes:

- expansion of the Isère Viaduct, with an additional lane and emergency lane in each direction
- introduction of over 6km of acoustic protection and landscaping to improve amenity for local residents
- implementation of 17 basins to protect the surrounding waterways from potential spills and stormwater pollution. 12 of these are constructed under the roads, to minimise the footprint of the structure; and
- introduction of 14km of porous pavement, improving stormwater drainage for improved safety and reduced noise.

Other voluntary engagements throughout the year included:

- sponsorship of the Loudoun Chamber's 5K Superhero Event and Kids' Fun Run, aimed at raising money for local non-profits
- volunteering for 'Help for Others', assisting in filling Christmas lists for local families in need
- support for the 'Step Sisters' organisation, raising awareness for breast cancer.

In France, APRR and AREA contributed around €110,000 in support of SPA (Société Protectrice des Animaux) and various cultural, scientific and environmental preservation initiatives. Donations of vans have been made to the Red Cross and groups supporting disadvantaged people into homes and employment. As part of the A75 widening project, the group also contributed €200,000 for the construction of a cycle path on a motorway crossing structure.

Warnow Tunnel seeks to support organisations anchored in the local community of Mecklenburg-Vorpommern, and those organisations in which employees are active. Approximately €7,000 was contributed to community partnerships covering sports sponsorships, education and health, cultural sponsorships and support for the local centre of integration.

#### PRIORITIES FOR 2022

- Establish a baseline customer satisfaction score in 2022
- Introduce the most extensive free-flow tolling system on a French motorway on the A79, improving traffic flow and convenience
- Develop the Warnow Tunnel App, providing customers with easy access to price, payment options and tunnel reports
- Undertake a customer satisfaction assessment at Dulles Greenway
- Formalise reporting of customer complaints at Dulles Greenway

#### Insights on the American bald eagle

In 2021, working in partnership with the American Eagle Foundation, Loudoun Wildlife Conservancy and HDOnTap, Dulles Greenway installed live-stream eagle cameras to enable monitoring of nesting bald eagles in the wetlands and provide educational opportunities. The Greenway partnered with local public schools in an eagle-naming contest in early 2022. The pair have been named Rosa and Martin, in honour of civil rights leaders Rosa Parks and Martin Luther King Jr, and became the parents of an eaglet in March 2022.

*'We appreciate the Dulles Greenway's efforts to bring the awe and wonder of wildlife into people's homes with this new eagle cam. This is an incredible opportunity to connect people in a new way to bald eagles living in the heart of Loudoun County.'*

**Michael Myers, Executive Director,**  
Loudoun Wildlife Conservancy



#### Supporting electric mobility

APRR has launched an evolution of the Mango Mobilités mobile application. The app, which enables customers to easily manage their account, access benefits, track consumption and contact customer service, now offers two new functionalities. The updated app provides an interactive map of services on national motorway areas, including the location of electric vehicle charging stations. It also provides account access for electric mobility KiWhiPass. Acquired by APRR in 2020, KiWhiPass provides customers with access to more than 40,000 charging points in France and over 140,000 across Europe, with a single card.



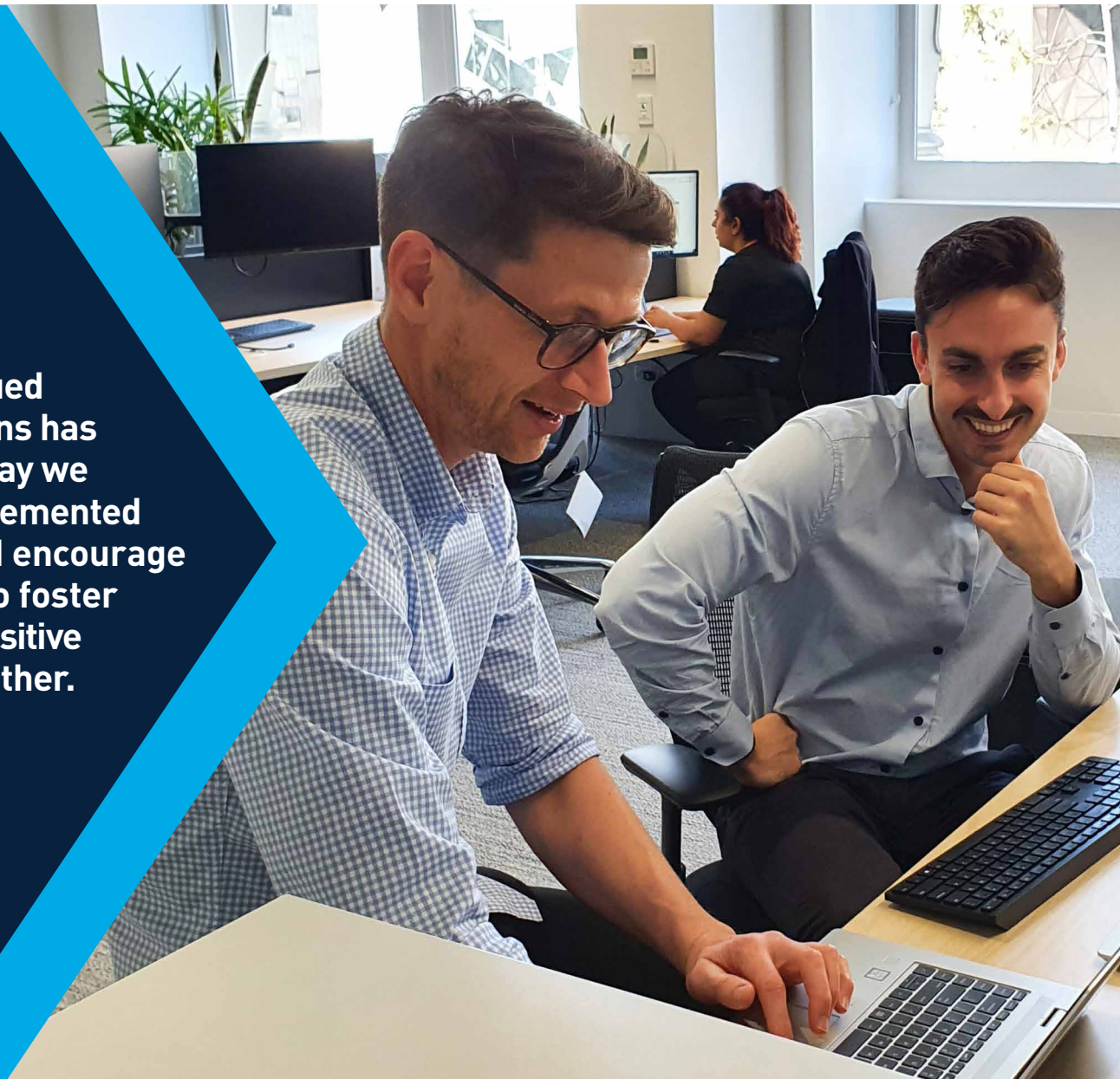


# OUR PEOPLE

**Our people are critical to our success. Their determination and resolve through the continued challenges of COVID-19 and repeated lockdowns has been remarkable. We continue to evolve the way we support and care for our people and have implemented a range of initiatives to enhance wellbeing and encourage flexibility across our business. We continue to foster and build an inclusive culture that provides a positive environment for our diverse team to work together.**

## IN THIS SECTION

- Leading change
- Employee engagement
- Supporting health, safety, and wellbeing
- Growing our people
- Inclusion and diversity
- Human rights and modern slavery



2021 has continued to be a challenging time for our people. Across all areas of the business, our people have taken a pragmatic approach to working through continued uncertainty whilst remaining committed to keeping each other and our customers safe and working together to achieve our commitments.

## Leading change

In our corporate team, a key focus for 2021 has been to build on the foundations of our employee experience and explore ways to continue to improve our ways of working across the business. We have undertaken targeted recruitment to grow the business, improved systems and processes to free-up capability and drive efficiency, embedded a rigorous feedback culture, and established key policies to improve the experience of our people.

Key achievements this year have included:

- **Launch of our new Flexible Working policy in September.** Building upon our remote working experience during COVID-19, where we maintained productivity, this new policy seeks to provide a sustainable, contemporary and competitive approach that will support business success. The new policy also reflects our STEER values, supporting a flexible approach to how and where people work that relies upon mutual trust, respect and accountability
- **Opening of our new Melbourne office in November.** A contemporary and engaging space for our expanded workforce, the new building is also pursuing a NABERS 5-star Energy Rating in 2022
- **Partnering with Culture Amp to improve our approach to employee engagement and experience.** This platform helps embed a more active feedback culture, and drives more regular and constructive conversations around performance, development, and goals



## Employee engagement

We developed a new approach to employee feedback, launching a new employee engagement survey for corporate employees in November. Achieving a 96% participation across the business, the survey included a focus on the engagement and inclusion experiences of employees. Employees generally felt favourable (i.e. agreed or strongly agreed) on:

- **Collaboration and communication:** 89% say they actively collaborate with colleagues to drive change and 74% feel there is open and honest two-way communication
- **Respect and inclusion:** 80% feel their opinion is valued and 72% feel respected
- **Advocacy:** 76% would recommend Atlas Arteria as a great place to work

While not directly comparable to our 2019 survey, employee feedback recognised changes made to improve work-life integration, access to flexible working, investing in individual development and creating a more collaborative and connected team globally.

Areas highlighted for particular attention, included:

- **Reward and recognition:** 59% feel performance is evaluated fairly and 54% feel the right people are rewarded and recognised
- **Innovation:** Overall, only 45% of the corporate team agreed that we act on new or innovative ideas and that innovation is encouraged

Notably, a significant proportion (around 40%) of respondents neither agreed nor disagreed with these statements, with only a small percentage actively disagreeing. We therefore seek proactive and targeted opportunities that can help shift this neutral view towards the positive. Actions implemented in 2021 already seek to address some of these gaps and we will review and strengthen our approach as we move forward.

At our businesses, for the seventh year in a row, APRR was recognised as the best employer in the transportation and logistics industry in France by Capital Magazine. It ranked 11th overall out of 500 employers, with the results based on anonymous surveys of 20,000 French employees. The result provides recognition for APRR's commitment towards employee support, training, diversity and inclusion, and professional equality.

The roll out of an employee engagement survey to our wholly-owned businesses is planned for 2022.



**In an international business such as ours, having the flexibility to manage what can happen early, what can happen late, and flex in and out of the office, gives far more freedom. Previously, if we had early and late calls, we could be in the office from 7am until 7pm or later. As a leader in the business, I also need to consider what work can be done alone versus where collaboration is required, and proactively plan and support the team accordingly.**

**Emmalene Stepicic, Director,  
Finance and Reporting**





## Supporting health, safety, and wellbeing

Wellbeing support has continued to be a focus across all of our businesses, as each grappled with the effects of COVID-19 and associated lockdowns.

For our corporate employees, we have offered regular online wellbeing workshops covering key topics around mental health, managing anxiety and driving high performance. We rolled out a new Employee Assistance Program (EAP) to Australian-based employees, with EAPs for Luxembourg and the US to be introduced in 2022. Additional care packages and virtual team get-togethers were arranged to help boost morale and maintain connection. And careful planning and engagement has been undertaken to best navigate the return to the workplace in each location.

At our motorway businesses, where remote working is not always feasible, the implementation of shift-work and health and safety measures have been important in managing the impacts of COVID-19. Wellbeing support takes various forms, for example through Employee Assistance Programs and other psychology support services, mental health and wellbeing seminars, regular health check ups, ergonomics assessments, and employee and manager training to identify and manage risks and promote work-life balance.



As a parent, COVID lockdowns necessitated learning to work differently and becoming truly flexible to fulfil both work and home requirements. There is now a real opportunity to build on the positive aspects of that learning. Flexibility means that I can more effectively manage my work time in the day while also enabling me to be present with my family in key periods. It allows me to better fulfil my roles both as a parent and as an employee.

Michael Coutts, Director,  
Commercial Finance



## Growing our people

The delivery of sustainable business growth is reliant upon a committed, engaged and knowledgeable workforce. We look for opportunities and options to upskill our employees in areas that will support individual and business success.

For head office employees, a range of measures were introduced:

- **Our 'Atlas Arteria Academy'.** Delivered online by Go1, the Academy offers over 9,000 training courses on personal and professional development. The site also hosts our mandatory 'Atlas Foundations' program, providing training on a range of business policies such as our Code of Conduct and Anti-Bribery and Corruption Policies
- **Completion of our first formal Leadership Development Program.** This brought together leaders at all levels of the organisation to support inclusive leadership and team effectiveness
- **Workshops to improve team effectiveness and inclusion.** Using the HBDI (Hermann Brain Dominance Instrument) tool, the workshops promoted understanding and awareness of the different thinking styles of individuals, to improve communication and leverage strengths across the team
- **Ongoing investment in team and individual development.** This included team-based sessions, targeted coaching for individuals and specific technical development. We also proactively consider opportunities for movement within and across teams. Culture Amp enables tracking of individual development goals, providing transparency for managers and employees

Each of our businesses runs a range of programs annually, focusing on safety as well as personal and professional development. Annual review sessions enable employees and managers to proactively identify needs and development options. Dulles Greenway offers training, mentoring and counselling through HR specialists, online training programs and an Active Listening Workshop for all employees. At Warnow Tunnel, safety training was supplemented with courses including English courses and skills training in Word and Excel. Wellbeing seminars focused on 'Happiness' and 'Balance 24/7' were also offered. APRR courses included skills development, customer experience, effective management and diversity and inclusion.

We have begun monitoring investments made in learning and development to provide additional insight into how we are supporting employees. This focus and investment will continue in 2022.

➤ For more information see training data.



Working from home during COVID has taught us all different ways of connecting, managing and, I feel, has heightened the care and humanity we bring to our colleagues, and communities more generally. There can be no doubt that this increased openness to working flexibly and appreciation (and accommodation) of people's personal demands into work life will accelerate greater diversity and better attunement to employee wellbeing.

Amber Beatty,  
Director, Legal



## Inclusion and diversity

As a global business, fostering an inclusive and diverse culture is essential to our success. Key training programs, such as the Leadership Development Program and HBBI workshops seek to raise awareness and promote an inclusive approach.

Our annual employee survey seeks employee attitudes and perceptions on inclusion and diversity. As noted above, the results of the survey indicate employees feel valued and heard in the organisation, however there is work to do to improve the effectiveness and consistency of this across teams. In 2022, we will undertake a Diversity, Equity and Inclusion Diagnostic to better understand the employee experience at Atlas Arteria.

We are pleased to have delivered on our 40% commitment to gender diversity across key levels in the organisation. We have also celebrated small milestones this year in seeing the composition of some of our teams becoming more balanced. This remains a priority in 2022. In support of this, we have focused on establishing new partnerships with recruiters who share our view on the importance of diversity and have expanded recruitment processes to include a range of employee perspectives from across the business.

We also promote diversity within our supply chain. Our preference is to engage suppliers who demonstrate the same level of commitment to diversity as us, and this is reflected in our revised Supplier Code of Conduct.

At APRR, the promotion of diversity, equal opportunities and non-discrimination is firmly embedded. The group was awarded the Diversity Label in 2016 in recognition of its commitment and actions. This was renewed in 2020 for a further four years. In October 2021, awareness training on 'Stereotypes, Prejudices, Discrimination' began with the aim to train all employees in 2022.

APRR ranks highly in France's Gender Equality Index, which considers gender pay equity; however it recognises work is needed to promote gender equity at the highest levels of the business. APRR has established a goal to double the number of women in the Top 50 roles in the business by 2025 and is pursuing activities that support existing potential within the business, as well as the future talent pipeline.

Warnow Tunnel and Dulles Greenway have strong senior female representation and both organisations are overseen by female CEOs. Warnow Tunnel has typically attracted more women than men to the organisation, but 2021 saw a targeted rebalancing in this, with men now representing 38% of the workforce (up from 30% in 2020).

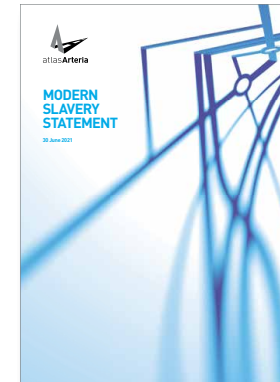
Dulles Greenway and Warnow Tunnel are also establishing succession planning and transition to retirement strategies to support employees through the career journey, and to ensure transfer and retention of critical knowledge.

➤ [For more information see headcount data.](#)

## Human rights and modern slavery

In 2021, we voluntarily released our first Modern Slavery Statement, outlining our approach to identifying modern slavery and modern slavery risks in our operations and supply chains. Further actions we have taken in 2021 include:

- Embedding supplier due diligence processes, including onboarding a third-party due diligence tool to contribute to our risk assessments
- Providing training to all corporate employees and our wholly-owned businesses on Modern Slavery issues, risk identification and associated policies
- Review of our Supplier Code of Conduct to, among other things, expand the scope of Modern Slavery law compliance and supply chain due diligence requirements
- Engagement with Tier 1 suppliers on hiring practices for those assessed as having a medium or high adverse human rights or Modern Slavery risk rating (e.g. because of the industry they operate in)
- Commencing investigations in our Tier 2 supplier network.



➤ Our Modern Slavery Statement can be accessed on our website.

The Statement will be updated in June each year.

### PRIORITIES FOR 2022

- **Headline target:** maintain our 40% commitment to gender diversity and evolve representation across and within specific teams
- Double the number of females in the Top 50 roles at APRR by 2025
- Complete a pay equity review for targeted roles at head office
- Embed inclusive policies, practices and behaviours including a continued focus on flexible working
- Conduct employee engagement surveys in wholly-owned businesses
- Perform a diversity, equity and inclusion diagnostic



# ENVIRONMENTAL STEWARDSHIP

Protecting our environment and combating climate change are environmental, social and commercial imperatives. Effective and proactive management enables us to reduce costs, support the health of our ecosystems and better engage our stakeholders, including investors, governments, employees and customers.

## IN THIS SECTION

- Greenhouse gas emissions
- Customer emissions
- Climate change impacts and adaptation
- Protecting the natural environment
- Resource use





We are committed to taking the steps necessary to reduce the impacts of our networks and providing infrastructure that enables our customers to transition to a lower-carbon economy.

## Greenhouse gas emissions

We have worked hard this year to establish greenhouse gas emission (GHG) reduction targets and map out a path to their achievement. We aim to reduce scope 1 and 2 emissions by 25% by 2025 and by 46% by 2030, compared to a 2019 baseline. These are aligned with a 1.5°C warming scenario and calculated based on the Science Based Targets Initiative (SBTi) methodology.

Since 2019, when we first reported on APRR's GHG footprint, we have been on a journey to understand and address our complete carbon footprint. In 2020 we expanded scope 1 and 2 data to encompass all of our businesses. This year, alongside our 2021 footprint, we established a 2019 baseline in order to set forward-looking targets out to 2030. We continue to strengthen our understanding and actions, and in 2022 we will begin reviewing our upstream Scope 3 emissions in order to identify options for addressing this. This review will initially encompass our wholly-owned businesses.

Achievement of our GHG reduction targets is based around both reducing energy use and transitioning to renewable options where we can.

APRR saw a 20% increase in greenhouse gas emissions in 2021 compared to 2020, and a 12% increase compared to 2019. This increase has been driven by several factors outlined below.

- **Replacement of air conditioning units:** proactive decommissioning and replacement of older units with more efficient ones, resulting in a spike in refrigerant usage for the year
- **Network growth:** expansion of the network to include RCEA, with an associated increase in maintenance requirements and other energy use
- **Improved data coverage:** expansion of the data to include some additional minor sources of fuel use.

The group also tested a petrol-electric hybrid fleet in 2021. It was found that the vehicles were used over longer distances and for longer periods than anticipated, which adversely impacted the carbon reduction benefits of the hybrid system. Diesel or full electric vehicles therefore remain the better choice for APRR, with a continued focus on transitioning to the latter option.

APRR now utilises 42 electric vehicles and 58 own-use charging stations, up from 11 and 23 respectively in 2020. By 2023, APRR aims to have converted 40% of its light vehicle fleet, equating to over 400 vehicles, and by 2025 seeks to have converted 75%. APRR has also signed contracts for the purchase of renewable electricity, and will transition to 100% renewable in 2023, up from the current 20%.

APRR has commenced projects to introduce LED lighting and improve the ventilation systems in tunnels to reduce energy use. Consumption along the 6.9km Maurice-Lemaire tunnel is expected to reduce by 23% over five years, while an additional 7km of tunnels are planned for upgrade by 2024.

*"The solar farm next to the A41 perfectly illustrates APRR Group's low carbon strategy. It is essential that we control the environmental impact of our activities, protecting biodiversity and limiting our greenhouse gas emissions. This involves the implementation of innovative solutions, through targeted partnerships like this one."*

**Guillaume Hérent, Deputy General Director of APRR**



As part of its low carbon strategy, the group has also made land available for the construction of solar farms. In partnership with energy companies, two solar farms are now in operation along the APRR network. The 5.5 hectare Merysol farm, opened in late 2021 along the A41, provides a 4.9MW-peak capacity. This is equivalent to meeting the annual electricity needs of over 4,600 inhabitants. A 3.8MW-peak solar farm is installed on the A6, with additional projects planned. Eight service areas have also been equipped with 705m<sup>2</sup> of panels (111 kW-peak), used for the operation of the facilities.

In Rostock, cleaning of the Warnow Tunnel walls has improved lighting, contributing to the 2% reduction in electricity use seen in the last year. 2021 was also the first year where all electricity at the business was sourced from renewable sources. This equated to 766 MWh, or around 81% of its energy use. Investigations are currently underway into the replacement of the tunnel lighting with LEDs to further reduce energy use and emissions.

Increased energy use in our corporate offices in Melbourne and Luxembourg was driven by the shift to larger premises in response to team growth. Conversely, Dulles Greenway's shift to smaller and more efficient offices, along with installation of motion sensors in bathrooms at the tolling building, resulted in a 15% decrease in its electricity use.

Along Dulles Greenway, the primary sources of carbon emissions are electricity use and vehicle use. In 2021, investigations began into options to transition to renewable electricity. As a result, a feasibility study is planned for 2022 to assess opportunities for solar panel installation along the motorway. Solar panels are already used to power around half of the overhead signs along the motorway. Investigations are also being undertaken into options to reduce energy use, e.g. through the transition to LED lighting, and the feasibility of introducing electric vehicles to the fleet.

 [For more information see GHG emission and energy use data.](#)

## Customer emissions

Road transport accounts for 10% of global emissions and there is a global focus to address this. Governments are providing incentives for the sale of electric vehicles, car manufacturers are committing to phasing out internal combustion engines and consumers are increasingly taking up EV options. In December 2021, for the first time, the sale of electric vehicles outpaced the sale of diesel vehicles in western Europe. Over 20% of new vehicles sold in the month were powered by batteries, a 6% increase in sales compared to December 2020.

This transition is one that we also seek to facilitate and respond to. From the installation of our first electric vehicle charging station in 2012, APRR achieved 58% coverage of service stations at the end of 2021. This has been undertaken in support of government ambitions and anticipated demand from consumers. We aim to have 100% of service areas equipped with charging stations by the end of 2022. In association with this, additional features have been introduced to the Mango Mobilités app in support of EV owners. [See box out in the Customer and Community section.](#)

The pursuit of free-flow tolling also continues. The completion of the A79 roadway in 2022 will represent the most extensive use of the technology on a motorway in France. This removes the need for vehicles to slow down, stop and accelerate at toll plazas, thereby reducing associated emissions.

Other initiatives included implementation of an additional 98 carpooling spaces in 2021 along APRR. This brings the total to over 4,700 spaces, all within 800m of motorway entrances and exits.

### ELECTRIC VEHICLES: THE STATS

- Over 250 charging points across the APRR network: 204 very-high and 50 high-performance points, up from 149 in 2020
- 58% coverage of service areas at the end of 2021, up from 32% in 2020
- 100% of service areas to be equipped with high or very-high power terminals by end 2022

## Climate change impacts and adaptation

Assets across our networks will be influenced and impacted by climate change. This may extend from altering the maintenance requirements for infrastructure, to undermining structural integrity, to adversely affecting vegetation (and therefore erosion) along our roadways.

Alongside the regular maintenance inspections, new technologies are increasingly being used to monitor motorway infrastructure. Sensors can flag abnormal operation of assets, measure the longevity and behaviour of concrete, or monitor the ground movements around bridge piers. Drones are used to observe more inaccessible areas. At APRR, nearly €130m is dedicated to infrastructure maintenance annually. This is essential to the upkeep of our assets and the safety of our users.

Various projects are already being implemented, for example to address potential rock fall above the Dullin and Epine tunnels on the AREA network. Observed adverse effects on wooded areas along APRR has led us to provide planting and promote natural regeneration of wooded areas.

## Protecting the natural environment

The expansive nature of motorway networks means that there is a high potential for environments and habitats to be disturbed – both in construction and operation. The extensive lands associated with the roadways also require management and maintenance, and present the opportunity for ecological and visual amenity.

Our businesses follow the 'avoid, reduce, compensate' hierarchy of action for all new projects. For example on the Chalon-Nord half-diffuser project on the A6, a comprehensive study was undertaken from 2019 – 2020 to identify potential biodiversity issues. Environmental measures include:

- Designing the project to minimise its footprint and preserve the hydraulic and ecological continuities of the Thalie watercourse
- Adaptation of work schedules and night lighting, e.g. to preserve biodiversity in sensitive periods
- Developing 2.7ha of wetlands as compensation for 1.13ha that will be affected by the construction.

See the A79 motorway project case study (at right), which further highlights the integration of environmental considerations into a project.

### Case study



## The A79 motorway project

The 88km motorway project in central France is due for completion in 2022 and includes a range of initiatives to preserve the environment and biodiversity.

- The construction of a 1.7km long conveyor belt replaces the need for heavy vehicles to transport material from a nearby quarry, saving approximately 3,000 tonnes of CO<sub>2</sub> emissions
- 400,000 tonnes of aggregates from the existing roadway are being reused
- Hydraulic structures are being upgraded to allow improved movement of water, sediment and fauna
- Wildlife-friendly crossings and fencing along the length of the roadway will improve both environmental connectivity and safety
- Stormwater runoff will be collected and treated in 79 basins along the length of the route
- The free-flow tolling system planned for the road has both a lower infrastructure footprint and will prevent increased vehicle emissions associated with stop-start at toll barriers

Management and maintenance are also required on the existing network. Around 12,000ha of green space are associated with APRR and AREA's road network. Ongoing works include:

- Continued investment in the restoration of watercourses and wetlands and construction of water protection projects to collect and treat runoff, an investment of €46.5m by 2022.
- Conservation grazing, using sheep and goats to maintain green areas, is now employed across 150ha, with an aim to expand this to 500ha by 2030.
- The establishment of 19 large wildlife crossings to support ecological corridors. Two reached structural completion in 2021, with landscaping due for completion in Spring 2022. The remaining 17 are scheduled for completion by 2024 – this has been delayed from the original 2023 target due to COVID-related impacts.
- Partnering with CEREMA Auvergne Rhône-Alpes (Centre for Studies and Expertise on Risks, the Environment, Mobility and Urban Planning) to better understand animal movement corridors and reduce the risks of animals on the motorways.

In Virginia, the 149 acre Dulles Greenway Wetlands were established during the construction of the Greenway to compensate for 65 acres affected by the development. The wetlands are now a thriving haven for wildlife. The installation of eagle cameras in the wetlands ([see page 20 for more information](#)) will further contribute to raising awareness on environmental matters and wildlife.

## Resource use

As part of our work to strengthen our ESG strategy, we have this year introduced additional reporting on resources, including on water and waste. Data coverage currently focuses on APRR, which represented 91% of revenue in 2021. Going forward, we will continue to explore how we can better monitor these elements across our smaller businesses.

At APRR, standardised signage and waste collection bins have been implemented at rest areas to encourage road users to better manage waste for recycling. Around 9,900 tonnes of waste was collected on the network in 2021, the majority of which is from motorway users.

➤ [For more information see waste and water data.](#)

### PRIORITIES FOR 2022 AND BEYOND

- Transition APRR to 100% renewable electricity in 2023
- Transition 75% of APRR's light vehicle fleet to electric vehicles by 2025
- Equip 100% of service areas along APRR with electric vehicle charging stations by end 2022
- Undertake Scope 3 emissions assessment for wholly-owned businesses
- Complete 19 wildlife crossings along the APRR and AREA networks by 2024, under the 2018 Motorway Investment Plan

### Case study



## Creating wildlife corridors

Along the APRR and AREA network, 19 large wildlife crossings are being planned and implemented as part of the 2018 Motorway Investment Plan. The 25m-wide eco-bridges are designed as an extension to the surrounding ecosystem, vegetated, tree-lined and buffered from the motorway and its traffic to offer safe passage to fauna.

The design was developed in consultation with environmental specialists including biologists, faunists and landscapers. Landscaping includes an open, central passage providing good visibility for deer, roe deer and wild boar, side hedges for small mammals, shelter for reptiles, and plant heaps for small terrestrial fauna and insects. A year-long observation of wildlife and their biological cycle informed how to best integrate and join the ecological corridors to the surrounding areas.

Observation and monitoring of wildlife passages are undertaken through systems of hidden cameras that will track the use of the bridges. Data will be shared with researchers both to inform and improve future designs, as well as to contribute to scientific knowledge.



# METRICS AND SASB INDEX

## IN THIS SECTION

- › Safety
- › GHG emissions
- › Energy consumption
- › Waste
- › Water use
- › Headcount by age, gender and seniority
- › Training
- › SASB Index

## SAFETY

		Corporate	APRR	Dulles Greenway	Warnow Tunnel
Employee lost time injury frequency rate	2019	0	4.99	0	15.85 <sup>1</sup>
	2020	0	2.66	0	0
	<b>2021</b>	<b>0</b>	<b>2.85</b>	<b>0</b>	<b>30.07</b>
Employee lost time injuries	2019	0	25	0	1
	2020	0	13	0	0
	<b>2021</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>2</b>
Employee injury severity rate	2019	0	0.42	0	1.03
	2020	0	0.36	0	0
	<b>2021</b>	<b>0</b>	<b>0.36</b>	<b>0</b>	<b>0.66</b>
Employee fatalities	2019	0	0	0	0
	2020	0	0	0	0
	<b>2021</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Contractor lost time injuries <sup>2</sup>	2019	0	0	0	not applicable
	2020	0	0	1	
	<b>2021</b>	<b>0</b>	<b>1</b>	<b>1</b>	
Contractor fatalities <sup>2</sup>	2019	0	0	0	not applicable
	2020	0	0	0	
	<b>2021</b>	<b>0</b>	<b>0</b>	<b>0</b>	

1. Restated from 14.9 – prior reporting was based on planned hours worked, not actual.

2. Data is reported for contractors essential for the day-to-day running of our motorways, e.g. this may include toll collectors, road maintenance workers, customer service staff and short-term, specialist assistance. Warnow Tunnel has not engaged any such contractors in the reported periods.

The accident frequency rate and statutory severity rate are defined as outlined below.

- Frequency rate: the total number of lost-time workplace injuries x 1,000,000/total number of hours worked.
- Statutory severity rate: the number of days lost due to workplace injuries x 1,000/total number of hours worked.

GHG EMISSIONS<sup>3</sup>

		Corporate <sup>4</sup>	APRR	Dulles Greenway	Warnow Tunnel	TOTAL
Scope 1 (t CO <sub>2</sub> e)	2019	6	6,028	370	10	6,414
	2020	6	5,525	270	11	5,812
	<b>2021</b>	<b>17</b>	<b>6,726</b>	<b>218</b>	<b>13</b>	<b>6,974</b>
Scope 2 (t CO <sub>2</sub> e) (location-based)	2019	18	773	580	384	1,755
	2020	13	756	527	332	1,628
	<b>2021</b>	<b>16</b>	<b>801</b>	<b>383</b>	<b>263<sup>5</sup></b>	<b>1,463</b>
<b>Total Scope 1 &amp; 2 (t CO<sub>2</sub>e)</b>	2019	24	6,800	950	394	8,169
	2020	19	6,281	797	343	7,440
	<b>2021</b>	<b>33</b>	<b>7,527</b>	<b>601</b>	<b>276</b>	<b>8,437</b>
Customer emissions (Scope 3, t CO <sub>2</sub> e)	2019	–	2,230,582	50,404	2,061	2,283,047
	2020	–	1,855,310	33,914	2,228	1,891,452
	<b>2021</b>	<b>–</b>	<b>2,154,292</b>	<b>31,767</b>	<b>1,780</b>	<b>2,187,839</b>

3. Values have been calculated using the GHG Protocol equity share approach. Values therefore represent 31.14% of APRR's emissions and 100% of Dulles Greenway, Warnow Tunnel and corporate.

In 2020 we reported the following Scope 1 emissions for the year: Corporate + Dulles Greenway + Warnow Tunnel = 293 t CO<sub>2</sub>e. This number has been restated to 287 t CO<sub>2</sub>e to correct fuel consumption reporting. The Scope 2 emissions value (Corporate + Dulles Greenway + Warnow Tunnel) has also been restated from 887 t CO<sub>2</sub>e to 871 t CO<sub>2</sub>e to reflect actual (rather than proxy) electricity values at Dulles Greenway.

4. Scope 1 and 2 greenhouse gas emissions at corporate and APRR have increased this year due to several factors.

At corporate:

- Transition to larger premises in Melbourne and Luxembourg to accommodate team growth

At APRR:

- Replacement of air conditioning units: proactive decommissioning and replacement of older units with more efficient ones, resulting in a spike in refrigerant usage for the year.
- Network growth: expansion of the network to include RCEA, with an associated increase in maintenance requirements and other energy use.
- Improved data coverage: expansion of the data to include some additional minor sources of fuel use.

5. Reported scope 2 emissions at Warnow Tunnel do not account for the business's transition to 100% renewable electricity in 2021. Under market-based calculations, Warnow Tunnel scope 2 emissions equates to 17 tonnes.

ENERGY CONSUMPTION<sup>6</sup>

		Corporate	APRR	Dulles Greenway	Warnow Tunnel	TOTAL
Natural gas (MWh)	2019	32	1,503	66	–	1,602
	2020	33	1,443	47	–	1,523
	<b>2021</b>	<b>93</b>	<b>1,544</b>	<b>–</b>	<b>–</b>	<b>1,637</b>
Propane and butane (MWh)	2019	–	125	107	–	232
	2020	–	102	96	–	197
	<b>2021</b>	<b>–</b>	<b>123</b>	<b>84</b>	<b>–</b>	<b>207</b>
Domestic fuel oil (L)	2019	–	178,560	–	–	178,560
	2020	–	158,267	–	–	158,267
	<b>2021</b>	<b>–</b>	<b>173,978</b>	<b>–</b>	<b>–</b>	<b>173,978</b>
Petrol (L)	2019	–	–	112,550	2,460	115,010
	2020	–	–	72,372	2,037	74,409
	<b>2021</b>	<b>–</b>	<b>3,165</b>	<b>56,694</b>	<b>2,835</b>	<b>62,694</b>
Petrol (non-road, L)	2019	–	–	2,739	246	2,985
	2020	–	–	1,581	194	1,775
	<b>2021</b>	<b>–</b>	<b>–</b>	<b>969</b>	<b>237</b>	<b>1,206</b>
Diesel (L)	2019	–	1,508,378	9,757	1,494	1,519,629
	2020	–	1,330,886	10,919	2,219	1,344,024
	<b>2021</b>	<b>–</b>	<b>1,528,185</b>	<b>5,610</b>	<b>2,202</b>	<b>1,535,997</b>
Diesel (non-road, L)	2019	–	95,385	4,877	–	100,262
	2020	–	99,518	3,580	–	103,098
	<b>2021</b>	<b>–</b>	<b>129,513</b>	<b>4,760</b>	<b>–</b>	<b>134,273</b>
Electricity (MWh)	2019	26	19,580	1,412	908	21,926
	2020	21	18,579	1,282	781	20,663
	<b>2021</b>	<b>21</b>	<b>19,674</b>	<b>1,090</b>	<b>766</b>	<b>21,551</b>
District Heating (MWh)	2019	–	–	–	120	120
	2020	–	–	–	117	117
	<b>2021</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>131</b>	<b>131</b>
Renewable energy production (MWh)	2019	–	18	neg.	–	18
	2020	–	19	neg.	–	19
	<b>2021</b>	<b>–</b>	<b>13</b>	<b>neg.</b>	<b>–</b>	<b>13</b>

6. Values have been calculated using the GHG Protocol equity share approach. Values therefore represent 31.14% of APRR's consumption and 100% of Dulles Greenway, Warnow Tunnel and corporate.

Data reporting on resources is currently available for APRR (waste and water) and Warnow Tunnel (water). APRR represented 91% of revenue in 2021 and Warnow Tunnel represented 1%. Atlas Arteria has a 31.14% stake in APRR and 100% ownership of Warnow Tunnel. The values reported for waste and water represent 100% of the values from the respective businesses.

## WASTE

		APRR
Total waste (t)	2019	8,327
	2020	8,865
	<b>2021</b>	<b>9,900</b>
Hazardous waste (t)	2019	490
	2020	117
	<b>2021</b>	<b>334</b>
Non-hazardous waste (t)	2019	7,837
	2020	8,748
	<b>2021</b>	<b>9,565</b>
Inert waste (t)	2019	–
	2020	15
	<b>2021</b>	<b>–</b>

## WATER USE

		APRR	Warnow Tunnel
Mains water (m³)	2019	535,395	287
	2020	646,391	274
	<b>2021</b>	<b>627,904</b>	<b>360</b>
Extracted water (m³)	2019	3,184	not applicable
	2020	8,836	
	<b>2021</b>	<b>847</b>	



## HEADCOUNT BY AGE RANGE

		Corporate	APRR <sup>7</sup>	Dulles Greenway	Warnow Tunnel
<26	2019	no info	129	0	1
	2020	1	150	0	1
	<b>2021</b>	<b>1</b>	<b>184</b>	<b>0</b>	<b>1</b>
26-35	2019	no info	303	0	8
	2020	15	335	0	9
	<b>2021</b>	<b>17</b>	<b>355</b>	<b>0</b>	<b>10</b>
36-45	2019	no info	720	3	3
	2020	10	654	3	3
	<b>2021</b>	<b>19</b>	<b>590</b>	<b>4</b>	<b>3</b>
46-55	2019	no info	1,545	3	9
	2020	8	1,491	4	9
	<b>2021</b>	<b>10</b>	<b>1,435</b>	<b>4</b>	<b>12</b>
56-65	2019	no info	810	5	15
	2020	2	869	5	14
	<b>2021</b>	<b>2</b>	<b>891</b>	<b>5</b>	<b>11</b>
65+	2019	no info	6	2	0
	2020	0	6	2	0
	<b>2021</b>	<b>0</b>	<b>7</b>	<b>1</b>	<b>0</b>
Total	2019	28	3,513	13	36
	2020	36	3,557	14	36
	<b>2021</b>	<b>49</b>	<b>3,462</b>	<b>14</b>	<b>37</b>

7. APRR headcount figures have been restated to include those on fixed-term contracts and work-study employees.

## HEADCOUNT BY GENDER AND SENIORITY

	Corporate			
	M	F	%M	%F
Australian Board	3	2	60%	40%
Bermudian Board	2	3	40%	60%
<b>Boards total<sup>8</sup></b>	<b>5</b>	<b>4</b>	<b>56%</b>	<b>44%</b>
Executive team	4	1	80%	20%
Senior managers <sup>9</sup>	6	7	46%	54%
Other employees	16	15	52%	48%
<b>All employees</b>	<b>26</b>	<b>23</b>	<b>53%</b>	<b>47%</b>

	APRR				Dulles Greenway				Warnow Tunnel			
	M	F	%M	%F	M	F	%M	%F	M	F	%M	%F
Subsidiary Boards					5	0	100%	0%	3	0	100%	0%
Executive team	8	1	89%	11%	1	2	33%	67%	0	2	0%	100%
Senior managers	355	165	69%	31%	5	1	80%	20%	1	0	100%	0%
Other employees	1,821	1,112	62%	38%	4	1	83%	17%	13	21	38%	62%
<b>All employees</b>	<b>2,184</b>	<b>1,278</b>	<b>63%</b>	<b>37%</b>	<b>10</b>	<b>4</b>	<b>71%</b>	<b>29%</b>	<b>14</b>	<b>23</b>	<b>38%</b>	<b>62%</b>

8. Debbie Goodin sits on both the Australian and Bermudian Boards.

9. For Corporate, this includes the direct reports to Executive team members and CEOs of wholly owned businesses.

Reporting on training investment is currently available for APRR and Dulles Greenway. These represented 91% and 6% respectively of revenue in 2021. Our corporate and Warnow Tunnel teams are implementing collection mechanisms to begin to more fully report on this from 2022.

## TRAINING

		APRR	Dulles Greenway <sup>10</sup>
Total hours of training	2019	74,526	no
	2020	46,389	information
	<b>2021</b>	<b>58,123</b>	<b>545</b>
Hours of training per employee	2019	21.2	no
	2020	13.0	information
	<b>2021</b>	<b>16.8</b>	<b>14.3</b>

10. Includes key contractors who make up part of the daily workforce e.g. toll booth operators, road maintenance staff and customer service representatives.

## SASB Index

The following table presents our reporting against the Sustainability Accounting Standards Board (SASB) sector standards. As an infrastructure owner and operator, Atlas Arteria's listed SASB sector is the Infrastructure: Engineering and Construction Services Standard. For context, it should be noted that while our businesses oversee project development, we do not directly undertake construction activities. We have included reference to all recommended disclosures under this Standard for completeness.

### SASB Sector: Infrastructure – Engineering and Construction Services

### Atlas Arteria Response

TOPIC	DISCLOSURE	CODE	
<b>Environmental Impacts of Project Development</b>	Number of incidents of non-compliance with environmental permits, standards, and regulations	IF-EN-160a.1	None
	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IF-EN-160a.2	<p>Environmental impact assessments are undertaken in the planning stage of all major projects to inform and guide project design. These seek to minimise and mitigate potential environmental impacts. We follow the 'avoid, reduce, compensate' hierarchy of actions. The dedicated project websites, e.g. for the A79 (<a href="https://www.autoroute-a79.fr/">https://www.autoroute-a79.fr/</a>) and A6 Chalon Nord (<a href="https://a6chalon.aprr.com/">https://a6chalon.aprr.com/</a>), identify actions integrated into the design to address environmental concerns.</p> <p>APRR, which contributed 91% of Atlas Arteria's revenue in 2021, has the dual ISO 9001 and ISO 14001 certifications, the latter providing a structured approach to environmental management and protection.</p>
<b>Structural Integrity &amp; Safety</b>	Amount of defect- and safety-related rework costs	IF-EN-250a.1	<p>None. Atlas Arteria Infrastructure is built by third-party contractors that have responsibility within their contract for defect and safety-related rework.</p> <p>A key part of our role is the ongoing maintenance of our infrastructure to ensure the upkeep of our assets and safety of our users. At APRR, nearly €130m is dedicated to infrastructure maintenance annually. See additional information on page 27, under <a href="#">Climate change impacts and adaptation</a>.</p>
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	IF-EN-250a.2	None
<b>Workforce health and safety</b>	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-EN-320a.1	<p>Atlas Arteria reports on lost time injury frequency rate for employees (injuries per one million hours worked) and lost time injuries for contractors. Contractor data covers those contractors essential to the day to day running of the business, e.g. toll booth operators at Dulles Greenway. Our performance over time is presented on page 14. In 2021, the businesses recorded the following:</p> <p>APRR employee LTIFR = 2.85 (LTI = 14); contractor LTI = 0  Dulles Greenway employee LTIFR = 0 (LTI = 0); contractor LTI = 1  Warnow Tunnel employee LTIFR = 30.07 (LTI = 2); no relevant contractors</p> <p>No employee or contractor fatalities occurred in 2021. Further information is available in the Safety section of this report.</p>

## SASB Sector: Infrastructure – Engineering and Construction Services

## Atlas Arteria Response

TOPIC	DISCLOSURE	CODE	
<b>Lifecycle Impacts of Buildings &amp; Infrastructure</b>	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	IF-EN-410a.1	None
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	<p>APRR's framework requires projects to integrate, from design to construction, energy and water efficiency, as well as protection of water resources.</p> <p>Furthermore, the inherent design attributes of our roads: to allow faster, more consistent driving speeds and reduce traffic congestion, results in improved vehicle efficiency compared with standard urban roads. Project design pursues initiatives that support this, e.g. through the introduction of free-flow tolling on the new A79.</p> <p>We also seek opportunities to create positive impact within our design, for example in France, APRR pursues:</p> <ul style="list-style-type: none"> <li>– landscaping and tree planting to improve natural carbon sinks along the motorways</li> <li>– partnerships with energy organisations to identify solar generation opportunities along the network (see Merysol information on page 26)</li> <li>– effective stormwater control and treatment, both in the design of new projects and in motorway restoration and upgrade.</li> </ul>
<b>Climate impacts of business mix</b>	Amount of backlog for (1) hydrocarbonrelated projects and (2) renewable energy projects	IF-EN-410b.1	<p>Metric not applicable – Atlas Arteria does not undertake energy-related projects.</p> <p>As an energy consumer, Warnow Tunnel transitioned to 100% renewable electricity in January 2021. APRR will transition to 100% renewable electricity in 2023, up from the current 20% usage.</p>
	Amount of backlog cancellations associated with hydrocarbon-related projects	IF-EN-410b.2	Metric not applicable – Atlas Arteria does not undertake hydrocarbon-related projects.
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	<p>No major projects, however climate change mitigation and facilitating our customers' transition to lower carbon options is a priority in our management of the network. Supporting initiatives include:</p> <ul style="list-style-type: none"> <li>– the installation of EV charging stations along the APRR and AREA networks. By end 2021, 58% of service areas were equipped with charging stations, and we aim for 100% coverage by the end of 2022</li> <li>– the installation of car pooling car parks along our motorways and partnerships with local government to support multi-modal hubs</li> <li>– lanes reserved for public transport, carpooling and zero-emission vehicles.</li> </ul>



## SASB Sector: Infrastructure – Engineering and Construction Services

## Atlas Arteria Response

TOPIC	DISCLOSURE	CODE	
<b>Business ethics</b>	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	IF-EN-510a.1	None
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anticompetitive practices	IF-EN-510a.2	None
	Description of policies and practices for prevention of (1) bribery and corruption and (2) anti-competitive behaviour in the project bidding processes	IF-EN-510a.3	<p>Our Anti-Bribery and Corruption Policy (ABC Policy) and Code of Conduct prohibit bribery and corrupt behaviour in connection with Atlas Arteria's business (including a prohibition on the use of facilitation payments). This is supported by our Whistleblower Policy.</p> <p>All corporate employees are required to undertake training on these policies, as well as in relation to the requirements of applicable Competition Laws, within the first 45 days of joining the organisation. Further, we conduct in-person training on these issues and our ABC Policy, Code of Conduct and Whistleblower Policy in our wholly owned businesses. We have comprehensive and clear communication channels embedded in our organisation to ensure any actual or suspected instances of bribery and corruption and anti-competitive behaviour are appropriately escalated and reported in a timely manner. We also have a due diligence process in place to identify whether potential acquisition targets may have exposure to any bribery, corruption, sanctions or other potential reputational issues.</p> <p>At APRR, we participate in the APRR Capex Committee, which is responsible for overseeing the tendering processes and contract awards. In 2021, we also participated in a broad systems and control review, providing us with a good level of assurance that its business is conducted in accordance with governance standards commensurate with our own, including compliance with all laws (i.e. competition laws touching on project bidding, bribery and corruption etc.)</p> <p>Our Supplier Code of Conduct requires all organisations that we work with to comply with all applicable laws relating to the prevention of bribery, corruption, fraud or similar or related activities.</p>
<b>Activity metrics</b>	Number of active projects	IF-EN-000.A	Two major projects active as at 31 December 2021 (excluding RCEA).
	Number of commissioned projects	IF-EN-000.B	Three major projects commissioned during 2021.
	Total backlog	IF-EN-000.C	Two major projects active as at 31 December 2021 (excluding RCEA).



atlas**Arteria**

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**Photography Credits:**

Page 3 – Dulles Greenway: David Madison Photography  
Page 13 – APRR: APRR/Leimdorfer Gilles  
Page 15 – Warnow Tunnel: Warnowquerung  
Page 16 – Dulles Greenway: David Madison Photography  
Page 17 – A480: LocalFocus  
Page 19 – Acoustic walls along the A480 motorway in Mistral <<https://www.a480rondeau.fr/le-saviez-vous/amenagement-de-la480-les-temps-forts-de-2021/>>  
Page 20 – APRR/FASTNED: Erolf Productions  
Page 25 – Ecopont-A48: Romain Courtaud  
Page 26 – MERY A41 solar farm: Erolf Productions  
Page 27 – RCEA: Hervé Piraud  
Page 28 – Ecopont-A48: Romain Courtaud  
Page 29 – APRR: APRR/CHABERT Xavier