

Consolidated Non-Financial Report 2021

OUR PATH TO BECOMING CLIMATE NEUTRAL

STRABAG SE operates primarily in Europe, but also on the other continents, and offers services along the entire construction value chain. The impacts of our business activities are therefore many. But we are committed to taking responsibility for these impacts. By taking into account the needs of people, the environment and society in our strategic decisions, we also ensure the long-term continuity of our company.

The climate crisis is one of the most pressing challenges of our time. Not only does the construction industry contribute significantly to global greenhouse gas emissions, it is also responsible for a high volume of waste and has high energy and material requirements. As a leading construction technology group, we take responsibility and create awareness by making an effective contribution to climate protection and combating climate change. In 2021, STRABAG for the first time adopted a sustainability strategy that sets out the goal of climate neutrality for the entire group by 2040. Our own processes will be designed in such a way that they no longer have a negative impact on the climate in their entirety. Our goal is to become climate neutral by 2040 – just like our home market of Austria.

In recent years, we have developed a robust data basis to measure our carbon emissions – Initial Scope 1 and Scope 2. This is a major challenge for a group of our size with a high degree of diversification, as it requires compiling, consolidating, evaluating and verifying an immense amount of data from different countries, different production facilities and individual construction sites. This database is necessary to develop pathways for reducing our emissions and to design our own processes in such a way that they do not have a negative impact on the climate in their entirety. We have divided our path to zero emissions into five sub-goals:

2025 – Climate-neutral administration

This sub-goal covers all our stationary administrative locations. Main sources of emissions here include working electricity, energy for heating and cooling as well as fuel for the vehicle fleet.

2030 – Climate-neutral construction project

The climate-neutral construction project refers to the construction process of structures, i.e. of buildings as well as infrastructure projects. The calculation also includes services provided by us

in relation to the construction process. In addition to fuels and electrical energy for the construction site vehicle fleet, construction machinery and equipment, the operating energy consumption of portable container offices is also included. The transport to and from our suppliers and subcontractors forms part of the analysis as well.

2035 – Climate-neutral building operation

The high importance of this sub-goal is reflected in the fact that building operation is responsible for around 28 % of all carbon emissions in the world. We assume responsibility for the buildings we construct and for the emissions they cause during their use. In the future, we resolve as much as possible to hand over buildings to our customers with the option of climate-neutral operation.

2040 – Climate-neutral construction materials

This sub-goal encompasses all sourced materials for the construction of buildings – materials from our own production facilities as well as those from subcontractors and suppliers. This means that all building materials sourced by us will become climate neutral.

2040 – Climate-neutral infrastructure

Analogous to the sub-goal of climate-neutral building operation by 2035, we have set the same goal for infrastructure for 2040. We want to hand over the infrastructure we have built to our customers in such a way that they can operate it in a climate-neutral manner.

Our sustainability management entity, assigned to the central division STRABAG Innovation & Digitalisation (SID) under the responsibility of CDO Klemens Haselsteiner, is responsible for corporate-wide sustainability management. Its tasks include the creation and updating of the sustainability strategy as well as the governance of sustainability and the legally required non-financial reporting. One of the core tasks is data collection and reporting as well as its evaluation and monitoring. The unit is responsible for initiating and implementing sustainability projects throughout the group, e.g. in the areas of circular economy, decarbonisation of building materials or sustainability in the supply chain.

STRABAG SE's sustainability management is based on globally recognised rules and frameworks, such as the Global Reporting Initiative, the Sustainable Development Goals (SDGs) and the

principles of the UN Global Compact. It is based on a three-pillar model consisting of economic, environmental and social aspects. At the heart of our sustainability management is a materiality analysis. It includes the impacts of our business activities on the environment and on society as well as the demands of different stakeholder groups on STRABAG. The materiality analysis is used to identify the greatest levers for targeted sustainability performance. The central instrument for raising potential in all three pillars and enabling a sustainable transformation is technology.

STRABAG's vision for sustainability as a leading construction technology group requires targeted action. Business activities must be controlled according to environmentally relevant aspects,

competitiveness must be achieved, and negative environmental impacts must be sustainably reduced. This requires the support of all corporate and central divisions as well as every single employee. In addition to numerous successfully implemented projects, we developed further action plans and procedures for different areas in 2021 that will help pave the way to becoming climate neutral.

Although we have already reached many milestones with regard to our climate neutrality target, we still have a long way to go. STRABAG will pursue this path with determination and regularly inform its stakeholders about its progress and achieved goals.

MATERIALITY ANALYSIS

This Consolidated Non-Financial Report – together with the corresponding online information – was prepared in accordance with the sustainability reporting standards of the **Global Reporting Initiative** (GRI) in line with the Core reporting option.

We use the materiality analysis to systematically identify the most important sustainability issues and present these issues in our reporting. It forms the basis of sound sustainability management.

The methodology of the materiality analysis is based on the principles of the GRI standards. The sustainability issues along the value chain are assessed on the basis of their economic, environmental and social impact as well as their influence on stakeholder assessments and decisions (see figure STRABAG Materiality Matrix). The assessment is carried out by both internal and external stakeholders.

For the 2021 financial year, the results of the comprehensive materiality analysis from 2020 were reviewed by internal experts in terms of completeness and issue assessment and validated by the Management Board. Changes in stakeholder expectations as well as current external and internal developments, e.g. the Covid-19 pandemic, extreme weather events in Europe or the increased supply chain due diligence requirements, were taken into account.

Due to the pandemic, the in-person event in 2020 on internal and external stakeholder involvement had to be postponed to September 2021. Information on the event can be found below in the section “Stakeholder involvement”.

For each material topic, this non-financial report sets out a management approach in accordance with the GRI standards. Information on the subject of gender equality (“Equal treatment of women and men”) can be found in the Consolidated Corporate Governance Report.

Stakeholder involvement

Partnership and trust are central values of STRABAG. In keeping with these guiding principles, we constantly, and with transparent communication, attend to the concerns, wishes and needs of our stakeholders. With stakeholders, we mean those groups who are influenced by our services or who, for their part, influence the business activity of our company.

Dialogue formats used by us include online and print media, face-to-face events in the form of workshops, and written surveys. We also hold a regular stakeholder dialogue event. The aim of this event is to bring together external representatives from our most important stakeholder groups to meet with our CEO in order to discuss and prioritise the issues of strategic relevance for STRABAG.

The dialogue is founded on a **stakeholder analysis** that helps us to identify the most important stakeholder groups with regard to their level of influence by and on our organisation. These include our employees, clients, investors and suppliers. Furthermore, we maintain contacts to universities, the media, non-governmental organisations and political institutions as well as the people living in direct proximity to our projects.

The **stakeholder dialogues** allow us to include new points of view in our strategic considerations and to incorporate additional aspects into the catalogue of the most urgent topics for the future. In order to emphasise the importance of the material issue of “waste and circularity”, we focused the 2021 stakeholder dialogue on a resource-efficient circular economy. To this end, representatives of private and public clients, suppliers, environmental organisations and research institutions were identified who are intensively involved in this topic.

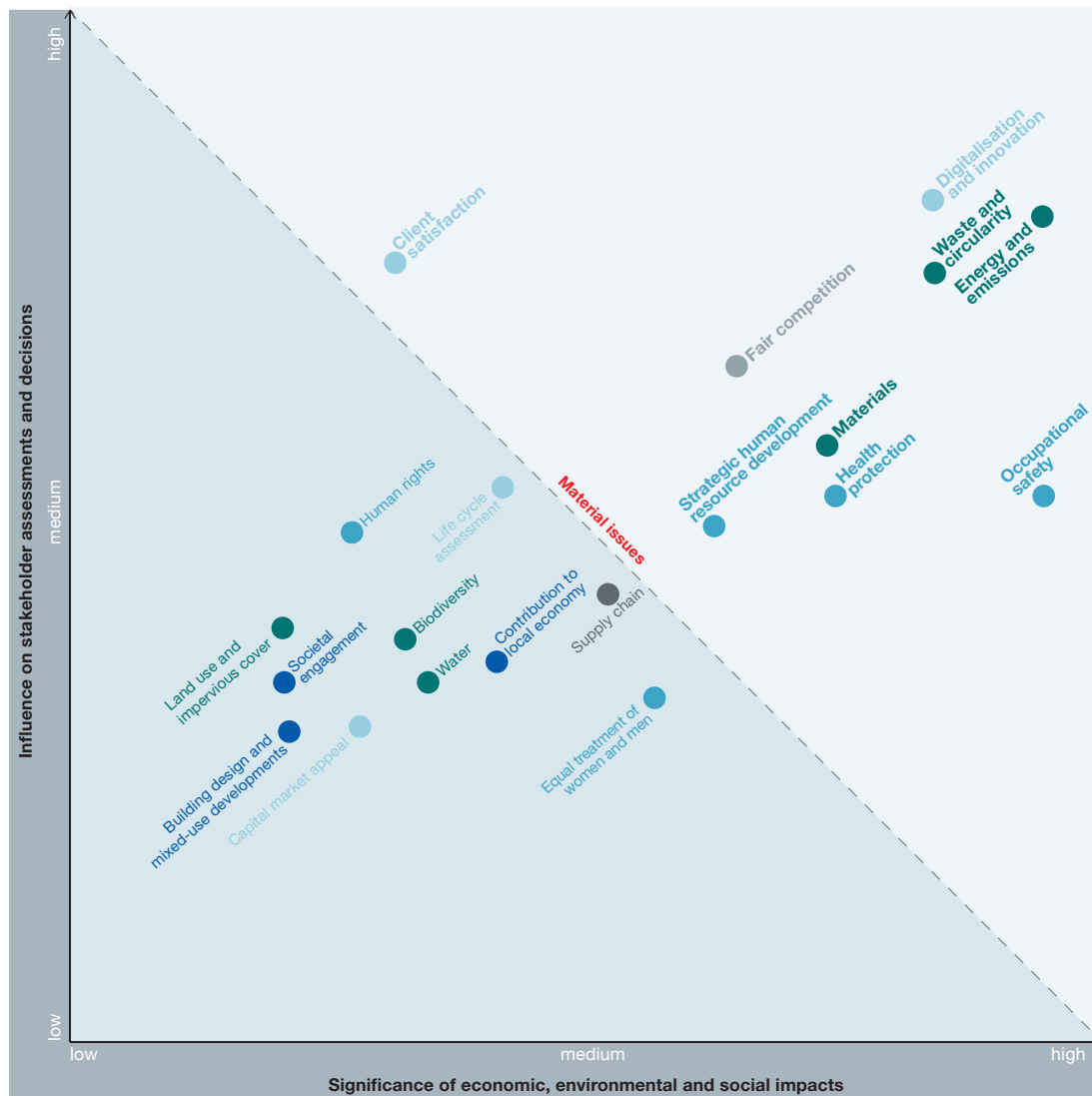
The event had to be postponed several times due to the pandemic. In September 2021, it finally took place in Cologne in the presence of CEO Thomas Birtel and STRABAG SE member of the Management Board Klemens Haselsteiner with external stakeholder representatives and selected STRABAG Group subdivision heads from building construction, civil engineering and transportation infrastructures. The event focused on concrete solutions for the transformation to a circular construction industry, which is becoming increasingly more important given the great demand for raw materials and scarce natural resources. An alternation of different dialogue formats such as lectures, workshops, personal exchange of ideas and Q&A sessions created the

More detailed information on the stakeholder dialogue can be found at www.strabag.com

basis for an open and trusting discussion in which many problems and hurdles were addressed. The positive feedback and the intense exchange of

knowledge at eye level encourage us to continue this format in the future.

STRABAG MATERIALITY MATRIX



For the nine issues that are of material importance for our competitiveness and long-term existence, a management approach was developed by the person responsible within the group. The management approach makes clear how we ensure priority treatment within the group (“Rules, responsibilities and due diligence”), which figures we develop as key performance indicators (“Objectives and indicators”) and what sorts of measures we set to reach our targets (“Projects and initiatives”).

The material issues are:

- Client satisfaction
- Digitalisation and innovation
- Occupational safety
- Health protection
- Strategic human resource development
- Fair competition
- Materials
- Waste and circularity
- Energy and emissions

We also report on the following topics:

- Project risk management
- Human rights
- Societal engagement

We are also complying with the reporting requirements as outlined in the EU Taxonomy Regulation. The required information is published in a separate chapter.

Our material issues and the issues stipulated by the Sustainability and Diversity Improvement Act (NaDiVeG) are related as follows:

<p>Environmental concerns</p> <ul style="list-style-type: none"> • Materials • Energy and emissions • Waste and circularity 	<p>Fight against corruption and bribery</p> <ul style="list-style-type: none"> • Fair competition
<p>Respect for human rights</p> <ul style="list-style-type: none"> • Human rights 	<p>Social and employment concerns</p> <ul style="list-style-type: none"> • Strategic human resource development • Occupational safety • Health protection
<p>Additional material issues</p> <ul style="list-style-type: none"> • Client satisfaction • Digitalisation and innovation 	<p>Voluntary information</p> <ul style="list-style-type: none"> • Project risk management • Societal engagement

GENERAL EMPLOYMENT FIGURES

Around the world, approximately 74,000 people are putting their expertise and skill into practice at our more than 700 workplaces and construction sites. Our employees work with combined effort and commitment to complete their projects on time and in the desired quality. For this task to succeed day after day, STRABAG, in its function as employer, must ensure fair and equitable employment conditions by guaranteeing occupational safety and health, promoting the equal treatment of women and men, and observing human rights at all location.

In 2021, the number of employees decreased slightly by 1 % to 73,606, due mainly to the completion of tunnelling work for the Alto Maipo hydropower megaproject in Chile. This was contrasted by increases in the UK and Croatia, among other places. The remaining markets showed very mixed trends.

Thanks to comprehensive safety concepts, the number of Covid-19 cases on construction sites and in our offices was kept at a very low level throughout the year in the majority of countries where our group operates. More on this can be found in the chapter "Occupational Safety".

Figures¹

NUMBER OF EMPLOYEES IN 2021 BY SEGMENT AND COUNTRY²

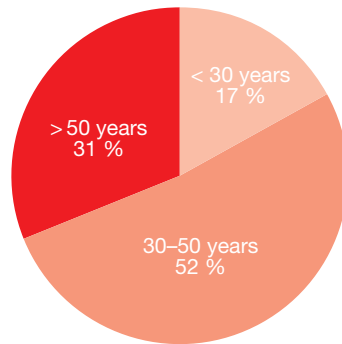
	North + West	South + East	International + Special Divisions	Other	Group
Germany	19,463	510	5,316	2,842	28,131
Austria	94	7,980	2,108	1,333	11,515
Poland	4,780	8	828	724	6,340
Americas	0	1	5,782	3	5,786
Czech Republic	2	3,037	718	430	4,187
Hungary	9	2,040	503	369	2,921
Romania	136	1,179	232	196	1,743
Slovakia	0	1,109	350	212	1,671
Middle East	1	8	1,605	7	1,621
Croatia	0	1,232	72	173	1,477
Serbia	0	1,119	42	185	1,346
Africa	2	9	1,011	0	1,022
Rest of Europe	136	755	77	19	987
United Kingdom	62	0	852	18	932
Asia	1	3	792	0	796
Switzerland	4	653	4	88	749
Bulgaria	0	479	45	72	596
Russia	1	440	31	97	569
Benelux	299	1	33	48	381
Sweden	265	0	46	8	319
Denmark	171	0	12	16	199
Italy	4	16	135	21	176
Slovenia	0	106	16	20	142
Total	25,430	20,685	20,610	6,881	73,606

¹ The employee numbers shown in this chapter were determined by including all associated group companies and represent annual average values.

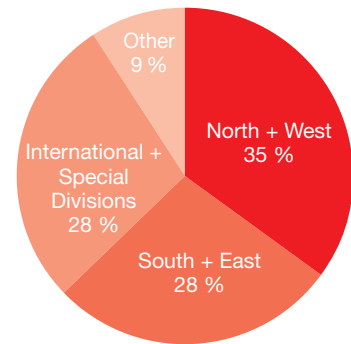
² Employee numbers expressed as FTE

Balanced age structure

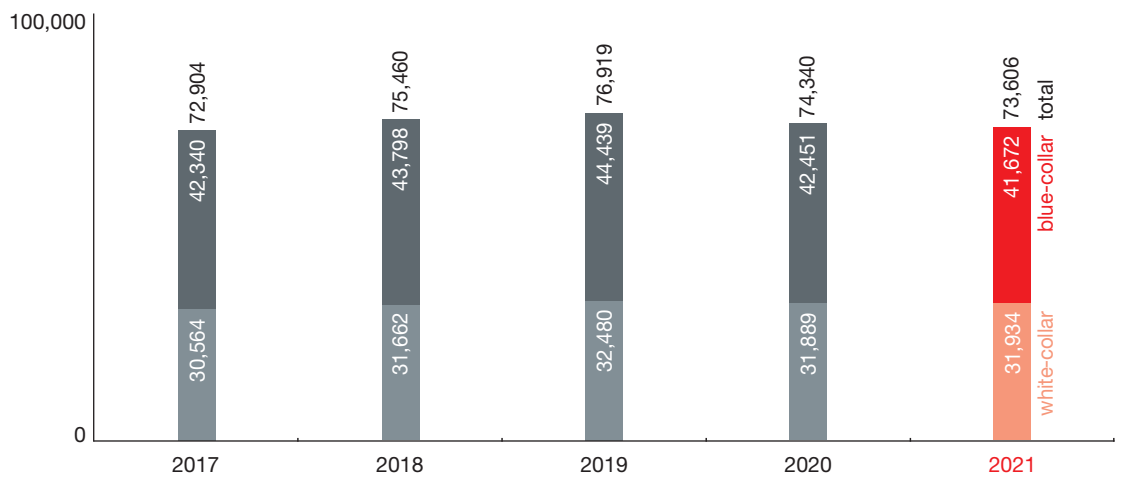
EMPLOYEE AGE STRUCTURE 2021¹



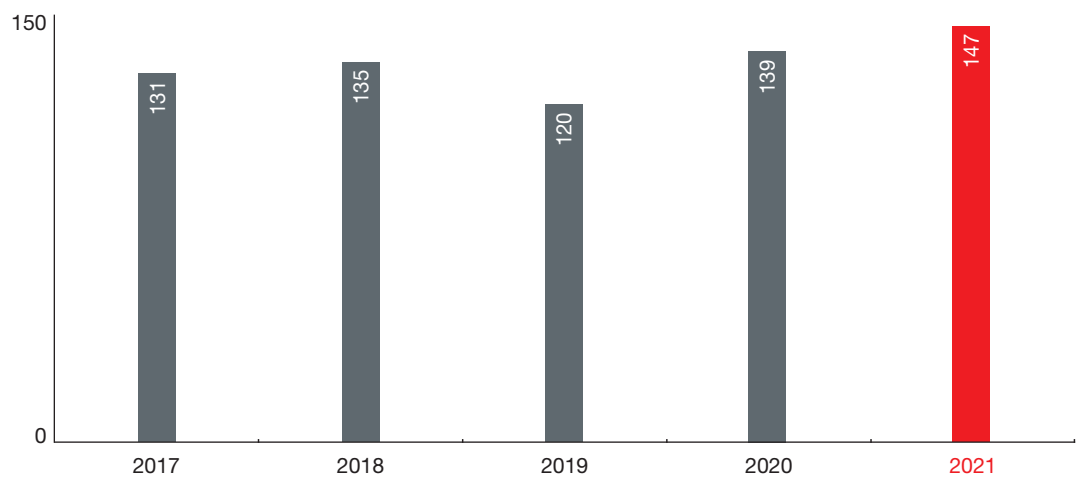
EMPLOYEES BY SEGMENT 2021²



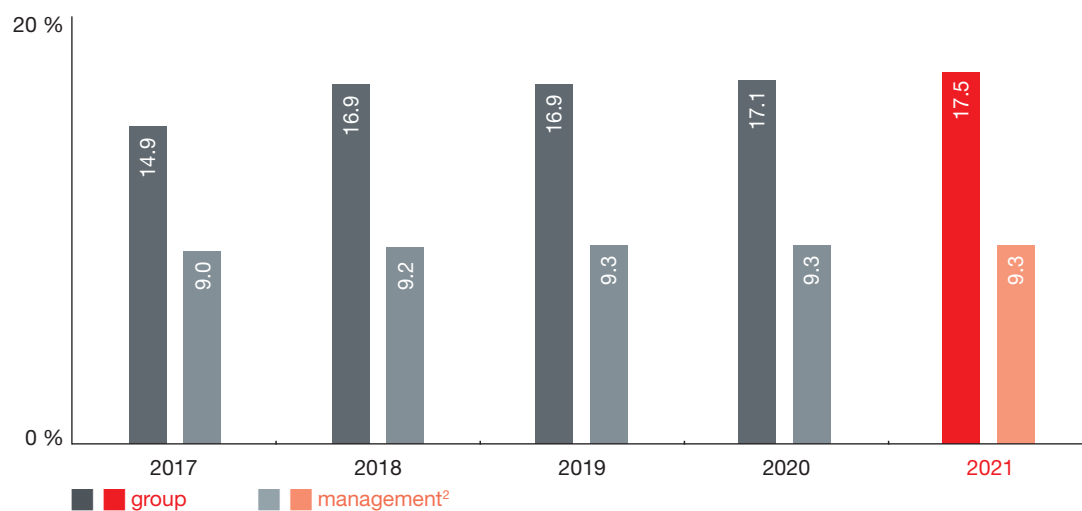
DEVELOPMENT OF EMPLOYEE NUMBERS²



NUMBER OF NATIONALITIES WITHIN THE GROUP



1 Employee numbers expressed as head count
 2 Employee numbers expressed as FTE

PERCENTAGE OF WOMEN IN THE GROUP AND IN MANAGEMENT¹

STRABAG Employment and Social Fund Private Foundation

Around 20 years ago, the STRABAG Group set up the Employment and Social Fund Private Foundation to support employees experiencing **financial hardship through no fault of their own**, e.g. as a result of accidents, illness, natural disasters, flood, etc. As at 31 December 2021, the foundation's equity capital amounted to approx. € 11.50 million (31 December 2020: € 11.04 million). The foundation board is composed of four employer and four employee representatives under the chairmanship of an employee representative.

The application for financial assistance can be submitted by the affected employees, by their supervisors or by an employee representative.

These applications are reviewed by the foundation's board on the basis of the facts presented, whereby the board is guided in its decision-making by the respective social context. Financial assistance is primarily provided in the form of monthly payments to employees or their dependants, but it may also take the form of one-off payments earmarked for a specific purpose.

¹ As of 2018, the employee numbers are expressed as head count; previously as FTE
² Definition management: hierarchy levels from business unit management up

CLIENT SATISFACTION

Long-term, sustainable success is our goal. This is why the demands and **expectations** of our **clients** are at the heart of each and every project. We create added value for our clients by our specialised entities integrating the most diverse services and assuming responsibility for them. Our intention is to bring together people, materials and machinery at the right place and at the right time in order to realise even complex construction projects – on schedule, of the highest quality and at the best price. Under our strategy, we assign client satisfaction to the strategic field of “Economic Responsibility”. Because **on-time delivery, quality and cost** are all decisive factors for the economic success of each individual project and of the entire company. There is good reason why reliability and partnership form part of our guiding principles – and why the latter is a central value

of our current strategic programme FASTER TOGETHER 2022.

From the prequalification and bidding process to contract awarding and repeat orders to **permanent client relationships**, the satisfaction of our clients always drives our image – which substantially increases our opportunities and is ultimately reflected in our order backlog. We systematically counter risks – such as those arising from non-fulfilment of client expectations in terms of quality or legal and normative requirements – through the STRABAG management system with measures for **quality assurance, environmental protection and project risk management**. In this way, we aim to prevent the negative impacts our business activities may have on the safety of users, on the environment and, consequently, on our reputation.

Rules, responsibilities and due diligence

As part of our efforts to increase client satisfaction, the management in the group entities, during the operational corporate planning and assessment, establishes, implements and evaluates specific targets, structures, tools and measures under consideration of the relevant markets and

business fields. The systematic measurement and evaluation of client satisfaction is laid out in the STRABAG Management Manual. The **central division TPA** oversees all coordination, reporting, and monitoring through the use of internal audits.

Objectives and indicators

The overarching objective defined by the Management Board is to increase client satisfaction in order to win and maintain the highest possible share of regular customers. Specifically, the FASTER TOGETHER 2022 strategy programme stipulates that 10 % of the group’s output volume is to be generated in projects performed under partnering models.

The measurement of client satisfaction via a **client survey** has been carried out for construction projects using a uniform group standard since 2005. This standard was amended in 2021 and again rolled out across the group. An online questionnaire is sent to clients in all group countries, asking for their project-specific or contract-related evaluation of the following aspects: organisational efficiency and technical realisation, responsible and sustainable handling of people and resources, professional competence as well as communication and cooperation in and with our team.

The operating units can implement additional procedures for measuring client satisfaction. Reporting at the corporate level is performed by the central division TPA. The assessment of the results and the extrapolation of objectives and measures is the responsibility of the operating units during their annual planning and assessment process.

As the new system could not yet be applied to all relevant construction projects in the year under review, the necessary information to enable a representative account of client satisfaction is not yet available. Meaningful data can be expected for the 2022 reporting year.

The Covid-19 pandemic did not result in any significant changes regarding customer contact or client satisfaction measures.

Projects and initiatives

The adaptation of the system for measuring the level of client satisfaction with construction projects was started on schedule at the beginning of 2021. Several hundred surveys have already been conducted online using the adapted feedback questionnaire.

The app-based support of the survey process using the company's in-house STRAtheK application not only enables surveys on completed projects to be conducted on the basis of predefined threshold values, such as a project size of € 500 million, but also allows the entire process to be monitored with customer feedback and other process data made available for evaluation at all organisational levels. The corporate-wide specification of the project size from which surveys are to be carried out, along with the option to lower the threshold value by an organisational unit, enables a meaningful picture of the current level of client satisfaction and of the existing potential for improvement. At the same time, it is important to organise the partnering relationship with the clients already during project preparation and project implementation in such a way that corresponding positive assessments can be expected after project completion. Two important levers here are partnering models in the design of the working relationship as well as LEAN.Construction methods in the implementation.

teamconcept is our partnering scheme with a clear goal: realising complex construction projects without stress, with commitment and in partnership. For this purpose, client and contractor form a team already during the design and planning phase, i.e. much earlier than in a classic construction project. Together they include the interests of all project participants even before the start, creating a clear framework, establishing

binding rules and defining common goals. This creates security and helps to jointly keep the costs under control. teamconcept is all about transparency and open communication as a way to create trust, minimise risk, and generate cost, scheduling and quality advantages for our customers. In the 2021 financial year, teamconcept projects accounted for 9.3 % of STRABAG's output.

LEAN.Construction methods make construction processes more effective and more efficient, ultimately contributing to client satisfaction. Our highly qualified experts support the construction site teams from design and planning through to execution. Several different methods are used to optimise the processes: Takt time planning and control, together with a last-planner system and shopfloor management, enable the team to coordinate all design and construction activities up to the completion date in the best possible way. Using multi-moment analysis, the as-is state of a process can be precisely analysed to create a solid foundation for subsequent optimisations. In order to familiarise as many employees as possible with LEAN.Construction, a corporate-wide basic online training course was rolled out in 2019. By the end of 2021, more than 30,000 employees had already completed the course. Today, we have around 350 LEAN experts who have been trained in a self-developed qualification programme. The STRABAG Group sees LEAN.Construction as a leadership topic: In order to be able to exploit further potential in the future and sustainably anchor the LEAN culture within the corporate group among managers as well, numerous modules containing the LEAN.Construction leadership principles have already been built into the new Leadership@STRABAG training programme.

DIGITALISATION AND INNOVATION



STRABAG wants to be the leading technology partner for the construction of tomorrow. Digitalisation is changing our world to an unprecedented extent, and STRABAG wants to move things along instead of being moved along by them. This can be achieved by pursuing concrete digitalisation goals and includes the removal of information silos, standardising and promoting digital business processes, and systematically automating and ensuring suitable digital equipment for all group employees. At the same time, the sorts of societal challenges that the EU is addressing with the Green Deal require innovative responses from companies as well.

The ongoing pandemic has led to the digital transformation in the company being driven forward

even more decisively. Examples include the increased use of digital meetings and the further digitalisation of workplaces.

To live up to our vision, the IT development work in the STRABAG Group, currently still decentralised, must be organised systematically. By actively shaping this process, the entire group will benefit from innovations even more quickly than before.

STRABAG plays a major role in the digital transformation of the construction industry. This enables us to create comfortable living space at low cost, manage infrastructure intelligently, use resources effectively and reduce emissions. We are open to new forms of cooperation between external teams and internal divisions.

Rules, responsibilities and due diligence

Since 1 January 2020, the topics of digitalisation, innovation and business development have been concentrated at the Management Board level under the responsibility of the Chief Digital Officer (CDO). This involved increasing the size of the STRABAG SE Management Board from five to six members and creating the new central division STRABAG Innovation & Digitalisation (SID) as part of the portfolio of the new Management Board position, which was also conferred responsibility for the already established central division Zentrale Technik.

SID will take the lead in initiating developments and will provide expert support while establishing a comprehensive overview of the corporate-wide innovation activities. Because digitalisation must not be an end in itself, operating needs have priority and digital tools should be made available without delay. We are also working on robotic and automated applications to increase our productivity.

Two typical characteristics of our business activity – the project focus and our decentralised organisation – are to our advantage. By involving as many stakeholders as possible in our future projects, we create new agile structures and methods. In this way, we not only promote knowledge and a wealth of ideas within the group, but also strengthen the sense of personal responsibility and creativity of our employees. At the same time,

we are intensifying our networking activities to bring innovations and know-how to the entire group with the aim of creating added value.

We create structures, spaces and possibilities that enable agile work based on rapid iteration steps. With this in mind, we have established cross-functional departments, so-called functions, which are bundled in the following three subdivisions:

- **Transformation & Innovation (T&I)** supports the digital transformation process from idea generation to further development on different channels. The T&I functions reflect all services that are necessary for close cooperation between the units of the STRABAG Group
- **Application Services & Data Science** covers the entire process chain for the implementation of software: from the collection of operational requirements to the identification, development and roll-out of applications. Another task is to identify information silos across the group and break them down – among other things through the use of artificial intelligence (AI).
- **BIM 5D®** uses a group-wide BIM strategy to bring together the activities of model-based work and develops them further in coordination with the operating needs.

Together with the Chief Digital Officer, the SID management team aims to ensure intense internal communication within the group, with strategically important topics also brought directly to the Management Board. Fundamental strategies, as well as the main pillars, processes and objectives, are jointly defined and continuously developed. These include the overarching strategies on digitalisation and sustainability, as well as topics such as data, robotics, BIM and geographic information systems (GIS).

In 2021, we reorganised the rules and responsibilities as well as the organisational structure and workflow management. This created the foundation for the necessary innovation and digitalisation initiatives of STRABAG. At the same time, specifications were defined for the systematic evaluation, prioritisation, coordination and processing of ideas and projects.

GROUP STRATEGIES IN THE CONTEXT OF DIGITALISATION AND INNOVATION

Digital strategy

Together with the sustainability strategy, the (digital) strategy adopted in April 2021 forms one of two strategic pillars for being the leading technology partner for the construction of tomorrow. The implementation of the strategy is based on five specific cornerstones:

- removal of information silos
- standardisation of business processes and applied technologies
- further advancement of digital business processes
- consistent automation through new technologies
- ensuring the availability of suitable digital equipment

Important elements of the digital strategy are:

- understanding the needs of internal customers
- a stable traditional IT area combined with a new, flexible digital area for new processes and projects
- transformation of processes and innovations into business models and services
- targeted utilisation of the data available in the group
- an agile organisation with low response times and high adaptability

Sustainability strategy

See chapter “Our path to becoming climate neutral”

STRABAG aims to become climate neutral along the value chain by 2040.

Robotics strategy

The robotics strategy sets clear goals as well as measures for implementation to ensure a technological lead in the core markets. The focus is on applications for the operating units in

construction site operations. This includes both semi-autonomous machines as well as the complete automation of individual tasks along the entire value chain.

Geoinformation Systems (GIS) Strategy

Geodata are playing an increasingly important role in all business areas of the STRABAG Group. The aim of the new GIS strategy is to make this

data reliable and widely usable within the group. At the same time, the analysability of the data is to be increased by defining data correlations.

NEW GROUP DIRECTIVE DEFINES NEW TASKS AND RESPONSIBILITIES

The redesign of group directive 17 “STRABAG Innovation and Digitalisation” helps STRABAG to better control and implement the realisation of the many digitalisation and innovation projects as well as their requirements and interfaces through standardised processes. Based on the defined corporate goals, the needs of the divisions, central divisions and central staff divisions are always taken into account.

The main objective of the group directive and the associated considerations on digital transformation is to simplify processes and systems through

standardisation and optimisation. The innovation phases, roles and tasks defined therein ensure that innovation and digitalisation projects are efficiently managed and implemented across the organisation from the idea to the roll-out.

The group directive provides a better overview of current digitalisation and innovation projects. The existing know-how of the entities that initiate these projects and are involved in the innovation processes is bundled and integrated more strongly. This makes the competence centres more visible for all stakeholders in the group.

Project Management Office

With the establishment of the Project Management Office (PMO), we have created a service provider within SID that acts as an advisor and point of contact from the project application stage to project management and completion. As a sparring partner with authority over project management standards and methods, PMO can provide effective and personal support to all project

staff, including management. This guarantees that uniform standards are used and that jointly usable planning instruments are provided for control purposes, as well as standardised measurement criteria for target measurement. Since February 2021, a newly introduced project management tool has also contributed to PMO's success.

Key account management ensures coordination with operating units

A key account management system was introduced to ensure that the divisions and central divisions of the group receive comprehensive support in the context of digitalisation and innovation. The overarching goal is to align, coordinate and prioritise all SID activities with the

strategic needs of the divisions and central divisions. These entities, as well as some of their subordinate organisational units, are defined as key customers. Outside the group, selected, strategically relevant software suppliers are also managed as key accounts.

Objectives and indicators

STRABAG is actively driving forward the digital transformation of construction site processes and is also working on the resulting new (digital) business models. The company is convinced that the focus here must be on the expectations of the customers and the more efficient design of existing processes.

One focus of this process optimisation is a higher penetration of digital methods. Another is on the further development of efficient and collaborative, digitally supported working methods with customers and partner companies. To this end, we invest in the **continuous qualification** of our employees and are strengthening our teams with the right specialists. The indicators therefore refer to the digital penetration on the construction site and at the workplace. Digital transformation not only influences the construction project and

everyone involved, it also changes the processes within the group organisation:

- **Collection and analysis of machine data starting with 2019:** Increasingly higher expectations are being placed on quality and performance documentation and on a more sustainable use of environmental resources. For this reason, we increased our use of telematics systems with key equipment in 2019 to record and analyse their movement and operation. In 2021, we already achieved a rate of 44 % (2020: 37 %). In addition, telematics systems were installed in about 1,100 commercial vehicles and approximately 8,250 other devices were equipped with position recognition.

Objective: continued annual increase of this rate

- The share of pre-fitting of **machine control systems** in key equipment used for power control and recording (with a simultaneous increase of approx. 17 % in the number of key equipment) remained at 15 % in 2021, while the share of machine control systems stayed constant versus the previous year at 11 %.
- **BIM 5D® workstations:** STRABAG is gradually upgrading its CAD workstations for use with BIM 5D® technology in building construction and civil engineering, transportation and infrastructure projects. The number of BIM-capable workstations has been growing continually and in 2021 reached 2,165 across the entire group. That corresponds to a year-on-year increase of 13 %.

Objective: double-digit growth in 2022

- **Mobile end devices for a more flexible work design:** Digitalisation is changing the work routine – for example, with a shift towards mobile working. Provided with end devices such as tablets, employees can benefit from the more flexible work design that digitalisation makes possible. The percentage of employees using tablets for work purposes in 2021 stood at 25 % (2020: 23 %).

The following further indicators help STRABAG to measure its innovation activities and were defined during the establishment of SID:

- Expenditure on research, development and innovation activities in the group: approx. € 16 million (2020: approx. € 17 million)

Objective: maintain at least the previous year's level

- Number of development projects with funding: 24

Objective: maintain at least the previous year's level

- Ideas submitted to the ideas@strabag idea management system: 153

Objective: increase the number of ideas submitted

- Implementation rate of ideas submitted to the ideas@strabag idea management system: 29.4%

Objective: increase the rate over the previous year

Projects and initiatives

On average, more than 100 development projects are carried out in the group each year. They cover the entire value chain of the construction industry. In general, the trend towards data-based design, construction and operation is increasing. The

following sections present an excerpt of individual innovative projects. Further current projects can be viewed at any time on the STRABAG innovation website innovation.strabag.com.

INTRODUCTION OF THE SCHÜTTFLIX PLATFORM

Schüttflix is a digital logistics platform for bulk goods and soils of all kinds that connects construction companies with its service and transport providers. Since 2021, the platform has made it possible to digitally process the procurement and transport of bulk goods in Germany's road

construction sector. The platform accompanies the entire process from the creation of construction projects to a real-time price comparison and live tracking of the delivery. All documents such as delivery notes and invoices are created digitally so they are paperless.

ROBOT ROAD CONSTRUCTION 4.0

The aim of this research project, funded by the German Federal Ministry of Transport and carried out in 2021, is to develop an autonomously operating road paver. The high-risk and psychologically stressful job of working along motorways has so far been carried out by people using manually controlled machines.

The successful field test of the new technology for the partial automation of asphalt paving was implemented by the STRABAG competence centre TPA, with the process applied under real conditions for the first time. The following components from the project funded by the Federal Ministry of Transport and Digital Infrastructure were tested:

- arrival monitoring: feeders and trucks networked by sensors and displays
- material management system: automatic calculation and display of paving widths and lengths
- paving thickness measurement: testing of different sensor types
- temperature management: throughout the installation process (via sensors and scanners)

The sensor, camera and measurement technology used in the test will form the basis for a networked system for the autonomous paving of asphalt surfaces. In the future, these systems will be supplemented with control technology and further developed until they are market-ready.

DIGITAL TAKT TIME CONTROL IN BUILDING CONSTRUCTION

Digital takt time planning and control is used to monitor the progress and quality as well as orderliness and cleanliness of various activities on the construction site. This solution makes it possible to view the progress of construction at a glance and, in the event that there are deviations from the plans, to respond with the right countermeasures or by adjusting the scheduled timing. The data

from the BIM 5D® models, the daily status updates from the site management, and the scheduled deadlines and construction site tasks are linked in relation to each other. The result is a complete overview of the construction progress, along with the next scheduled work steps and any open deadlines.

TAKT TIME PLANNING AND CONTROL IN ASPHALT PAVING

In 2021, the Management Board of STRABAG SE commissioned an evaluation of software products, under the direction of SID, for the planning, timing and control of the asphalt paving process. The aim of the project was to create a decision-making basis for the selection of the best product. The evaluation is based on functional, non-functional (usability and IT criteria) and economic criteria according to recognised standards and extensive field tests.

Based on the decision-making process, the Management Board decided on a product in December 2021. The software will be further developed in parallel to the nationwide roll-out planned for 2022. In addition, the evaluation project confirmed the need for digital resource planning and scheduling on the construction sites. A process-driven approach to assessing demand with a subsequent product decision will be launched in 2022.

MACHINE- AND ROBOT-ASSISTED MEASUREMENT AND QUALITY MANAGEMENT

Robotics can be used in construction in all life cycle phases as well as in all trades. To ensure fast, precise, safe, material-saving, efficient and constant work on the construction site, robotics can handle activities ranging from measuring, assembly, finishing, connections and transport to the erection of robotic-supported machines. A wide variety of robots have already been tested in the group, including the four-legged Spot® from Boston Dynamics, which can manoeuvre autonomously through rough terrain. The unit is used to provide continuous automated construction site documentation for quality assurance purposes. A painting and plastering robot is also being tested

together with an Israeli start-up. The goal is to increase both productivity and the quality of finishing walls of different textures.

Another project is the AI-based assessment of surfaces with the help of drone images. The aim is to use AI algorithms to distinguish, identify and precisely calculate ground surfaces such as asphalt, gravel, etc.

In total, the STRABAG Group is currently (as of December 2021) involved in 50 different activities and initiatives relating to the topics of automation, robotics and digital fabrication in construction.

SPS – THE DIGITALISATION OF PURCHASING IN THE STRABAG GROUP

For STRABAG, close cooperation with suppliers, subcontractors and service providers is of crucial importance. The supplier processes in purchasing are digitally mapped using platform functionalities in the group project **Strategic Procurement Solution (SPS)**. The aim is to simplify the process for everyone involved in purchasing and to provide a transparent view of the respective cooperation

with STRABAG. The supplier and purchasing portal is already available today as the **STRABAG Portal for Suppliers** in Austria and Germany with portal functions up to the submission of offers and will gradually be completed into a digitally integrated source-to-pay process and introduced in the group regions.

IDEA MANAGEMENT

In 2021, a cross-organisational idea management system was tested in nine subdivisions of the STRABAG Group using the SPIGIT software. The project was initiated and controlled by SID, with

support from the divisions, subdivisions and operating units involved. Following implementation of the pilot project, the roll-out within the STRABAG Group is planned for 2022.

adASTRA – INTRAPRENEURSHIP PROGRAMME

The aim of adAstra is to enable entrepreneurial-minded employees to actively shape the future of the construction industry. The teams act like start-ups within the group. In a three-month prototyping phase, they validate hypotheses, develop

business models and analyse the financial attractiveness of their ideas. They are also coached in start-up methodology and are exposed to agile working methods in corporate-wide networking.

OUTLOOK

The focus in 2022 is on establishing the central SID department and the Project Management Office (PMO). Introduction of digital tools and agile working methods will be a key priority. Implementation of the innovation and digitalisation processes that have been initiated will also be further accelerated.

the development of external networks and partnerships with universities, think tanks and research institutes in the construction industry.

An important milestone on the way to becoming a technology leader in the construction industry is

Through the integration of LEAN.Construction into SID, the operating units should receive even greater support in the use of new tools and methods. The integration of completed products and mature processes into existing processes of the STRABAG Group also plays an essential role.

OCCUPATIONAL SAFETY



Health and safety are a key concern for the company and an integral part of the corporate culture at STRABAG. The most important prerequisite for a satisfying working day – either on the construction site or at the office – is staying healthy and safe. For this reason, STRABAG took up the challenge of “Vision Zero – Zero Accidents” by launching the corporate initiative “1>2>3 Choose Safety”. “1>2>3 Choose Safety” sounds simple enough, but it is not always easy to put into practice in our day-to-day working routine. Due to constant changes in the working environment, high levels of physical stress and unpredictable weather conditions, workers in the construction sector are

exposed to a particularly high risk of accidents and health hazards compared to other sectors of the economy.

The **Covid-19 pandemic** continued to present the company with enormous challenges in 2021. Safety and health protection standards had to be adapted to meet the new infection prevention guidelines. The dynamic character of the pandemic and the regulatory requirements in all countries required flexibility and creativity in order to work around bottlenecks and find quick, pragmatic and effective solutions.

Rules, responsibilities and due diligence

The STRABAG Group is certified to ISO 45001 (occupational health and safety management systems) and is regularly audited internally and externally in this regard. An obligation to comply with these standards is laid down in a group directive that applies to all employees within the group as well as to external contractors.

The necessary protective measures and training needs in HSE (health, safety, environment) are derived from the risk assessment. HSE information and training is carried out at all levels and for all employees. In addition to the company’s own employees, all external contractors and their employees are also required to ensure a safe working environment. Everyone is obliged to help implement the measures responsibly. Additional activities as part of the 1>2>3 campaign include the regular setting of safety priorities as well as safety discussions held on the basis of the HSE calendar.

The HSE group directive KRL 30 that was rolled out in all group countries in 2020 defines corporate-wide minimum standards for occupational safety. This includes the standardisation, among other things, of organisational structures, accident reporting processes, accident investigations and personal protective equipment. After the successful introduction of the group directive, it was necessary to review its effectiveness in 2021.

The HSE group directive KRL 30 stipulates that the following bodies must be set up to advise on the issues of safety, health protection, health promotion and human-centred work design:

- HSE Group Committee (once a year)
- State Labour Protection Committee (LASA) (once a year)
- Occupational Health and Safety Committee (at least once a year)

The composition of the committees complies with the respective national legal requirements and is subject to management guidance.

Occupational health services are ensured in accordance with the respective legal requirements in the EU group countries. Compliance with the EU’s OSH Framework Directive 89/391/EEC is precisely defined, as are the requirements and basic principles for prevention measures and risk assessment and the occupational safety and health obligations of employers and employees. To ensure and continuously improve the quality and effectiveness of the occupational protection management system, certified occupational safety and health management systems (ISO 45001, SCC) are implemented and certified throughout the group.

Objectives and indicators

STF hazards (slips, trips and falls) are the most common cause of accidents at work, responsible for around 25 % of all incidents. Our primary goal is therefore the continuous reduction of STF accidents on construction sites. To help us measure the effectiveness of our safety efforts, we attach great importance to the exact determination of the lost-time accident rate and the accident incident rate (= lost time injury frequency).

The **lost-time accident rate** – calculated as the number of working hours lost to accidents versus productive working hours – decreased to 0.26 %

in 2021 compared to the previous year, with 0.40 % among blue-collar and 0.07 % among white-collar workers (2020: 0.27 % in the group, 0.41 % blue-collar, 0.07 % white-collar). The **accident incident rate** – calculated as the number of accidents at work per 1 million productive working hours – decreased as well, falling to 15.6 accidents per 1 million working hours (2020: 15.9 in the group, 24.1 blue-collar and 4.9 white-collar). Fortunately, as in 2020, there was not a single fatality through workplace accidents among STRABAG's employees in 2021.

LOST-TIME ACCIDENT RATE¹

	2017	2018	2019	2020	2021
Blue-collar	0.36	0.33	0.37	0.41	0.40
White-collar	0.07	0.05	0.05	0.07	0.07
Total	0.24	0.22	0.24	0.27	0.26

ACCIDENT INCIDENT RATE²

	2017	2018	2019	2020	2021
Blue-collar	25.5	22.5	23.9	24.1	23.9
White-collar	4.8	5.8	4.3	4.9	4.4
Total	17.4	15.9	15.9	15.9	15.6

Projects and initiatives

The focus of the occupational safety activities in 2021 was on working in hot conditions. High temperatures not only have a negative effect on productivity, they can also significantly impact health and increase physical stress. To raise awareness of the issue while providing some cooling relief, a highly efficient cooling towel in the "1>2>3 Choose Safety" design was distributed to all employees within the corporate group.

To minimise the risk of infection from Covid-19, distancing guidelines and contact regulations were implemented quickly and efficiently throughout the group at the start of the pandemic along with the requirement to wear a mask covering the nose and mouth. Precautions were taken not to staff key functions on the construction sites at the same time, and a more flexible working time arrangement was also introduced. Regular crisis meetings were held to continuously adapt

the protective strategies to the changing situation.

Due to the exemplary implementation of the necessary protective measures, work on the construction sites and at the workplaces could continue almost undiminished. The measures were regularly adapted or redefined on the basis of specific national rules and regulations and in line with the requirements of the national health authorities.

These include, for example:

- Adaptation of the Covid-19 risk assessment for construction sites and office workplaces
- Adaptation of the guidelines for office locations and offices on construction sites

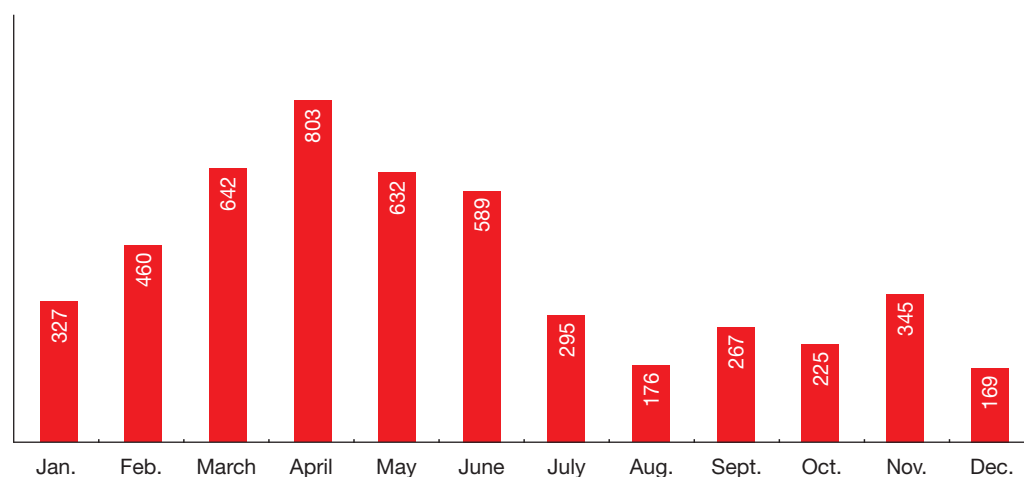
¹ Productive working hours 2021: blue-collar (80,198,729), white-collar (59,516,658)

² The figures include accidents at work (excluding accidents occurring on the way to or from work as well as occupational illness) with lost time of at least one calendar day, counted from the day after the accident incident.

- Revision of the information on infection control and hygiene measures
- Implementation of opportunities for working from home
- Initiation of vaccination offerings

Several group countries additionally used a specially created Covid-19 app to monitor the effectiveness of the implemented measures. The following graph shows the number of Covid-19 inspections documented via the app per month (as of 31 December 2021).

NUMBER OF COVID-19 INSPECTIONS IN 2021



Another focus in 2021 was the development of a digital “1>2>3 platform”. The aim of the software-based tool is to standardise legally required and important occupational safety tasks across the corporate group in order to keep the relevant construction site processes simple and transparent.

The contents of the platform are divided into three work packages:

1. Risk assessment
2. Instruction and HSE training
3. Accident and incident management

In order to also increase the occupational safety quality of the subcontractors, these are to be digitally prequalified in the future using the Strategic Procurement Solution (SPS). SPS is a tool developed by the STRABAG Group with which to query key data of commercial and management relevance from potential subcontractors. The aim is to also use the solution to collect defined key data on HSE performance, gather information on occupational safety and environmental certifications, and stay informed about responsible HSE persons and accident figures.

With the introduction of the corporate-wide initiative “1>2>3 Choose Safety”, we have set ourselves the goal of raising awareness for occupational safety and health protection among all stakeholders. We also launched the message of “Vision Zero – Zero Accidents” with the stated

goal for everyone involved to make a personal contribution to occupational safety. The fact that HSE is becoming increasingly important within the group is clear to see. Safety and health at work, as well as a safe working environment that helps to prevent accidents and work-related illnesses, are important prerequisites for the performance of committed employees who can significantly contribute to both productivity and quality.

Many more occupational safety projects were carried out across the group in 2021:

- The smartphone app for site inspections that was introduced in 2018 was rolled out in additional group countries and was used more than 64,000 times (as of 31 December 2021). In addition, the apps for the inspection of stationary plants and facilities such as mixing plants, quarries, etc. were rolled out for the construction site teams in all group countries.
- A new edition of the occupational safety instruction calendar was designed for 2022. The selection of the topics to be presented in each month was made in a working group of representatives from different group countries. For the first time, the calendar was also translated into all 18 group languages.
- In the year under review, the topics of occupational safety, health protection and the environment, among others, were integrated as reporting categories in the anonymous whistleblower system.

- Redesigned safety workwear offering a high degree of wearer comfort and excellent fabric quality was tested throughout the group. The new design is scheduled to be launched in 2022. The aspect of sustainability was important in the design and is even reflected in the packaging, as the protective clothing will not be shrink-wrapped in plastic film but wrapped in a paper band.
- The emergency call watch – the Safe Motion alarm watch for lone workers – is now in planning for Hungary, Serbia and Poland. The watch was already introduced in Germany, Austria and Switzerland in 2020.

HEALTH PROTECTION



Maintaining the health and productivity of our employees is a central concern for us and inevitable for the long-term success of the company. Health is a state of individual well-being and subjectively felt productivity.

The general public usually associates construction sector work with hard physical labour. But psychological stress can also be an issue. In the construction sector, the main documented stress factors are time and price pressure, unwanted interruptions during work, and long working hours. Strengthening psychosocial health through stress prevention and stress management is an important field of action in **workplace health management (WHM)**. Our measures, initiatives and projects

always aim to prevent negative and promote positive health outcomes among all employees – both on the construction site and in the office.

Analytical approaches such as the stress-strain model are used to assess workloads and their health outcomes. Health models that take into account the interaction of health resources and factors of working conditions (biopsychosocial model, salutogenesis/resilience model) form the essential theoretical basis of workplace health management (WHM) and workplace health promotion (WHP). STRABAG's holistic, sustainable approach to health management is based on the equal consideration given to both behavioural and situational prevention.

Rules, responsibilities and due diligence

Our task is to systematically, specifically and sustainably promote the health of our employees and to firmly anchor WHM within the group. Through management at the group level, the matter can be coordinated and systematically disseminated in the individual countries by national WHM coordinators and a national WHM committee in each country consisting of management, occupational safety, HR consultants and employee representatives (Germany/Austria). WHM is already established in

the following countries: Germany, Austria, Switzerland, Poland, Czech Republic, Slovakia, Croatia, Hungary, Serbia and Slovenia. Romania and Bulgaria are currently in the process of being added; the first activities in this regard began in autumn 2021. A further roll-out is planned. The measures at the individual business locations are implemented by the WHM coordinators with the help of dedicated colleagues.

Objectives and indicators

As already described, our overriding objective is to maintain the health and productivity of our employees. The aim of the measures is to improve the working conditions and strengthen the personal workplace resources of all employees and members of the management. We use the

lost-time illness rate¹ among other things, to observe our progress in reaching this goal. In 2021, it stood at 5.8 % in the group, with 7.5 % among blue-collar and 3.5 % among white-collar workers (2020²: 5.3 % in the group, 6.7 % blue-collar, 3.4 % white collar).

¹ Ratio of sick leave days to working days

² Values were adjusted retroactively due to a change in the calculation method.

LOST-TIME ILLNESS RATE

	2017	2018	2019	2020 ¹	2021
Blue-collar	6.6	6.8	5.8	6.7	7.5
White-collar	3.6	3.7	3.6	3.4	3.5
Total	5.1	5.2	4.9	5.3	5.8

Projects and initiatives

The cooperation between WHM, occupational safety and the occupational health services foresees, among other things, the organisation and expansion of health campaigns at business locations and construction sites. Prevention measures, including hearing and vision exams, pulmonary function tests, and spinal, heart and mobility screenings, as well as custom health campaigns, expand the offer for our blue-collar workers. WHM also offers a broad range of targeted measures for our office locations. Besides eye, stress and preventive examinations, the offer also includes different health courses such as back training or yoga as well as lectures and workshops related to the main issues of exercise, nutrition and stress prevention.

Due to the persistently difficult Covid-19 situation in 2021, the activities were carried out with varying intensity and frequency in the individual countries. Face-to-face activities were adapted to the local hygiene and distancing regulations and the existing offer was digitalised as far as possible.

In Germany, for example, the traditional Health Weeks were held online in 2021. The initiative took place in June and September, with online work-outs (e.g. yoga, meditation and fascia fitness exercises) and webinars (e.g. on nutrition, mindfulness, resilience, healthy sleep and eye health), each time with a duration of three weeks. Already existing e-learning courses, such as "Ergonomics at the Workplace", continued to be offered as well.

Another preventive measure in Germany that was easy to implement despite the pandemic by keeping the hygiene and distancing regulations was the health mobile. The idea behind this service is to offer the health check-ups provided at the office locations also at the construction sites. The programme involved more than 1,340 participants at almost 300 construction sites, with more than 2,600 measurements taken on back health, core stability, cardiovascular health, stress and fitness levels. Enquiries from neighbouring countries have already been received as well, with roll-out planned in 2022.

Use of the STRABAG Employee Assistance Programme (EAP) in Germany remained consistently high in the second year of the Covid-19 pandemic. The focus once again was on coronavirus-associated counselling for issues such as anxiety, psychological strain, alcohol and addiction or stress. In 2021, first concrete steps were also taken to introduce an EAP system in Hungary and Poland.

Due to the Covid-19 pandemic, the online offerings will be continued as long as there is demand. As certain activities only make sense in person, however, these will remain suspended until after the pandemic has passed.

¹ Values were adjusted retroactively due to a change in the calculation method.

STRATEGIC HUMAN RESOURCE DEVELOPMENT



The construction sector is a human-resource-intensive industry in which the commitment shown by our workers has a significant influence on business success – not least because, in light of shortages of skilled personnel and seasonal bottlenecks, they represent a critical factor.

The STRABAG Group's response is consistent strategic human resource planning and the continuous training and development of its employees.

Rules, responsibilities and due diligence

Human Resource Development (HRD) is a group-wide organisational unit tasked with providing the best possible support to all parts of the STRABAG SE Group in all matters of human resource development. For a successful human resource development strategy, HRD elaborates and implements guidelines and standards for the search, selection, qualification, promotion and development of leadership and employees.

The responsibilities and tasks are governed by a group directive for the HRD employees. Their tasks include:

- HR marketing and recruiting
- HR consulting
- Training
- Talent management

A dialogue on development measures takes place between employees and managers in a regular exchange: at least once a year in the appraisal interview. In addition, employees can always address their concerns to the higher-level manager, the responsible HR consultants or the ombudsperson's office.

Objectives and indicators

To counter the lack of skilled labour, we aim to promote and optimise the needs-oriented professional and personal development and qualification of our employees. In this way, we can guarantee our clients the on-time, professional realisation of their projects.

Training needs are to be ascertained mainly during the appraisal interviews. This essential employee management tool, which is to be conducted by supervisors at least once annually, is an opportunity for mutual feedback. It supports leadership and employees in

- strengthening their personal identification with the tasks and with the company,
- intensifying cooperation through a culture of open dialogue,

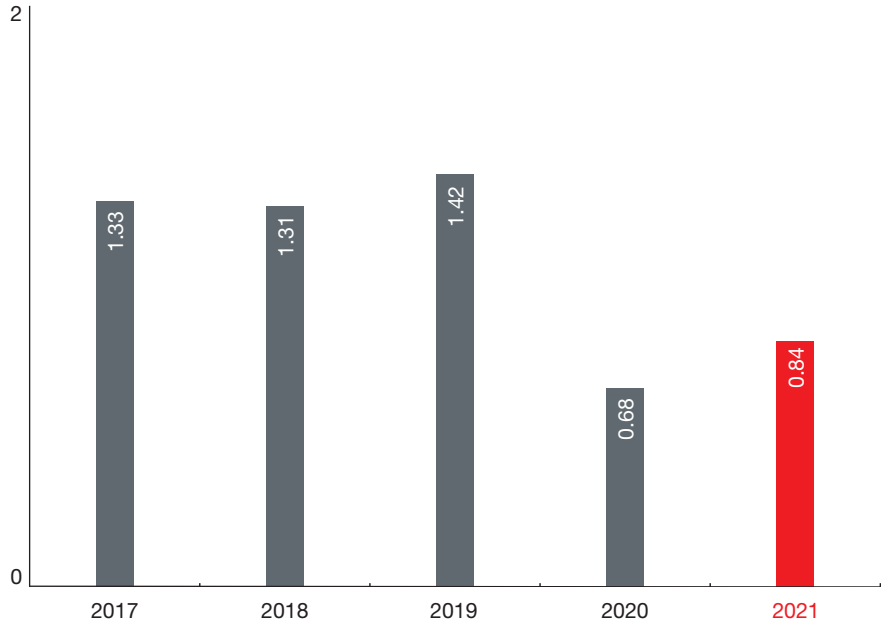
- discussing and recognising the performance of the past period, and
- defining future tasks and goals as well as development steps together.

The preparation and documentation of the interviews were digitised in 2019. The group also offers leadership employees the possibility of a skills assessment as well as the creation of an individual development plan. In 2021, structured employee appraisal interviews were held with 56.19 % of all employees (2020: 51.10 %) including 55.13 % of the men and 58.74 % of the women. We are aiming for 80 % by the year 2022. The training needs identified in the interviews are worked on individually in the form of seminars.

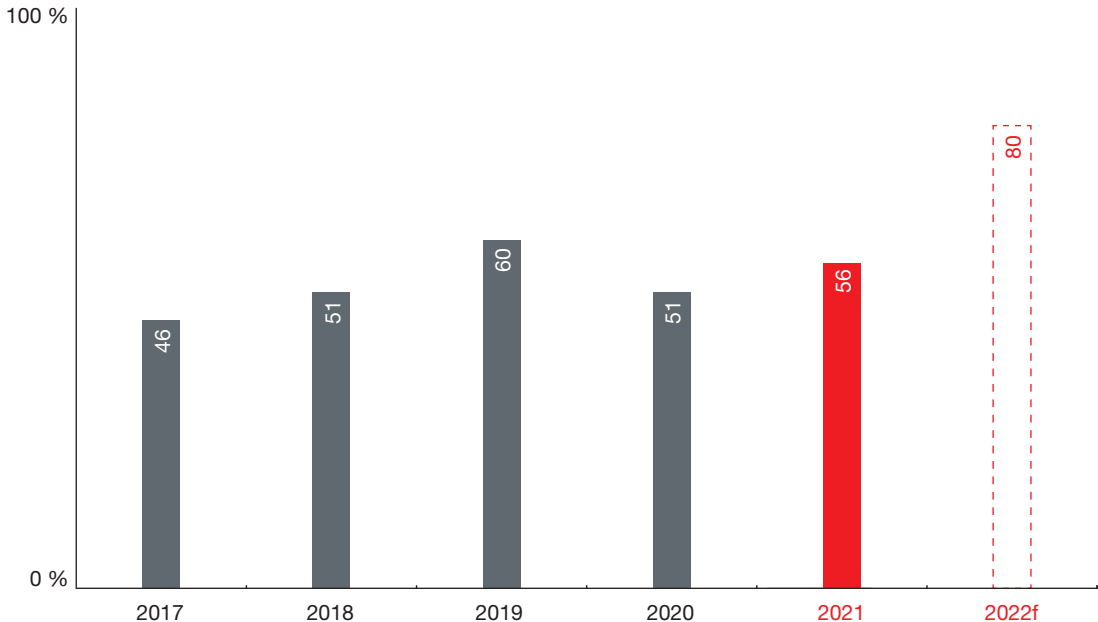
In the reporting period, there were 0.84 training days per employee (2020: 0.68). Separated by gender, the number of training days amounted to 0.91 for women and 0.81 for men.

Due to the pandemic, in-person training was only held for a short period in 2021 (from September to November). The successful switch to digital formats led to a significant increase in training days per employee compared to the first year of the pandemic.

TRAINING DAYS PER EMPLOYEE



NUMBER OF APPRAISAL INTERVIEWS HELD AND RECORDED VERSUS NUMBER OF EMPLOYEES



Projects and initiatives

Measures and projects relating to the above-mentioned tasks are implemented on a continuous basis:

HR MARKETING

We are constantly working to position the group as an attractive employer on the labour market to make a sustained contribution to covering the future demand for skilled experts and leadership employees. 2021 saw the roll-out of a new employer branding strategy that underlines STRABAG's attractiveness as an employer. The first milestone in this process was the broad-based human resource campaign of the transportation infrastructures and building construction and civil engineering segments in Austria. In Germany, too, the new employer branding ambassadors and advertising campaigns are already present in the public space, for example on buses and trains, in football stadiums or at our own high-profile construction sites.

In order to reach prospective employees, our human resource marketing activities include participating in job fairs, presenting our company at educational institutions, organising company tours, offering internships and work placement, and sponsoring bachelor and master theses. We are proud of our successful partnerships with more than 175 educational institutions in 2021. Due to the assembly restrictions caused by the Covid-19

pandemic, trade fair appearances and other events could not take place in the planned form. Our university mentors used the occasion and developed strategies to conduct construction site excursions online. At the same time, we improved our reachability on the STRABAG social media platforms such as Facebook, Instagram, LinkedIn, Xing and YouTube. In Poland, the STRABAG Day on entry-level and career opportunities for students, held online for the second year in a row, once again met with great interest.

We also actively participate in **employer certification** programmes aimed at graduates, trainees and apprentices to help us ascertain possibilities for improvement. In 2021, we were awarded the Fair Training and Fair Trainee Programme certification from the HR consultancy Trendence, while the employer branding service provider Universum voted us one of the "Most Attractive Employers for Students in 2021". The certification is awarded on the basis of employee or student surveys regarding specific factors of workplace quality. The company must then fulfil certain criteria to receive the recognition.

RECRUITING

The recruiting and subsequent integration of human resources is designed to systematically, professionally and quickly cover the human resource demand at the individual organisational units with qualified new employees. In addition to

filling key positions in the group, the establishment of a central active sourcing team was started in 2021. The goal is to directly address potential candidates in the largest career networks and to draw their attention to interesting positions.

HR CONSULTING

HR consultants are the first points of contact for all human resource development and certain decentral human resource administration tasks at the divisions. They advise employees about career opportunities within the group or coordinate with the employee supervisors to recommend training for their further development. For management, we have offered the Leadership@STRABAG training programme since 2021. The programme consists of four modules and has a duration of approximately twelve months. Participants learn in a mix of classroom and online events and also work in peer groups. The content of the

programme is derived from the current corporate strategy and provides participants with in-depth and practice-oriented knowledge on the topics of change management, cross-silo cooperation, process optimisation and agile leadership. The programme is available in German and English as well as in eight other group languages.

In the course of a possible termination of employment, the HR consultants offer outplacement counselling with external support in order to assist employees in their reorientation on the labour market.

TRAINING

The STRABAG Group Academy offers internal further education options for all blue-collar and white-collar workers in the group. The planning and systematic use of training and educational measures is the responsibility of the respective organisational unit. Together with their supervisors, employees can choose from among the various qualification offerings.

At the Group Academy, employees can find **specialty developed training** offers in the categories of technology, law, business management, IT, personality and leadership. The trainers are internal and external experts who pass on their expertise to the participants. In 2021, we offered 2,956 training and further education sessions (2020: 2,186) with 33,961 participants (2020: 25,347). More than 66,200 (2020: >71,300) successfully completed a mandatory e-learning course, for example on the subjects of compliance, occupational safety, IT security and data protection. Since autumn 2019, we have also offered our employees access to over 11,000 German or English language courses from external content provider LinkedIn Learning. The goal is to provide a varied, web-based and easily accessible learning offer to

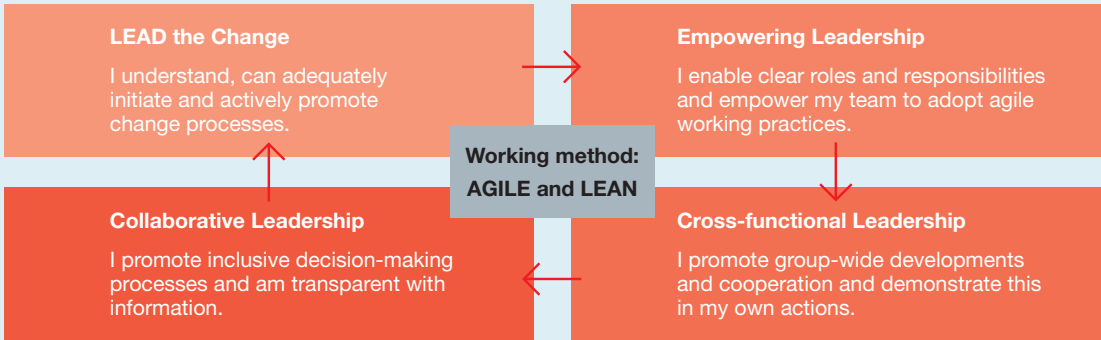
support the motivation for further training. The combination of existing training programmes and mobile extras promotes a dynamic learning culture and enables new formats such as **blended learning** – an integrated form of learning that combines traditional face-to-face training and modern e-learning. Additionally, all employees have the possibility to make proposals for new training offers using the internal knowledge management tool. Beyond the appraisal interview, they and their managers, depending on their position, also receive recommendations for a selection of seminar options. The Group Academy offers regular modular **qualifications** to reinforce and deepen the training of people in key positions.

Due to the Covid-19 pandemic, classroom training was again severely restricted in 2021, with exceptions only possible for legally required measures held in compliance with country-specific Covid-19 regulations. To be able to continue our training offer, courses were gradually switched to online formats where this made sense and was technically possible. This offering is to be further expanded and will remain in place in the future.

In its FASTER TOGETHER 2022 strategy, STRABAG has set itself the clear goal of being a top employer. This means that we must support our existing staff during the process of digitalisation currently underway in the construction industry. Also, the current employee demographics in the company indicate a need for increased recruiting in the coming years, and we must therefore position ourselves on the labour market as an attractive

employer for young talent. Both goals can only be achieved with appropriately trained leaders.

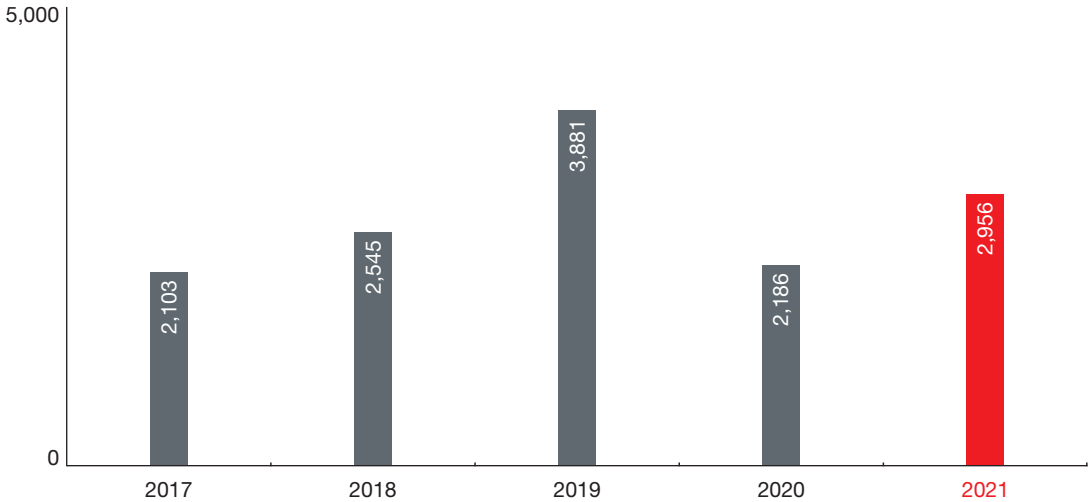
These considerations led to the creation of the comprehensive, group-wide training programme Leadership@STRABAG – Leading in Dynamic Times, which aims to promote and further develop the following core competencies:



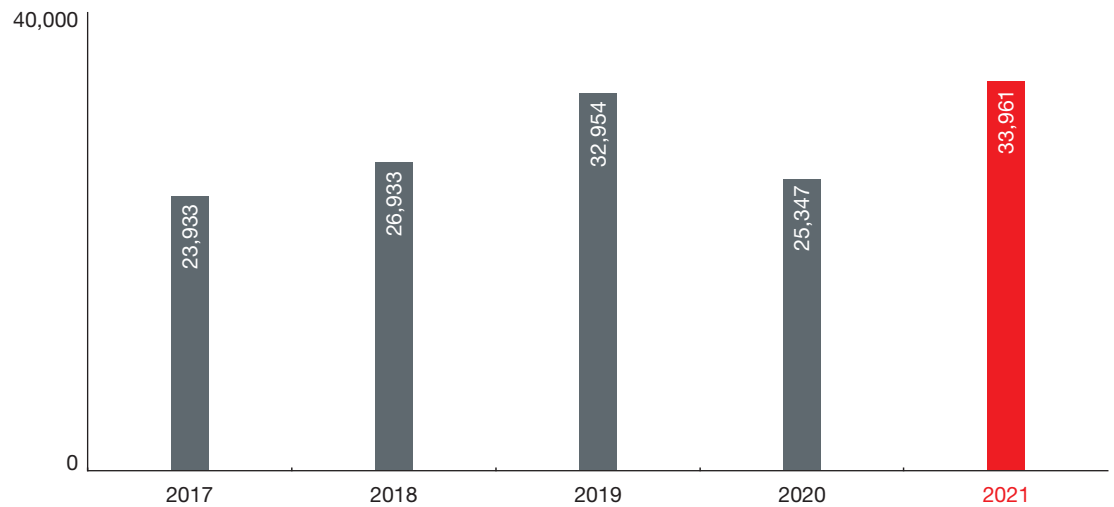
These competencies are developed in a hybrid training concept of digital and in-person formats. Important aspects include the exchange with other leadership employees and the opportunity to provide feedback. Both the subject matter of the programme as well as its organisation are informed by the agile working method. The first two

prototypes were launched in 2020; the international roll-out took place in the spring of 2021. As of 31 December 2021, there were a total of 412 managers in the Leadership@STRABAG programme. Feedback from participants is recorded on an ongoing basis and the programme is continuously improved accordingly.

NUMBER OF TRAININGS



NUMBER OF PARTICIPANTS



To counter the shortage of skilled labour, STRABAG invests in the training and education of its **apprentices and trainees**¹. For dedicated young people who have completed an apprenticeship, the door to a career at STRABAG is wide open.

Our main apprenticeship careers in **Austria** are bricklayer, ground engineering specialist, formwork carpenter and paver. But we also offer training as construction plant mechanic, electrical engineering technician, facilities and building technician, mechatronics technician, metal technician, sheet metal worker as well as plasterer and drywall finisher to complement our team. In Austria, STRABAG continually offers apprenticeship placements at around 50 locations nationwide. A special feature of STRABAG's offer is the possibility for apprentices of the main trades to attend the group's own apprentice academy BASIC-ADVANCED during the winter months. At two locations in Austria, specially trained STRABAG forepersons and site managers work with our apprentices to reinforce their practical and theoretical knowledge. In October 2021, STRABAG opened its apprentice workshop Camp[us] Ybbs in Lower Austria. In the future, around 250 apprentices will be trained here every year. The Camp[us] offers our junior staff future-oriented training with a focus on new working methods and modern construction technology.

Increase of apprentice and trainee numbers planned

135 trainees at work for us

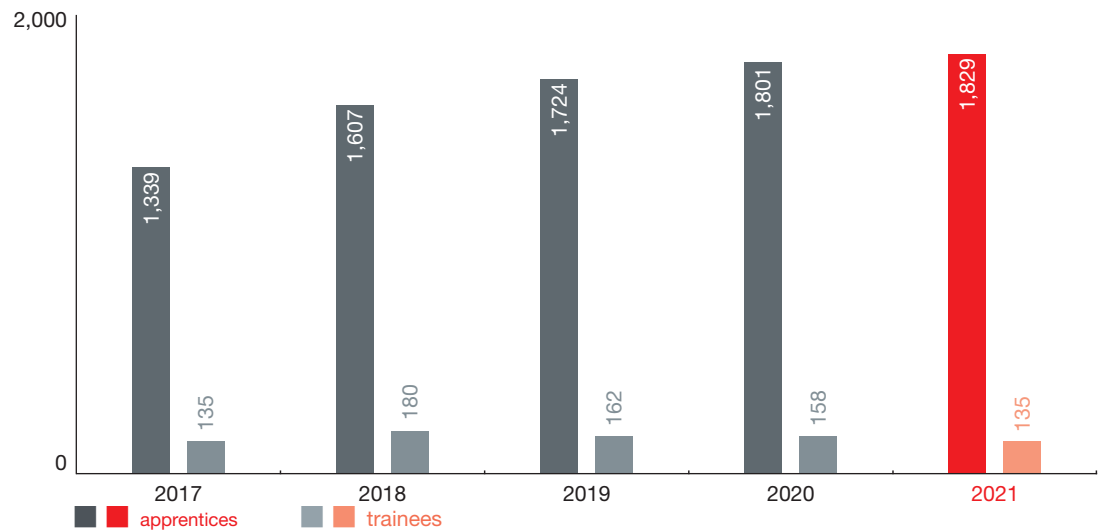
In **Germany**, STRABAG and its construction equipment subsidiary STRABAG BMTI are pursuing the selective training of young talents at the group training workshop in Bebra, where the focus is on the commercial and technical fields. In Bebra, our apprentices for the professions of road worker, ground engineering worker and construction equipment operator receive top-quality vocational training and individual attention. The aim is to secure an efficient knowledge transfer under aspects of quality and time away from the daily working routine.

In Germany, Austria and Switzerland, a total of 505 (2020: 507) blue-collar apprentices were taken on in 2021. A significant increase of the apprentice and trainee numbers is planned in Germany and in Austria in the years to come. More information about the apprentice professions and work placement positions is available at karriere.strabag.com.

It is our aim to recognise, promote and develop young talents. In the competition for the best employees, STRABAG therefore offers a practical familiarisation programme for graduates with little professional experience holding selected bachelor and/or master degrees from academic universities as well as from universities of applied sciences. The aim of our trainee programmes is to best prepare the graduates for the requirements of their future position in the group. In 2021, the STRABAG Group had 103 technical and 32 technical trainees, of which 83 were men and 52 women.

¹ Due to the differences in training systems from country to country, only the situation in the core markets of Austria and Germany can be presented here.

NUMBER OF APPRENTICES AND TRAINEES (FTE)



Trainees have their own personal schedule as a way of addressing individual wishes and needs and to offer flexible entry times. The commercial trainee programme lasts between eleven and 13 months, the technical programme varies between twelve and 15 months and both programmes include a period of three months abroad. At the beginning of the programme, trainees meet with a mentor to design the trainee schedule according to the specific professional and personal requirements of the target position. This experienced mentor is available to the trainee throughout the

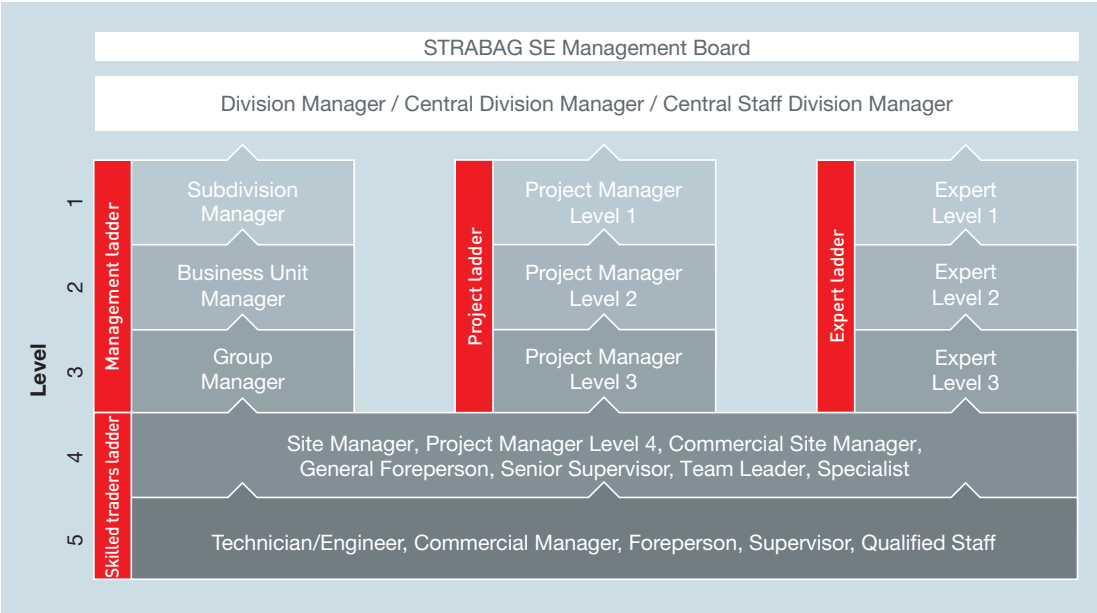
entire training period. Regular feedback interviews help focus on the trainee's individual development. With instruction from experienced specialists and management employees, the trainees pass through different organisational divisions and are introduced to various areas of business and responsibility. Both the commercial as well as the technical programme include mandatory sessions, for example on the construction site. Specific training activities are used to develop the applicant's personal and professional skills. An individual training schedule is developed for each trainee.

TALENT MANAGEMENT

The purpose of talent management is to recognise, develop and bind high-performers and high-potential employees in the interest of filling (key) positions with young talent possessing the best possible qualifications from within our own ranks. Based on our career model, internal parameters are applied to identify high-potential employees, provide them with individual support, and deploy them in the right positions. Besides the management ladder, which focuses on general management tasks, two other career paths are available: The expert careers are characterised by a high degree of technical expertise in a specialty field. Project managers can fall back on their years of experience in the field of project management and are responsible for complex construction projects.

Individual activities such as a development centre, special training programmes or job rotation schemes are offered to help develop the recognised potential. Coaching – support from external professional consultants to successfully master professional challenges – and mentoring – the professional partnership between an experienced manager and a specialist or manager in training, characterised by the communication of experience and active feedback – are increasingly included in the individual development plans of the talents. The goal-oriented recognition and promotion of high potential employees should ultimately create a stronger bond to the company, which in the long term serves to ensure quality, continuity and performance within the group.

CAREER MODELS



FAIR COMPETITION



The avoidance of corruption and anti-competitive behaviour has become an important management responsibility in recent years. The potential damage that a company may incur because of corrupt or anti-competitive behaviour on the part of individual employees can at times reach drastic proportions.

The construction sector is not immune to corrupt or anti-competitive behaviour by individual persons. Complex accounting processes and the necessity for a great number of contractual relationships during a construction project often make it difficult to fully resolve non-compliant behaviour.

Even if STRABAG generates much of its revenue in countries with a low risk of corruption, the international nature of its business means that some activities are also performed in countries with a

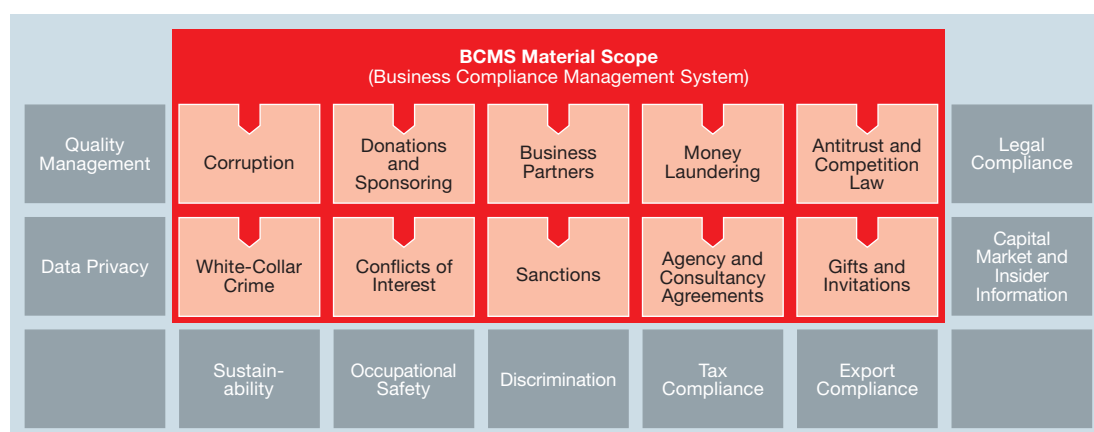
higher corruption risk, as measured, for example, by the Corruption Perceptions Index.¹ Transparent procedures to minimise risk are required in all regions, especially during contract award or in negotiations with partner companies and subcontractors.

STRABAG acted by implementing an ethics business compliance system in 2008 to avoid violations of the law and any resulting material and immaterial damage and to maintain the company's good reputation as a business partner, contractor and employer. The company has been continuously developing the system ever since. With extensive measures for employees and leadership, STRABAG is working to promote compliant and ethical behaviour and to create a strong corporate culture based on partnership and trust.

Rules, responsibilities and due diligence

The new STRABAG Business Compliance Management System (BCMS) came into force in 2020 as part of the STRABAG Ethics Business Compliance System, replacing the Business Compliance Guidelines and the Business Compliance Guidelines for Business Partners that were valid until that time.

As part of the new STRABAG BCMS, the topics shown in the following diagram are dealt with extensively in order to ensure fair competition.



¹ Transparency International, Corruption Perceptions Index 2021, <https://www.transparency.org/en/cpi/2021> (retrieved on 25 January 2022)

The STRABAG BCMS and the Code of Conduct, which lays out the basic ethical values of the group, together form the STRABAG Ethics Business Compliance System.

The new STRABAG BCMS is based on the Compliance Readiness Check performed together with an external consulting firm throughout the group in 2017 and 2018 and meets the requirements of ISO 19600 (Compliance Management Systems) and ISO 37001 (Anti-Bribery Management Systems).

In addition to the BCMS description, clear rules of conduct for the entire management and all employees of the group are defined in four management directives with the aim of ensuring fair competition. These management directives are accompanied by a Supplier Code of Conduct that summarises those principles of business conduct that STRABAG also expects its suppliers and subcontractors to adhere to.

The **risk assessment** procedure is described in the Business Compliance Risk Analysis. The definition of the risk areas is based on the business activities of STRABAG as an internationally active construction group and is confirmed by many years of experience and knowledge of the industry. In this way, specific situations that could represent a risk for STRABAG were determined with the support of the central staff division Internal Audit. The Compliance Readiness Check carried out in 2017 and 2018 was also taken into account. In line with STRABAG's international orientation and its organisation in operating segments, the risk analysis is not based on the location of operations or branch offices, but on organisational entities.

The process of risk analysis is divided into the identification of risks (risk inventory), the analysis in the narrower sense based on potential damage and the probability of occurrence, and the final risk assessment. This is used to derive measures to reduce or avoid risks. To identify risks, STRABAG uses the deductive method. In this process, relevant information within the scope of STRABAG's activities are assigned to individual risks. Circumstances that increase risk are also taken into account. Based on an assessment of both the possible damage and the probability of occurrence, the identified risks are subsequently classified into the categories "low", "medium" and "high".

The risk analysis is reviewed annually at a previously determined point in time and adapted or broadened if necessary. The business compliance organisation obtains information from the operating units for this purpose. To date, this has been done using risk workshops and, since 2021, on the basis of a newly established annual management business compliance reporting system.

In addition, experience and knowledge from employee questions to the BC organisation, reports from the whistleblower system, findings from violations as well as information from the group's internal audit department are included in the annual evaluation. In 2021, the risk workshops helped to better assess the risk of the corporate subsidiary STRABAG Real Estate. Furthermore, a special model contract was developed for brokers in this area.

The avoidance and handling of conflicts of interest are laid out in a separate management directive as an annex to the STRABAG BCMS. The directive places the focus not only on avoidance but also on the transparent management of often unavoidable conflicts of interest in order to ensure, among other things, fair competition through appropriate measures. All STRABAG employees are obliged to disclose potential conflicts of interest; another essential instrument for identifying potential conflicts of interest is the STRABAG whistleblower system. Taking into account the increased risk in connection with donations and sponsoring, the STRABAG BCMS establishes clear rules and processes to prevent the misuse of donations and sponsoring.

Immediately after joining the group, all STRABAG employees receive instruction in the rules for ensuring fair competition in the form of **mandatory e-learning training sessions** that must be repeated once every two years. As the management of STRABAG is exposed to a greater risk of corruption, the members of this group of employees are obliged to participate in special training courses on the avoidance of corruption and anti-competitive behaviour in addition to completing the regular e-learning training. These training sessions, which are usually held in the form of face-to-face events, must also be completed every two years.

The **Chief Business Compliance Officer**, as the central contact person for all business compliance matters, reports directly to the responsible member of the Management Board, the CEO. In line with the international orientation of the group, the Chief Business Compliance Officer is supported by Regional Business Compliance Officers.

Due to the continually increasing importance of this topic, the personnel structure of the STRABAG Ethics Business Compliance System has been expanded through the introduction of

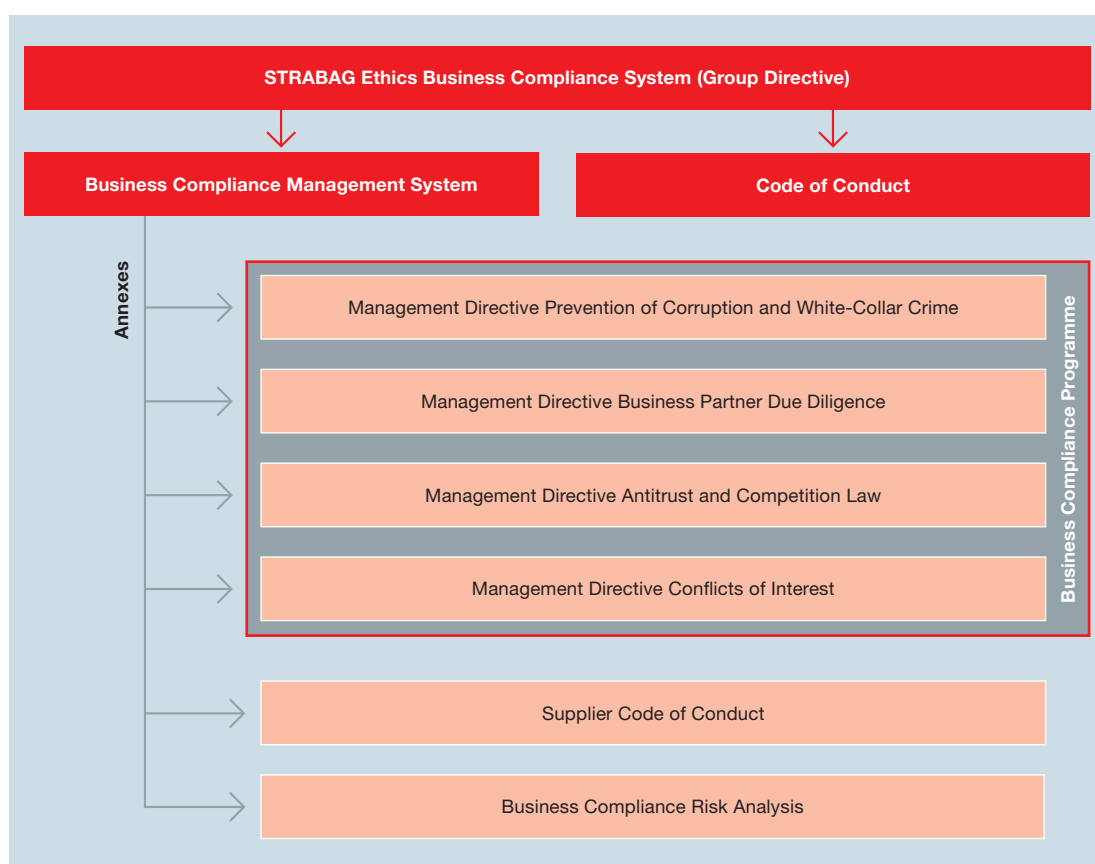
- Corporate Business Compliance Officers, who support the Chief Business Compliance Officer in his or her central tasks,
- Business Compliance Partners, who are nominated by the operating units and support these in fulfilling the processes defined in the new BCMS, as well as

Online whistleblower platform: strabag.integrityplatform.org

- a Business Compliance Committee, consisting of the heads of the central division CML, the group’s internal audit department and the Chief Business Compliance Officer. The committee deals with proposals developed by the business compliance organisation to improve the BCMS as well as suspected cases of serious business compliance violations.

whistleblowing system. Employees, as well as subcontractors and other third parties, have the possibility to anonymously pass on relevant information via the online whistleblowing platform strabag.integrityplatform.org as well as by phone or by e-mail. STRABAG actively calls upon anyone with relevant information to come forward so we can quickly identify misconduct, respond appropriately and avoid any possible damage. In the event of violations of the legal regulations or of the conduct guidelines applicable within the company, the company will take the requisite disciplinary and legal (labour law) measures.

Potential compliance violations, such as bribery, fraud or corruption, can be reported to specially appointed contact persons (Regional Business Compliance Officers) via STRABAG’s **group-wide**



The management directive on Prevention of Corruption and White-Collar Crime forms part of the STRABAG BCMS and was updated in the 2021 reporting year in the item “Donations and Sponsoring”. The definition of donations and sponsoring was made more precise and the conditions for their admissibility were specified. Approval requirements involving the Business Compliance organisation and the Corporate Communications central staff division have been added in specific cases. The new regulations have been supplemented by a clear factsheet designed to make them easier to handle.

A change in the definition of agencies and consultancies resulted in an extension of the approval requirement for agency and consultancy agreements by the Business Compliance organisation as laid down in the management directive on Business Partner Due Diligence. In the future, donations and sponsoring activities will be reported to the Business Compliance organisation as part of the management business compliance reporting introduced with the STRABAG BCMS. This will be carried out for the first time at the beginning of 2022 with the reporting for the year 2021.

Objectives and indicators

IDENTIFICATION OF CORRUPTION RISKS

In accordance with STRABAG's business activities and organisational structure, locations of operation are generally not an adequate starting point for assessing corruption risks. STRABAG's business activities are mapped in organisational units that can be structured geographically or according to business areas. The identification and assessment of corruption risks is therefore consistently based on organisational units, whereby the extent of corruption risks can vary greatly from one organisational unit to the other.

The "Compliance Readiness Check" conducted in 2017 and 2018 included a review of the corruption risk in all divisions, central divisions and central staff divisions. As a result of the Management Business Compliance Reporting, which became mandatory for all divisions, central divisions and central staff divisions for the first time in 2021 and must subsequently be carried out annually, the assessment of corruption risks is to be updated annually and continuously improved. The risks identified in the course of the investigation were taken into account accordingly in the design of the new STRABAG BCMS.

COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES

A key factor for ensuring fair competition is to provide employees with the most comprehensive knowledge possible about correct behaviour in their day-to-day business dealings, but also about the negative consequences of non-compliant behaviour. For this reason, STRABAG in 2013 implemented a comprehensive training concept to communicate to employees the guidelines and procedures for combating corruption and

anti-competitive behaviour. Starting in 2020, the deadlines valid until 2019 for refresher trainings were shortened to two years for all mandatory training courses.

The training concept for the avoidance of corruption and anti-competitive behaviour, which has been valid since 2020, is shown in the following table:

Title	Target group	Content	Type of training	Duration	Frequency
Business Compliance Training	all employees	STRABAG Ethics and Business Compliance Management System	e-learning course	approx. 40 min.	immediately after entry and every two years thereafter
Anti-Corruption and BCMS	entire management	Anti-corruption and the STRABAG Business Compliance Management System	classroom training	½ day	upon attainment of a management function
Cartel Law	entire management	Anti-competitive practices, abuse of dominant market position and merger control	classroom training	approx. 3 h	upon attainment of a management function
Business Compliance Refresher Course	entire management	Review and consolidation of the content from the Anti-Corruption and BCMS and the Cartel Law training courses	classroom training	½ day	every two years

The e-learning course “The Right Behaviour in Day-to-Day Business”, which was based on the set of rules valid until 31 December 2019 and had been completed by 98 % of employees by this date, was discontinued due to the new STRABAG BCMS coming into force in 2020. The new e-learning course “Business Compliance Training”, developed on the basis of the STRABAG BCMS valid since 2020, was rolled out across the group in February and March of 2021 and has already achieved a course completion rate of 92 % (as of 31 December 2021).

No physical classroom training took place due to the Covid-19 crisis in the 2020 reporting year. Combined with the shortening of the deadline for

mandatory refresher trainings, this led to a sharp drop in completion rates. In 2021, the training courses were revised and for the first time held via Microsoft Teams in Austria and Germany. This made it possible to slightly increase the training rate:

- Training course “Anti-Corruption and BCMS”: 81 %
- Training course “Cartel Law”: 90 %
- Refresher course “Business Compliance”: 19 %

The target value is 95 %.

CONFIRMED INCIDENTS OF CORRUPTION AND ACTION TAKEN

- **Total number and nature of confirmed incidents of corruption¹:**

In the 2021 reporting year, there was one confirmed incident of corruption. The incident is related to business relationships with subcontractors or suppliers and is classified as embezzlement. There were no incidents of corruption in relation to clients in the reporting period.

- **Total number of confirmed incidents in which employees were dismissed or disciplined for corruption:**

The above-stated incident led to three terminations.

- **Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption:**

There were no terminations of contracts with business partners in connection with the confirmed incidents.

- **Public legal cases regarding corruption brought against STRABAG or its employees during the reporting period:**

There is no information of public legal cases having been initiated against STRABAG or its employees regarding corruption in the reporting period.

LEGAL ACTIONS FOR ANTI-COMPETITIVE BEHAVIOUR, ANTITRUST, AND MONOPOLY PRACTICES

The antitrust proceedings against STRABAG AG Austria and F. Lang und K. Menhofer Baugesellschaft m.b.H & Co. KG were concluded in the reporting period. The fine amounts to € 45.37 million. STRABAG’s extraordinarily extensive cooperation and its voluntary corrective measures, which include the certification of the STRABAG BCMS as well as the implementation of a new

type of monitoring system, had a positive effect on the amount of the fine. This concludes the antitrust investigations, which were initiated in spring 2017 and had covered the period from 2002 to 2017. The monitoring system is described in more detail under “Voluntary monitoring” in the final section.

¹ Corruption as defined by GRI 205 includes practices such as bribery, facilitation payments, fraud, extortion, collusion and money laundering. It also includes the offer or receipt of gifts, loans, fees, rewards or other advantages as an inducement to do something that is dishonest or illegal or represents a breach of trust. Corruption may also include embezzlement, trading in influence, abuse of function, illicit enrichment, concealment and obstructing justice.

Projects and initiatives

A broad **compliance awareness campaign** was implemented at the beginning of 2021 in preparation for and in support of the rollout of the new business compliance training. As part of the so-called mirror campaign, several short statements designed to encourage people to reflect on the topic of compliance were sent to around 450 corporate locations and applied to the mirrors in the washrooms. An online feedback round conducted through the intranet confirmed the success of the campaign.

The **certification by Austrian Standards** in July 2019 confirmed that STRABAG AG Austria has implemented an effective compliance management system to prevent antitrust and competition violations. The mandatory, annual monitoring audit that was carried out in the summer of 2021 was concluded with a positive result. The scope of the certificate was extended with the 2021 monitoring audit and now also covers STRABAG Infrastructure & Safety Solutions GmbH as well as the Italian entities STRABAG AG Sede Secondaria Italiana and STRABAG S.p.A.

In August 2020, STRABAG AG Austria was awarded **ISO 37001 certification** for the first time, confirming the implementation of an effective anti-corruption management system. An annual monitoring audit carried out in the summer of 2021 was concluded with a positive result. The scope of this certificate was also extended in 2021 to cover STRABAG Infrastructure & Safety Solutions GmbH as well as the Italian entities STRABAG AG Sede Secondaria Italiana and STRABAG S.p.A.

In April 2021, STRABAG a.s. and its subsidiaries in the Czech Republic were certified for the first time by **Quality Austria** in accordance with the

ISO 19600 and ISO 37001 standards. The overall goal continues to be corporate-wide certification of the STRABAG BCMS. To this end, talks were held with Austrian Standards for the first time in the reporting period.

STRABAG is a member of the **compliance working group of the Association of Industrial Construction Companies in Austria (VIBÖ)**, which was constituted on the occasion of the general meeting in June of the reporting year. Within the framework of the VIBÖ Collective Action Pact for fair competition and good conduct in the construction industry, a collegial exchange of experience on compliance processes in the member companies is planned to take place.

The **voluntary external monitoring** that was introduced in 2021 is aimed at documenting the sustainable and continuous improvement of the STRABAG BCMS. A team has been established for a period of two years under the leadership of former Austrian State Secretary Brigitte Ederer and supported by recognised experts from certifier Austrian Standards. The aim is to ensure that the STRABAG BCMS is appropriately developed, effectively implemented and complied with in practice.

For this purpose, the monitoring team has access to all relevant documents and conducts a dialogue with employees and managers throughout Austria. The training and communication measures of the STRABAG BCMS are validated, as are the business processes and compliance with internal group rules and internal control and steering measures. The monitoring team reports on its work and the findings to the Management Board on a quarterly basis.

MATERIALS



Economic growth, the global population increase and the necessary adaptations to climate change are stimulating the construction and maintenance of buildings and infrastructure. This requires considerable volumes of raw materials, such as **sand**, **gravel** and **quarry stone**. The annual demand for these natural aggregates in the construction industry amounts to approximately 2,105 million tonnes¹ in the EU alone and represents the largest flow of raw materials in the European Union.

Although intra-European production of mineral building materials almost completely covers the demand, an expansion of raw material extraction could soon come up against environmental, social and economic limits: Land competition, social conflicts and the potential for sand and gravel shortages in some parts of the world could lead to economic bottlenecks in supply.¹ Increasing resource efficiency and exploiting the recycling potential of the building materials used will counteract the predicted increased demand for raw materials in the coming years.

Our Architecture and Turnkey Construction business unit, our strategic focus and our innovative strength prepare us for the growing demand for resource-saving services and products. As a general contractor, one of our core competencies is to integrate various trades across different stages of the life cycle. As such, we are familiar with the entire value creation process of a construction project and can plan and execute across the life cycle. This allows us to promote the idea of sustainability with the best possible technical solutions and the early interconnection of all involved.

As part of a four-stage development goal, STRABAG has set itself the target in its sustainability strategy of achieving climate neutrality along the entire value chain by 2040. Responsible handling and the use of innovative carbon-optimised materials play a central role in achieving this aim.

Rules, responsibilities and due diligence

The group-wide environmental and energy policy, updated in 2020, lays the foundation for resource-efficient action. Integrated due diligence processes help to identify opportunities and risks at an early stage and ensure compliance with legal requirements.

Within the group, the subject of the environment is handled by the **Integrated Quality Management (IQM)** team. To properly address matters of the environment, an environmental management system certified to ISO 14001 has been

introduced in nearly all group countries. These group countries cover 88 % of STRABAG's output volume. Regional experts monitor compliance with environmental protection requirements through on-site inspections and report to the responsible management level on environmentally relevant factors such as the use of materials and products with regard to orders and investments. The limited availability of selected materials and the associated potential price risks are evaluated and addressed on an ongoing basis as part of the project risk management.

Objectives and indicators

It is our declared goal to keep the negative impact that our business activity has on the environment as low as possible. To do so, we give priority to those issues that promise the greatest potential

for improvement and which we can directly influence through our own actions, such as the continued development of processes and technologies for resource- and energy-efficient structures.

¹ European Commission – Study on the EU's List of Critical Raw Materials (2020); Non-Critical Raw Materials Factsheets, https://rmis.jrc.ec.europa.eu/uploads/CRM_2020_Factsheets_non-critical_Final.pdf (retrieved on 18 January 2022)

Indicator

Percentage of recycled asphalt used in the production of asphalt mixture in Germany, Austria and Poland (combined share of group output: approx. 70 %)

- Germany: 34 % of total asphalt mixture production of 3,076 thousand tonnes (2020: 33 % of 3,303 thousand tonnes)

- Poland: 36 % of total asphalt mixture production of 2,513 thousand tonnes (2020: 40 % of 2,391 thousand tonnes)

- Austria: 19 % of total asphalt mixture production of 1,360 thousand tonnes (2020: 18 % of 1,287 thousand tonnes)

Objective: We aim to increase the recycling share and also follow client demands in the process.

Projects and initiatives

The construction sector plays a key role in the future development of efficient ways to use primary raw materials. STRABAG recognised this development years ago and is making contributions in this regard, among other things, by processing and recycling construction materials such as asphalt. Technological advances and stricter legislation help to promote this positive development.

The transportation infrastructures segment holds especially high potential. By recycling used materials, we reduce greenhouse gas emissions and save valuable primary raw materials. Throughout the group, we cover 88 % of our asphalt needs ourselves, which puts us in a position to optimise the production process as needed.

MATERIALS USED¹

Material	Unit	2017	2018	2019	2020	2021
Stone/Gravel	thousands of tonnes	62,420	68,650	70,410	69,960	64,790
Asphalt	thousands of tonnes	14,000	13,985	13,270	12,745	12,715
Concrete	thousands of m ³	4,589	5,746	5,519	5,089	4,775
Cement	thousands of tonnes	1,163	1,669	1,642	1,739	1,555
Structural steel	tonnes	417,381	478,290	476,901	447,213	444,698

In order to assume even greater responsibility for the materials we source externally, our IT processes in purchasing were adapted in 2021 to specifically collect information on the sustainability performance of our suppliers and to incorporate this information into decision-making processes.

In October 2021, STRABAG and its subsidiary Ed. Züblin AG reached a milestone in sustainability with the resource-saving and energy-efficient construction of an office building in Stuttgart. The construction site was the first construction site in

Germany to be awarded the Gold Sustainability Certificate by the German Sustainable Building Council (DGNB). This pilot project aimed at significant CO₂ savings in the materials used and highly efficient building operations from the very beginning. The entire building structure – from the floor slab to the roof – was built in a climate-friendly way using low-carbon concrete and reinforcing steel. Integral planning and construction using BIM 5D[®] in combination with LEAN principles and the teamconcept[®] partnering method ensured a sustainable, efficient process.

¹ The volumes were derived from the average prices from the price data.

GOLD CERTIFICATION FROM THE CONCRETE SUSTAINABILITY COUNCIL FOR ROBA TRANSPORTBETON

In 2021, two plants in the German concrete business unit (ROBA Transportbeton GmbH) were certified according to the Concrete Sustainability Council's certification system. The ready-mix concrete plants in Neukölln and in Schönefeld were each awarded the gold certificate. In addition to the key issue of the environment (CO₂,

energy, air, water), the assessment also covered the company's social aspects, ethical management and economic responsibility towards society, with assessment criteria relating both to the production site audited and to the company as a whole.



Gold certificate for ROBA Transportbeton GmbH

WASTE AND CIRCULARITY



The construction industry is one of the most resource-intensive sectors in the world: Raw materials are mined, used in construction and, after their usage phase, largely end up in landfills. In terms of volume, the largest proportion of construction waste is made up of debris, road rubble, soil, stones and construction site waste. This “mineral construction waste” also accounts for the largest proportion of waste generated within the EU – with landfill space becoming increasingly scarce.¹

We see enormous potential in this problem for the recycling and reuse of building materials, which

can increasingly be exploited through innovative technologies, new recycled building materials and efficient waste management in the construction process. STRABAG wants to leverage this potential: Our range of activities enables us to keep waste in the cycle in a way that continues to create value. Alternatively, high-quality processing allows us to put this waste to new use as a secondary raw material. In this way, we help support the EU’s Circular Economy Action Plan, which aims to promote the principle of circularity, along with waste avoidance and the development of markets for secondary raw materials.

Rules, responsibilities and due diligence

STRABAG’s business activities are highly varied, and the standards for handling waste and secondary raw materials are equally diverse. In general, the waste flows can be divided into the following categories: construction sites, production facilities, administrative buildings and specialised waste management operations. In terms of volume, construction sites rank well ahead of production facilities and administrative buildings. Since the latter have very little potential for waste management, we are focusing on construction sites and specialised waste management operations for the acceptance and treatment of mineral waste.

In each individual category of waste flows, we comply with the respective national environmental regulations and implement internal group waste guidelines specific to each country in which we operate. In addition, STRABAG is pursuing a corporate-wide environmental and energy policy based on the issues of minimising raw material use, avoiding waste and recycling.

The issue of waste is an integral part of STRABAG’s environmental management system. This system is regularly reviewed and audited both internally and externally. Around 90 %² of STRABAG’s entities are certified to ISO 14001 or EMAS.

In accordance with the respective regulatory requirements, waste management officers have been appointed at our facilities and specialised waste management operations. These officers are responsible for the implementation of the national laws and regulations regarding the handling of waste and hazardous substances and the use of recycled and secondary raw materials. Here, too, compliance with the regulations and legal conformity is regularly reviewed both internally and externally through audits in accordance with the applicable management systems.

Objectives and indicators

The largest waste flows in the group result from mineral construction and demolition waste. Other production- and site-related waste as well as non-mineral waste passed on to certified waste

management companies play a subordinate role. This is due to the individual production that is typical in the construction sector, which distinguishes the sector from other branches of industry.

¹ European Commission: Construction and demolition waste, https://ec.europa.eu/environment/topics/waste-and-recycling/construction-and-demolition-waste_en (retrieved on 22 February 2022)

² The percentage refers to the entities’ output volume.

The total amount of waste depends on the size and type of the construction project (e.g. buildings, transportation infrastructure, dismantling work, excavations, recycling activities) and on quality specifications. Since these specifications are determined by third parties, STRABAG has only limited influence on them. In this management approach, the total quantity is therefore not defined as a controllable variable.

Against this background, we see directing the main waste flows towards avoidance or transitioning to a circular economy as an enormous opportunity for the future. STRABAG's goal is to reduce the impact on the environment associated with resource consumption and waste flows and to promote resource-efficient recycling management. In the future, we would like to measure these aspects with the indicators listed in the table below.

MAIN WASTE FLOWS IN 2021 (IN T)¹

Handled waste (input)	Disposal	Diverted waste	
		Recycling	Recovery
10,286,729	777,742	345,276	8,078,469

Handled waste (input) includes waste that STRABAG accepts/processes in the course of its project business and feeds into the various streams of recycling, recovery and disposal. Disposal refers to waste that is fed to disposal facilities without specific use. Diverted waste includes recycling and recovery. The term recycling is used when the waste material has reached the end of its waste property and is returned to the economic cycle. The term recovery is applied to waste that is used to substitute primary raw materials

(e.g. as a substitute construction material for landfills).

The data in the table comprise the values of the corporate entities in Austria and of projects and orders for which the Environmental Technology and Recycling subdivisions were responsible in the reporting year. Local legislation requires these units to report their waste flows. The collection and recording of data will be extended to other entities in the future.

Projects and initiatives

In order to promote the further exchange within the group, a GIS application was developed on the basis of STRAMaps to improve the coordination between the construction sites and the various recycling and disposal points. The aim is to find a way for the quality reuse or recycling of construction waste with the best possible disposal routes.

As part of the STRABAG intrapreneurship programme adAstra, a way was sought to make use of surplus construction resources. One of the solutions was to create a central, third-party marketplace in the form of an app that would connect construction sites with potential customers. The idea prevailed over other promising proposals and will therefore receive further internal financial support.

In order to avoid waste and to recycle used materials, we launched an initiative in the 2021 financial year to improve and continuously expand the database and to integrate additional group countries into the evaluation. One of the goals is to allocate waste by waste code number in order to identify further potential for circularity. Networking construction sites and material flows, including locations for quality recycling, should help minimise resource consumption while increasing the use of secondary raw materials.

¹ Differences between the sum of disposal and diverted waste on the one hand and total handled waste on the other result from stockpiles and material losses.

ENERGY AND EMISSIONS



The growth of renewable energies and the reduction of energy consumption are the two most important building blocks of the energy transition.¹ Buildings account for about **40 % of the overall energy consumption** and produce around **36 % of the associated greenhouse gas emissions** in the European Union – in both the construction phase as well as during use.²

In order to achieve climate neutrality in the EU by 2050, the Green Deal provides for a comprehensive improvement in the energy performance of buildings.³ Tighter regulations for the building sector can therefore be expected with regard to Europe's climate and energy policy in the next few years.

Continuously rising carbon pricing, as an economic incentive to become more energy efficient and substitute fossil fuels with renewable energy sources, was already implemented by law in Germany in 2021. In Austria, this is scheduled to take place in 2022.

Against this background, STRABAG has set itself the goal of systematically measuring the continuous reduction of CO₂ emissions as part of the FASTER TOGETHER 2022 strategy (see "Our path to becoming climate neutral"). On this basis, we developed an initial corporate-wide sustainability strategy in which we commit to achieving climate neutrality for the entire group by 2040. This goal is to be achieved as part of a four-stage process, with energy-related emissions playing a central role.

Rules, responsibilities and due diligence

The corporate-wide environmental and energy policy, updated in 2020, lays the foundation for low-emission action. Due diligence processes help to identify opportunities and risks at an early stage and fulfil the legal provisions of the climate and energy policy.

STRABAG's energy management is based on a set of tools to determine energy consumption and greenhouse gas emissions, on the one hand, while also developing and managing measures to increase energy efficiency and decrease greenhouse gas emissions, on the other. The group-wide energy and emissions management system is coordinated by the **Energy Steering Committee**, which determines the strategic orientation of the energy management. The steering committee

reports annually to the CEO. On the basis of the corporate-wide energy data, energy experts at individual corporate entities formulate recommendations to the steering committee. Accordingly, operational targets for energy consumption and CO₂ emissions are defined and relevant measures are set throughout the group. In 2013, an energy management system certified to the international standard ISO 50001 was rolled out at group entities responsible for around 69 % of the output volume. Additional local measures and audits for energy management cover a further approximately 9 % of the output volume in the group countries. As a result of the Energy Efficiency Act, this enables a reduction in energy consumption along with associated cost savings.

¹ Federal Statistical Office (Destatis), Sustainable Development in Germany. Indicator Report 2021, <https://www.destatis.de/EN/Themes/Society-Environment/Sustainable-Development-Indicators/Publications/Downloads/indicator-report-0230002219004.html> (retrieved on 18 January 2022)

² European Commission: In focus: Energy efficiency in buildings, https://ec.europa.eu/info/news/focus-energy-efficiency-buildings-2020-lut-17_en (retrieved on 18 January 2022)

³ European Commission: A European Green Deal, https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en#actionsln (retrieved on 18 January 2022)

Objectives and indicators

It is our explicit goal to reduce the negative impact of our business activity on the environment and so contribute to the transition towards a sustainable economy. To achieve this goal, we give priority to those issues that either promise the greatest potential for improvement or that we can influence most directly through our own actions. We help to reduce fossil fuel consumption through the use of the best available technology. Production processes are planned, implemented and controlled in an energy-efficient manner.

The energy and CO₂ data for the group are systematically captured and analysed using **CarbonTracker**. The software was developed in-house

and has been in use since 2012. On this basis, we are developing concepts to reduce the use of fossil energy sources and lower the resulting greenhouse gas emissions in the long term through more efficient conventional or innovative machines.

The group's most important energy source is fuel, which accounts for about 64 % of the total energy costs and therefore holds the greatest potential for savings for the group. **FuelTracker**, which was developed analogously to the CarbonTracker software, allows us to analyse the fuel use of the STRABAG passenger car and commercial vehicles fleet.

ENERGY USE WITHIN THE GROUP¹

Form of energy	Unit	2017	2018	2019	2020	2021
Fuel	MWh	2,108,339	1,976,423	1,986,883	1,732,783	1,754,901
Gas	MWh	449,372	497,899	430,143	332,625	428,683
Heating oil	MWh	169,257	172,550	165,764	142,857	151,406
Pulverised lignite	MWh	504,503	481,787	481,235	500,732	503,083
Total fuel consumption from non-renewable sources	MWh	3,231,471	3,128,659	3,064,026	2,708,997	2,838,073
Electricity	MWh	488,241	477,286	432,755	411,441	394,859
thereof green electricity ²	MWh (%)	n. a.	n. a.	n. a.	26,700 (6)	100,837 (26)
District heating	MWh	48,773	44,802	48,826	42,665	41,645
Total	MWh	3,768,485	3,650,747	3,545,607	3,163,103	3,274,577

THE CARBON FOOTPRINT IN THE GROUP³

The carbon footprint for the 2021 financial year refers to the group's full scope of consolidation and includes the emissions caused in 68 countries. Within the group, a total of 768,433 t CO₂ (771,799 t CO₂e) were emitted directly by the company in the year under report (Scope 1), with an additional 164,315 t CO₂ (165,711 t CO₂e) attributable to electricity and district heating use (Scope 2)⁴. The increase in CO₂ emissions results, on the one hand, from the increase in output of

around 3 % and, on the other hand, from the sharp rise in energy prices in the second half of 2021. Slightly more than half of the CO₂ emissions in the group result from the use of fuels, mainly diesel. This is followed by pulverised lignite and electricity with 18 % and 17 %, respectively. Germany, Poland, Austria and the Czech Republic together are responsible for the greatest share of these emissions (70 %). With 76 %, these countries also accounted for the greatest share of the group's output volume in 2021.

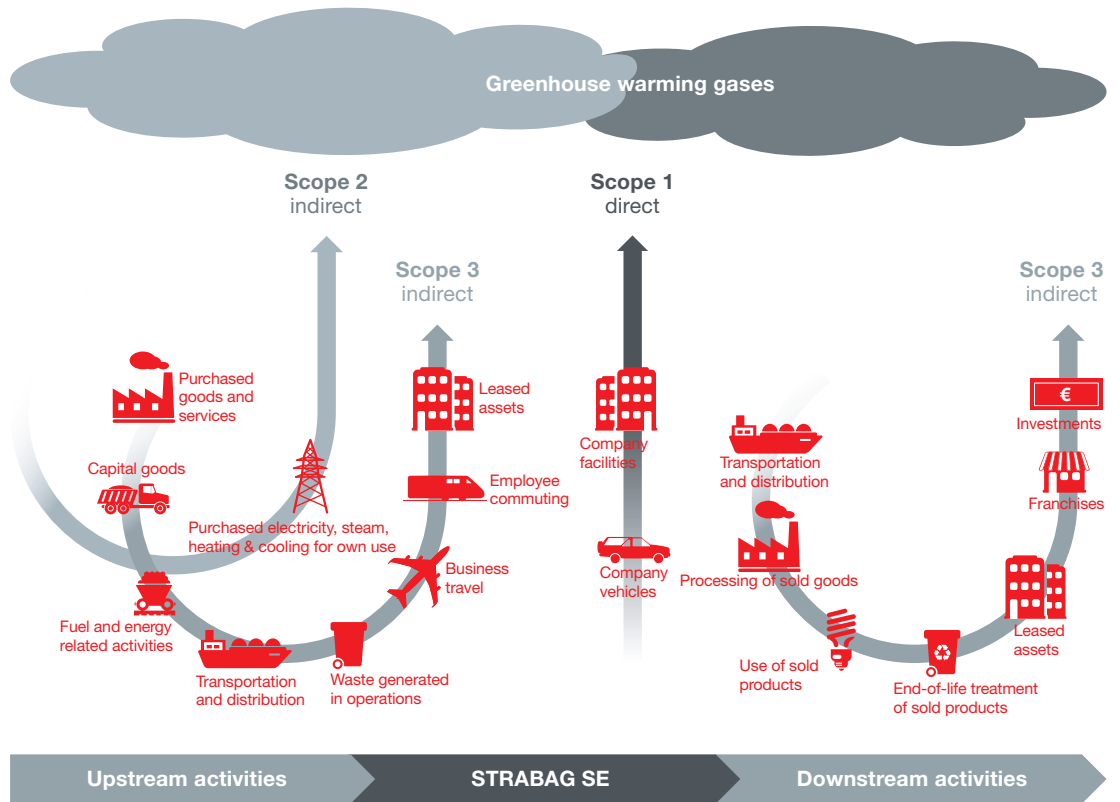
1 Currently, the energy data is derived from the prices taken from our internal accounting. Only the data for pulverised lignite is acquired on a volume basis. Energy costs are converted into quantities using the average prices from the following sources: Eurostat for electricity and natural gas; the European Commission's Weekly Oil Bulletin for diesel, petrol, heating oil/fuel oil and LPG. Prices are also taken directly from invoices. The energy units are converted to MWh (analogue to calorific value) using conversion factors from the following sources: German Federal Ministry for Economic Affairs and Energy (BMWi) for fuels and heating oil; supplier data for pulverised lignite. The category of "green electricity" is being reported for the first time in 2021. The information relates to the points of consumption in Germany and Austria that are supplied with green electricity via the national framework agreements.

2 This concerns the purchase of green electricity in Austria and Germany within the framework agreements (approx. 80 % of the total electricity consumption in the respective countries).

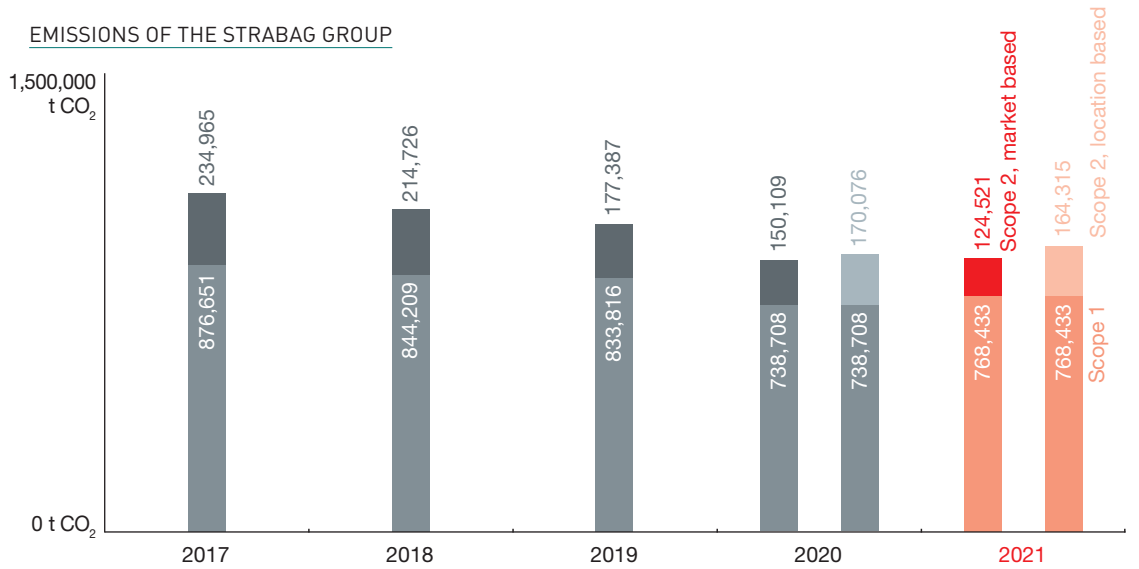
3 The emissions are reported in Scope 1 and Scope 2 in accordance with the definition of the Greenhouse Gas Protocol. Since 2020, emissions have been reported in the units CO₂ and CO₂ equivalent (CO₂e, includes CO₂, CH₄ and N₂O). Scope 1 emissions are calculated based on the standard unit of calorific value (kWh) using the conversion factors from the IPCC 2006 Guidelines for National Greenhouse Gas Inventories. For pulverised lignite, factors from the local suppliers were additionally used. Scope 2 emissions for electricity and district heating have been reported separately since 2020 using market-based and location-based methods. Where district heating data was not available for a certain country, the group average value derived from the available data was used. For the market-based calculation, CO₂ emission factors from our local electricity tariffs are used. If market-based factors are not available, location-based factors are used.

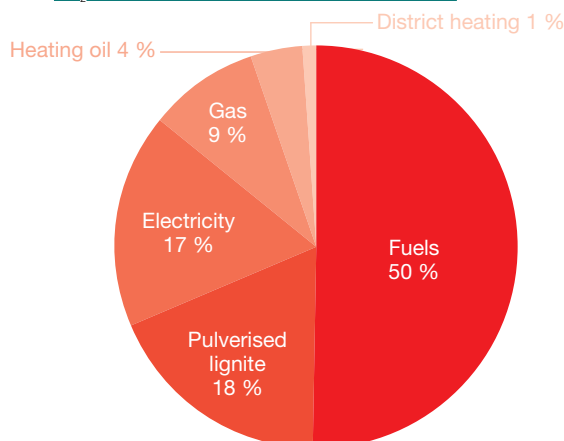
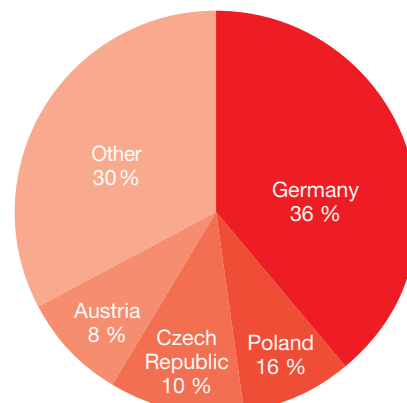
4 The calculation is made using the location-based method. The Scope 2 emissions according to the market-based method amount to 124,521 t CO₂ (125,723 t CO₂e).

THREE SCOPES



EMISSIONS OF THE STRABAG GROUP



CO₂ EMISSIONS BY ENERGY SOURCE 2021¹CO₂ EMISSIONS BY COUNTRY 2021¹

Indicators

Energy consumption and CO₂ intensity in the relevant energy consumption categories

- Vehicle fleet²:
 - All diesel-powered passenger vehicles in Germany and Austria: 5.90 l/100 km (-1.1 %) and 158 g CO₂/km (-1.1 %)
 - All diesel-powered commercial vehicles in Germany and Austria: 9.28 l/100 km (-0.6 %) and 248 g CO₂/km (-0.6 %)

Objective: energy efficiency increase of at least 1 % over the previous year

Note: The decrease in consumption was lower this year due to improved user behaviour and the Covid-19 pandemic. The replacement interval of the fleet vehicles, which is otherwise effective every year, was relaxed because the vehicles are now kept longer (five years instead of four years). This circumstance means that the

technical rejuvenation of the fleet, which would otherwise have a positive effect on consumption, has not taken place. Another point are the currently long delivery times for new vehicles. This also leads to a longer holding period in the fleet.

- Asphalt mixing plants in Germany: 97.60 kWh per tonne of asphalt mixture produced (4.9 % year-on-year) and 31.20 kg CO₂ per tonne of asphalt mixture produced (0.6 % year-on-year)

Objective: energy efficiency increase of at least 1.3 % over the previous year

Note: The increased energy consumption is due to the procurement of smaller production lots, especially in the asphalt mixing plants in eastern Germany. The increased consumption could not be fully offset by the technical improvements of recent years. The switch to hydroelectric power significantly reduced the increase in CO₂ emissions compared to the previous year.

Projects and initiatives

For economic and environmental reasons, the topic of energy and the resulting greenhouse gas emissions are of great importance to STRABAG. In the 2021 financial year, the energy costs for the companies within STRABAG SE's scope of consolidation amounted to € 282.86 million (2020: € 242.24 million). The increase in energy costs

compared to the previous year results, among other things, from a not insignificant increase in output. The changed working conditions due to the Covid-19 pandemic continue to be noticeable. Digital meetings as well as the increased instances of employees working from home are reflected in the results.

¹ The graph was created using the location-based calculation method. Up to and including 2019, market-based emissions were used.
² Only diesel is taken into account, as petrol is used mostly to operate small equipment.

Energy savings and emission reductions are achieved by increasing energy efficiency and using renewable energy sources. This includes, among other things, measures to optimise the electricity consumption of buildings, construction sites and production plants as well as the evaluation of alternative fuel use in asphalt production. As of 1 January 2021, STRABAG AG Germany and all its affiliated companies purchase their electricity exclusively carbon-neutral from hydro-power under a framework agreement. This increases the proportion of green electricity purchased in Germany and Austria in STRABAG's total electricity consumption to 26 %.

An e-learning tool was developed to reduce fuel consumption through the use of the vehicle fleet.

In the medium term, every employee who is in possession of a company car can use the Fuel-Tracker to track the extent to which the fuel-saving measures have a positive influence on fuel consumption.

In 2021, the Scope 1 and Scope 2 emissions collected in the CarbonTracker were supplemented for the first time by the energy-related and material-related emissions from STRABAG's upstream value chain (part of the Scope 3 emissions). Building on the current validation of this complex data, the group plans to create a sound data basis for the decarbonisation of the entire value chain and to successively build up reporting on Scope 3 emissions in the coming years.

SUSTAINABLE BUILDING IN ACCORDANCE WITH ESTABLISHED CERTIFICATION SYSTEMS

Rising energy prices, the increasingly noticeable impact of climate change, and rapid urban growth present the construction industry with new challenges. Buildings are no longer optimised only according to investment criteria. Instead, life cycle costs, quality and resource efficiency are becoming more important as well.

Taking a building's entire life cycle into account, the proportion of **energy-related greenhouse gas emissions is currently still highest in the operating phase**.¹ An important and growing business field for STRABAG therefore is to optimise buildings so they consume little or no energy, or even generate their own, during their period

of use. Our focus is therefore on the development of sustainable and market-oriented solutions for the implementation of resource-reduced CO₂-neutral buildings in design, construction and operation.

We have the technical know-how and the necessary experience to design and construct sustainable buildings. In addition to consultation and execution, we also conduct audits of new and existing buildings in accordance with the established certification systems of the **German Sustainable Building Council (DGNB)** or the **Austrian Society for Sustainable Real Estate (ÖGNI)**.

¹ World Green Building Council: Bringing Embodied Carbon Upfront, <https://www.worldgbc.org/embodied-carbon> (retrieved on 11 January 2022)

RISK AND OPPORTUNITY MANAGEMENT – PROJECT RISK MANAGEMENT

Why manage risks and opportunities?

Don't focus only on the macroeconomic development, but also – and above all – scrutinise a construction company's risk management system!

The STRABAG Group encounters many different risks and opportunities in the course of its business activities. These risks are systematically identified and assessed using a proactive risk management system and managed in a consistent and goal-oriented manner through an appropriate risk management policy. This risk management policy is an integral part of the management system and describes a set of fixed principles and responsibilities for risk management and how to deal with the material risk categories.

When capital market participants or suppliers scrutinise a company in the construction sector, the forecasts for the macroeconomic development of the individual markets are usually of great importance to them. Of course, our business is influenced by economic growth and public spending;

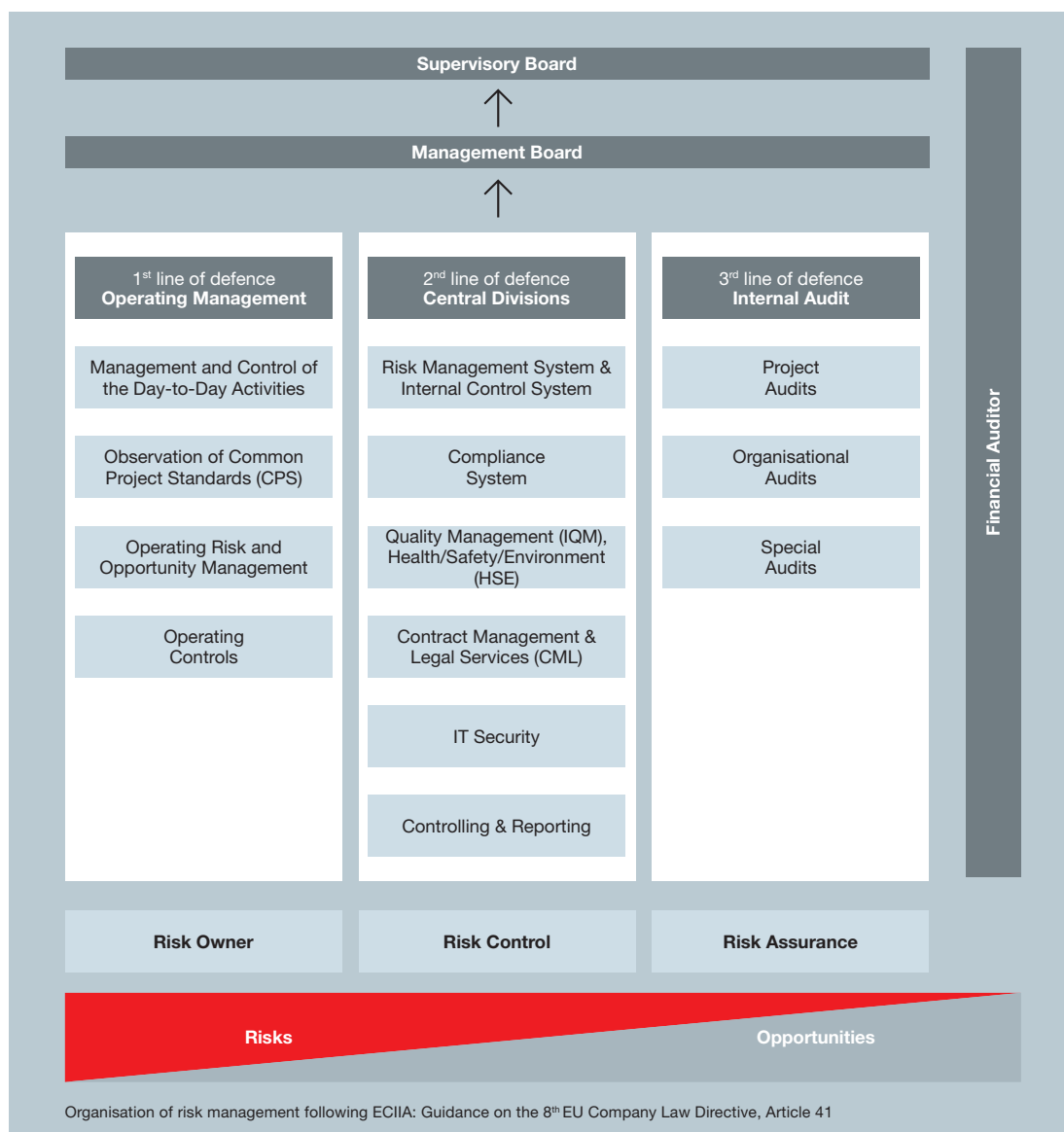
at least as important, however, is a construction company's risk management. After all, the large number of unique projects translates into an increased risk potential. Keeping this under control requires a focused organisational structure with clearly defined responsibilities and effective instruments for an active risk and opportunity management. An end-to-end risk and opportunity management system also is a competitive advantage that is difficult for the competition to copy – it can only be established over the long term.

Managing risks and opportunities is part of the daily work at STRABAG. Additional information can therefore be found in the Management Report under "Risk Management", "Financing/Treasury" and "Order Backlog" or in the Consolidated Corporate Governance Report.

Rules, responsibilities and due diligence

To ensure a responsible and proactive approach to risks and opportunities, we have integrated a comprehensive **risk management system (RMS)** with an **internal control system (ICS)** in our management system on the basis of the internationally recognised COSO Enterprise Risk Management Framework (COSO: Committee of Sponsoring Organisations of the Treadway Commission). Risk management is a **core task of the management** with responsibility at the respective management

level. The organisation and responsibilities for the risk management are determined according to the three lines of defence approach supported by the European Confederation of Institutes of Internal Auditing (ECIIA). This end-to-end corporate governance model applies to all disciplines of risk management and establishes clear roles and responsibilities for risk management to ensure a functioning and efficient control and monitoring framework.



The **first line of defence** is the operating management, which has responsibility for identifying, analysing, assessing, managing and monitoring risks and opportunities. As **risk owner**, the operating management is responsible for establishing preventive measures to avoid or mitigate risks, for taking advantage of opportunities that arise in the day-to-day business and for ensuring that all activities coincide with the company objectives.

The **second line of defence** supports the operating management in **risk control** as well as in further developing the risk management system and the internal control system. This includes the central functions for risk management, compliance, quality management, health/safety/environment (HSE), IT security, and controlling and reporting. The central divisions establish standards, methods and processes for the risk management along with related standards and guidelines, manage and monitor their implementation in the operating areas, report periodically to the company

management and review the level of sophistication and further development of the management system.

The **third line of defence** comprises the internal audit department as an objective and independent audit and consulting entity for **risk assurance**. The internal audit department supports the company management, the operating management and the monitoring entities in early risk recognition and reviews the effectiveness of the measures established to minimise or avoid risk.

Complementing the above, the **financial auditor**, as part of its annual audit activities, assesses the effectiveness and efficacy of the risk management system and the internal control system and so supports the ongoing monitoring of the efficiency of the three lines of defence. The essential success factors of our integrated governance system are explained below:

#1 – MANAGEMENT SYSTEM WITH ASSOCIATED POLICIES AND RULES

The management system of the STRABAG Group is described with the associated policies in the Management Manual and is documented with

superordinate and subordinate rules. The rules apply across the group and have been translated and communicated in all relevant group languages.

#2 – ORGANISATIONAL STRUCTURE WITH CENTRAL ENTITIES

The management of the risks and opportunities receives significant support from the group's organisational structure. The uniformity of the organisation creates economies of scale and results in efficient controlling and reporting. Under the roof of the parent company STRABAG SE, a number of legally independent subsidiaries are active in their respective national markets. The top level of organisation are the segments North + West, South + East, International + Special Divisions and Other (this segment comprises the central divisions and the central staff divisions), each of which is headed by at least one member of the Management Board.

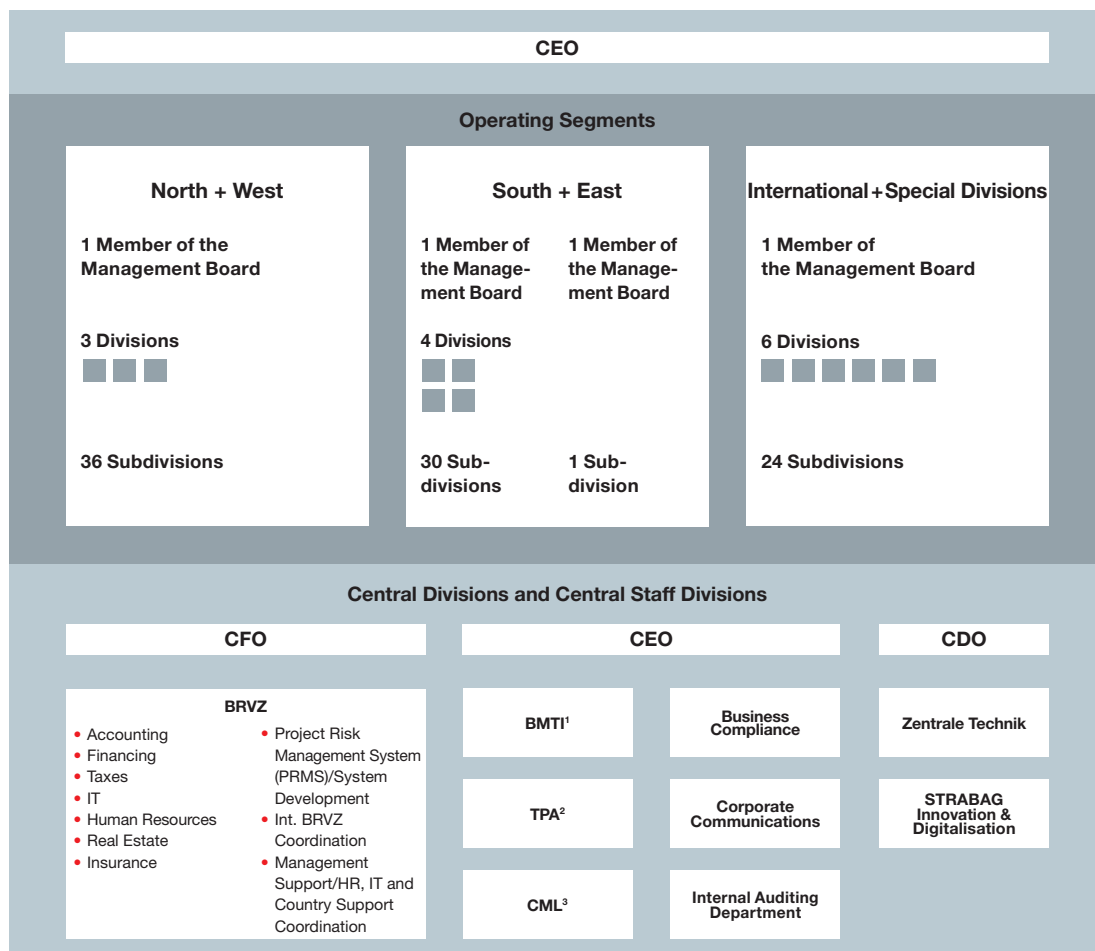
The STRABAG SE **Management Board** is the group's top management body. It is responsible for maintaining the group's financial balance and determines its strategic goals. The Management Board regularly discusses matters of corporate responsibility and sustainability. During the execution of these tasks, the Management Board is supported by the **divisions** as well as by the central divisions and central staff divisions (service companies).

The division managers coordinate and steer their subdivisions and report directly to the member of the Management Board responsible for their division. They manage their business independently and on their own responsibility within the framework of the group's business policy. It is their responsibility to reach the objectives laid out in the strategic and operational planning and to realise the specified individual measures.

The operating business is managed by the **subdivisions**, which in turn are organised into individual business units. They are responsible for the greatest possible success in their regional markets or business fields and are managed by the superordinate division managers.

The **central divisions** handle the group's internal services in areas such as accounting, financing, taxes, IT, human resources, real estate, insurance, project risk management and system development, equipment and vehicle management, quality management, health/safety/environment and energy management, technical consultation, quality assurance, digitalisation/innovation/business development, prequalification, contract management and legal services. As competence centres, they support the operating units so these can concentrate on their core business and deliver their services to the clients in an efficient manner. The **central staff divisions** are responsible for internal audit, communications and business compliance and report directly to the CEO.

While important decisions at the Management Board level are made during regular board meetings, the **four-eyes principle** applies at the levels below. For us, this dual management structure ensures efficient risk management and foresees that responsibility is largely assumed jointly by one technical and one commercial manager.



1 BMTI: equipment and vehicle management

Last updated: 1 January 2022

2 TPA: quality management, technical consultation, quality assurance, innovation management, health/safety/environment and energy management

3 CML: prequalification, contract management and legal services

#3 – PROJECT SELECTION AND INTERNAL PRICE COMMISSION

Project risks often have their origin long before contract signing. In order to recognise significant risks and opportunities at an early stage, we select projects before participation in a prequalification phase or before the start of bid processing on the basis of defined criteria and disclosure thresholds. Especially with large projects, the management can set framework conditions for

the further bid processing and for the early inclusion of specialists from the group’s central divisions and central staff divisions. When defined disclosure thresholds are exceeded, a bid, before it is submitted, must be closely reviewed and approved by internal **price commissions** composed of members from various hierarchy levels depending on the project size.

“We have a self-developed management information system that helps us to apply the same standards in all regions in which we operate. That means clear criteria for the assessment of new projects, a standardised process for the submission of bids, and control systems that serve as filters to avoid loss-bringing projects.”

#4 – MANAGEMENT INFORMATION SYSTEM

Our management information system gives us an up-to-date overview of the financial status of all our projects with data that can be compared from country to country. In addition, evaluations are analysed by the respective management and members of the STRABAG SE Management Board at regular intervals.

Thomas Birtel,
CEO of STRABAG SE

Objectives and indicators

A primary objective is the **long-term existence of our company**, which we strive to ensure by maintaining our focus on cost efficiency and the

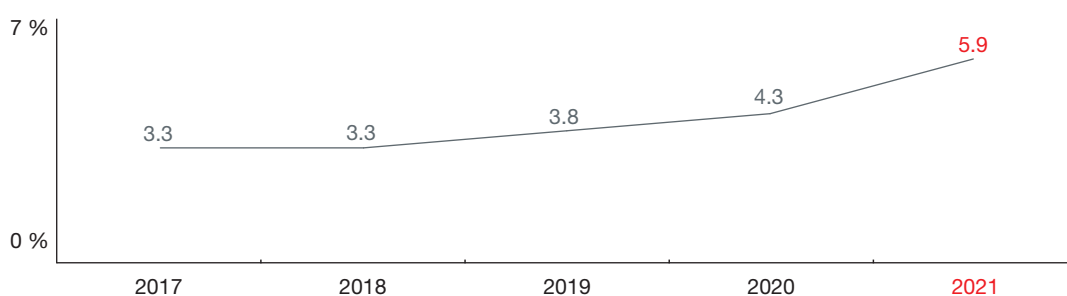
disciplined use of capital. To reach this overriding objective, we set ourselves the following specific goals:

REACH AND SUSTAIN THE DEFINED EBIT MARGIN TARGET

The **EBIT margin** is our **most important financial indicator**. The margin is especially crucial for our investors. Given our policy of paying out 30–50 % of the net income after minorities in the

form of a dividend, our investors are especially interested in seeing a sustained achievement of the EBIT margin target.

DEVELOPMENT OF EBIT MARGIN¹



We have set ourselves the goal of achieving an EBIT margin (EBIT/revenue) of 4 % by 2022. The combination of numerous positive earnings

effects in all segments has led to an EBIT margin of 5.9 % being achieved in 2021.

¹ 2018 adjusted for a non-operating step-up profit in the amount of € 55.31 million

CONSTANTLY INCREASE THE EFFICIENCY OF THE PROJECT RISK MANAGEMENT SYSTEM

To maintain the EBIT margin at the level attained, and raise it if possible, we must consistently and sustainably reduce the flop rate by constantly improving the efficiency of our project risk management. We have implemented a risk management system (RMS) with an integrated internal control system (ICS) across the group to help us in the early identification, accurate assessment, effective management, and transparent end-to-end monitoring of significant project risks and opportunities. We periodically review the efficiency and effectiveness of the systems, processes and controls for early recognition of all material risks and related countermeasures in order to deflect impending damage to the company and rule out any potential threat to its existence. Weak points that are identified in the process are transparently documented and immediately rectified.

For the monitoring of the overriding objective, several **indicators** are periodically measured and tracked on the basis of multi-year comparisons. These indicators include:

- Financial figures
- Project and organisational figures
- Economic and industry situation

- Market position and competition
- Client situation
- Services offered
- Management quality

However, the effectiveness and efficacy of the risk management system cannot be measured or assessed on the basis of an isolated observation of individual risk parameters. Many different indicators must be observed in the context of various influencing and correlating factors.

We are working on developing a more uniform, group-wide understanding of risk and a standardised, end-to-end method for the identification, categorisation, assessment and tracking of risks and opportunities. On this basis, the documented project risks and opportunities can be aggregated over the long term and the associated risk indicators can be ascertained. Using cause/effect analyses, we also evaluate the degree to which this allows us to derive correlations or dependencies that could serve as early-warning indicators to deliver important information for the management of risks and opportunities.

ENSURE COST EFFICIENCY AND DISCIPLINED USE OF CAPITAL

To reach an EBIT margin of 4.0 %, it will not be necessary for the market – i.e. the macroeconomic environment – to change. Besides our increased efforts to improve the project risk management, we are maintaining our focus on **cost efficiency and the disciplined use of capital**. We are currently working to consolidate the efficiency improvements achieved so far with regard to the organisational and strategic position of the group.

Advice and support in this regard comes from the **central division Project Risk Management System/System Development/International BRVZ Coordination** that was created in 2015. The main tasks of this team include the development of organisational indicators and benchmarks for efficiency improvement as well as the consultation and support in organisational development measures at individual company entities.

Projects and initiatives

Based on the strategic principles for the management of risks and opportunities, the measures we are taking include the following:

MEASURES TO STRENGTHEN THE PROJECT RISK MANAGEMENT SYSTEM

The STRABAG Group's risk management system was improved through the following changes and enhancements in the 2021 financial year:

- Improvement of the decision-making foundations in the project procurement phase through standardised project presentations for pre-qualification, selection interview and price commission with mandatory application for large-scale and mega projects
- Implementation and further development of a tablet-optimised app for management with easy access to transparent and aggregated decision-making foundations for selection and price commission as well as an integrated task module for approval requirements
- Continued implementation of workshops and project-related plausibilisation talks for the application of the corporate-wide standardised catalogue of causes for the allocation of significant positive and negative earnings causes with an analysis of cause-and-effect relationships

In the 2021 financial year, we also continued the following developments which are either in the evaluation and conception phase or are finding implementation in subprojects:

- Ongoing implementation of activities to measure the penetration, acceptance and compliance with the common project standards (CPS)
- Continuous improvement of project data management in the areas of quality assurance, functionalities and interfaces for a more efficient selection and price commission in the context of project procurement as well as system-supported tracking and updating of project information in the course of project execution

- Rollout and further development of IT tools for end-to-end system documentation and tracking of risks and opportunities
- Gradual implementation of a modular controlling portal as a central entry point for project and organisational controlling
- Extension of the standardised reporting to include project management tools for the early identification of opportunities and errors (e.g. comparison of target/actual quantities for main works)
- Development of dashboards with aggregated key figures for the management as well as the further development and enhancement of suitable organisational indicators as a decision-making foundation for sustained structural optimisations
- Improvement of system interfaces to avoid redundant data collection and to increase quality and transparency in data management and the determination of performance indicators
- Improvement and expansion of data management for the gradual development of a knowledge database with the addition of analysis and evaluation options to promote a demand-oriented exchange of experience between the project participants

An essential prerequisite for the improvement of our project risk management system is the active contribution of all employees with a clear commitment to an open error culture. This is where our values of partnership, sustainability and innovative spirit, based on honesty, fairness and mutual appreciation, are of particular importance, as they form the foundation for a learning organisation.

DIGITALISATION TO PROVIDE NEW TOOLS FOR THE REDUCTION OF CONSTRUCTION RISKS

Also see the chapter
“Digitalisation and
Innovation”

The new tools being used in **BIM 5D**[®] processes facilitate, among other things, regular consistency reviews of the construction designs, a model-based quantity, cost and performance assessment as well as schedule planning, and, on this basis, an end-to-end rendering of the construction sequence with digitally linked processes and consistent data across the entire life cycle of a building. This can help uncover and correct errors

at an early stage, thus minimising the risks in a construction project, the roots of which are often found in the design phase. The digitally retrievable data can then be used for different analyses (including building analyses and simulations, sustainability studies or building certification). The digital tools also promote an efficient and transparent working relationship with clients, designers and partner companies.

HUMAN RIGHTS



By providing construction services in structurally weak regions, we are making an important contribution to infrastructure expansion and job creation in those places. In geographical terms, about 95 % of our work is performed in Europe and some 5 % outside of Europe. In this context, some of our projects are located in countries that have received international criticism for their human rights situation.

Different standards for the protection of human rights prevail in the various countries where we do business. Moreover, the supply and value chains in the construction industry are small-scale and complex, which can increase the risk of non-transparency. When it comes to the protection of human rights, however, we take the matter seriously

and work to raise awareness for the issue among group employees, suppliers and subcontractors. The STRABAG Group adheres to all internationally applicable standards and, through the Code of Conduct, group directives and management directives, specifies a compliance framework that, among other things, rejects illegal employment relationships and guarantees minimum pay and occupational safety (HSE organisation at group level) so that the identified risks regarding pay, working conditions and occupational accidents can be dealt with effectively and permanently. STRABAG ensures the country-specific, legally prescribed minimum wage or the collective wage in a certain trade through monitoring by the central human resources administration.

Rules, responsibilities and due diligence

The STRABAG SE **Code of Conduct** precisely establishes the system of values to which the company and all its employees are committed. Through workshops and training sessions, employees are made aware of and sensitised to the group's values in the long term. In particular, the values of partnership, solidarity and respect, together with fairness, help to create an environment that fosters interactions between the employees at STRABAG that are in line with the respect for human rights. The Code of Conduct forms an integral part of the employment documents for all group employees. STRABAG SE also expects its stakeholders – especially suppliers and subcontractors – to act in accordance with the Code of Conduct.

In the Code of Conduct, STRABAG SE expressly commits to equal opportunities regardless of skin colour, nationality, gender, sexual orientation, religion, disability or age and to a working environment free from discrimination, harassment or reprisals. As an international construction technology group, we therefore employ people based on their qualifications and the experience required for the work to be performed.

The annex “Principles of Employment Conditions and Human Rights” supplements the Code of Conduct. All employees were informed of and asked to observe and comply with these

principles, which were also incorporated into the existing general terms and conditions or comparable agreements. In accordance with the UK and Australian Modern Slavery Act, we have also published a statement underlining the relevance of human rights risks in our business activities and supply chain. STRABAG's commitment to the prohibition of slavery, human trafficking and child labour has since been firmly anchored in our updated Corporate Responsibility Policy.

Potential human rights violations, such as discrimination at the workplace, can be reported by employees and external persons via an online whistleblowing system or to the stated contact persons (ombudspersons). A detailed explanation of how whistleblower reports are handled and how we guarantee the privacy and anonymity of whistleblowers and other persons involved can be found in an internal functional description or in the externally accessible FAQs.

Reports are initially examined for plausibility. If the case is justified, it is pursued accordingly by the responsible regional ombudspersons. Organisational and personnel measures – from warnings to dismissals – are taken by the management representative in charge in order to respond appropriately to the identified offences and to counteract any future violations.

See chapter “Fair Competition”

www.strabag.com > Strategy > Strategic Approach > Business Compliance

Objectives and indicators

Online whistleblower platform: strabag.integrityplatform.org

The creation and maintenance of employment conditions that are in compliance with the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work and with the United Nations' Universal Declaration of Human Rights are an essential goal of the STRABAG Group's value system. Particularly relevant here are:

- the prohibition of discrimination in respect of employment and occupation
- the prohibition of slavery and human trafficking
- the prohibition of child labour

The following indicators are used to measure if an objective has been reached:

- number of cases identified in the category "discrimination" in the reporting year (cases are assigned to the year in which they were conclusively discovered): 12

- number of cases identified in the category "human rights and working conditions" in the reporting year (cases are assigned to the year in which they were conclusively discovered): 3

In 2021, there was a significant increase in reported cases with a total of 27 (2020: 17 reported cases). Of the 27 reports, 24 could be assigned to the category "discrimination" and three to the category "human rights and working conditions". In 14 of the 27 cases, the conflict was resolved amicably. In one case, the employee was dismissed. Six reports were not substantiated. Three cases were withdrawn, and three cases are still under investigation.

In 2021, for the first time, reports were also recorded in the whistleblower system that were not submitted directly to the ombudspersons via the whistleblower platform but by telephone or e-mail (in 14 of 27 cases). Furthermore, search terms were added to the intranet, which made it easier to find the whistleblower platform and the ombudspersons contact information. The increased visibility played a role in increasing the number of reported cases.

Projects and initiatives

In spring 2021, STRABAG joined the United Nations Global Compact, thereby committing to ten global principles in the areas of human rights, labour standards, environmental protection and anti-corruption.

Due to the broad range of construction services along the entire value chain, STRABAG is dependent on reliable, high-quality suppliers and subcontractors around the world. Only in this way can we offer quality products and services with the greatest possible benefit for our customers and for society. In order to fulfil our obligation to exercise due diligence and to better assess the

impact on the environment and society along the supply chain, we have set up a project titled "Sustainability in the Supply Chain". Using a management and audit system for suppliers and subcontractors, our aim is to analyse risks related to human rights, occupational health, safety and the environment along our supply chain and to avert potentially negative impacts through preventive and remedial measures.

The subject of diversity and of equal treatment of women and men is dealt with in the Consolidated Corporate Governance Report.

SOCIETAL ENGAGEMENT

Focus on cultural and social projects as well as on team sports

Our business activity – the business of building – directly shapes people’s living environment. The result is an interaction between construction and society: Only in a successful society can we succeed. At STRABAG, we therefore feel obliged to contribute to the healthy development of society

as a whole. This means that we make contributions to maintain the social standards in Central Europe, to improve them in other countries, and that we support cultural projects as well as team sports to enhance team spirit.

Rules, responsibilities and due diligence

If and in which form we lend substantial support is decided by the STRABAG SE Management Board according to eligibility criteria such as:

- Can STRABAG, given the nature of its business, make a contribution to the project that companies in other industries could not?
- Is the project worth our long-term commitment?
- Does the project fit our strategy and our public image?



Objectives and indicators

We do not extend our social commitment indiscriminately, but instead support selected initiatives over the long term in order to make a lasting contribution. One of the indicators we use to

measure our commitment is the contribution we make to the core projects and initiatives mentioned below. In 2021, this amounted to € 3.90 million (2020: € 3.30 million).

Projects and initiatives

CONCORDIA SOCIAL PROJECTS

In the social sphere, we are especially committed to helping children and youth in Eastern and South-East Europe by giving them an opportunity for an education and the chance for a better

future. This also helps to secure the future of our company in these markets. An important contribution is made to CONCORDIA.



CONCORDIA’s vision: For all children and young people to live an independent life and to be fully included in their communities.

CONCORDIA is an international organisation with a broad range of services that includes emergency aid, crisis centres, outreach work, alternative childcare and accommodation, as well as education and training to help disadvantaged children, youth and families in need. From its start in 1991 as a social project for street children in Bucharest, CONCORDIA has grown into an organisation which today helps more than 9,000 children, youth and families in Romania, Bulgaria and Moldova.

The organisation’s most important goal is keeping families together. Many parents are forced to leave the country in search for work. Many

children are unable to stay with their families due to existential poverty or for other reasons. CONCORDIA's services therefore comprise family-like children's homes, foster care, social centres for youth in precarious situations, assisted living facilities for young adults, and community work. Another focus is on educational projects: from educational assistance or music instruction to separate training facilities, for example for cooking/baking or the carpentry trade.

In Moldova, CONCORDIA also attends to the needs of around 6,000 people who live in extreme poverty. All over the country, CONCORDIA's social centres and soup kitchens provide elderly people and children in need with the essentials they require every day. The outbreak of the Covid-19 pandemic has led to an increase in the number of people affected by extreme poverty. Due to increased cases of domestic violence, CONCORDIA also recently started operating a crisis centre for children affected by this problem. STRABAG has been a partner of CONCORDIA for years, helping to build living facilities for children who for various reasons cannot grow up with their parents, setting up social centres and soup kitchens, and offering continuous support of the organisation's activities.

Supported by STRABAG, CONCORDIA also provides assistance to children from low-income families in Austria and helps unaccompanied minor refugees take their first steps towards integration. Since 2016, an annual fundraising concert by Tyrolean Festival Erl on behalf of CONCORDIA's children's projects has been a regular part of the joint effort by STRABAG and CONCORDIA to help people in need.

TYROLEAN FESTIVAL ERL

Tyrolean Festival Erl was founded in 1997 and has been held in the illustrious Passion Play town of Erl in Austria every year since 1998. STRABAG has been a supporting partner from the beginning. To guarantee the long-term viability of this important cultural venue, the foundation Tiroler Festspiele Erl Gemeinnützige Privatstiftung was



The festival theatre in Erl, Austria



A hot meal at CONCORDIA Tranzit in Prizren (Kosovo). For some children, it is the only one of the day.

Since the beginning of 2021, CONCORDIA has also been active with its own organisation in Kosovo. The CONCORDIA Tranzit Education Centre in Prizren in the south of the country offers a programme for early childhood education, learning support for school children, music lessons and an education programme for young people. Tranzit is a drop-in centre for children from precarious backgrounds, some of whom have never attended school before. CONCORDIA actively reaches out to those families who are on the margins of society and live in extreme poverty.

More information: www.concordia.or.at

established in 2017 with STRABAG SE as one of the foundation's sponsors.

Tyrolean Festival Erl has become a respected fixture in the cultural life of Tyrol and internationally. Despite the restrictions during the Covid-19 pandemic, the 2020/21 season still saw numerous programmes performed in front of a live audience with around 15,000 visitors treated to top-class opera, concert and chamber music. The focus in the summer of 2021 was on Wagnerian opera, complemented by other opera productions as well as by classical and contemporary concert repertoire. All year round, the unique acoustics in the festival theatre also do justice to the works of Mozart, Bach, Italian and international composers and bel canto.

An attractive winter season programme was added to the summer programme in 2012 when performances became possible in the STRABAG-built festival theatre. Further events were added to the

festival programme in 2017 with the piano days and the Thanksgiving concert series. The 2020/21 Winter Festival was rescheduled to spring 2021 due to the restrictions imposed by

the lockdown regulations and could finally be presented to the public as a broadcast on ORF III.

More information: www.tiroler-festspiele.at

ENSEMBLE:PORCIA

Ensemble:Porcia is the most important cultural institution in the small town of Spittal an der Drau in Upper Carinthia. In the second year of the pandemic, the originally planned programme again had to be significantly curtailed due to strict Covid-19 rules. Nevertheless, the great commitment of all those involved made it possible to welcome more than 15,000 visitors to the castle in 2021. For this special summer, seven in-house productions were developed by a 40-strong artistic ensemble from the fields of acting, music, directing, stage design, costume design and composition, together with a strong technical team. The Porcia Theatre Wagon went on a special tour

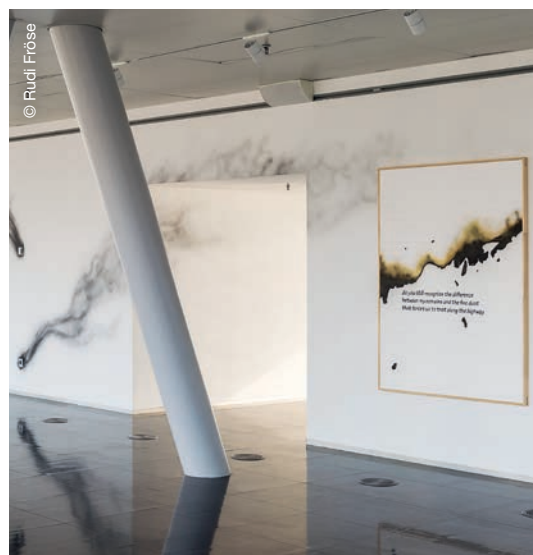
again as well, delighting an audience of around 8,000 people at 48 venues in as many days between the end of June and mid-September. With the performances in the castle and the theatre wagon, the ensemble managed to reach an audience of over 23,000 people in the summer of 2021. Thanks to its continued commitment and dedication, the travelling troupe thus once again succeeded in drawing attention to culture in Carinthia and Spittal by getting people excited about the performing arts during another unusual summer.

More information: www.ensemble-porcias.at

STRABAG KUNSTFORUM

STRABAG Kunstforum has long been in the service of arts patronage – as organiser of the STRABAG Artaward International, with the exhibitions at the STRABAG Artlounge and through the establishment and maintenance of the permanent collections at more than 60 offices throughout Europe. In 2021, the corporate locations in London (United Kingdom), Neu-Ulm (Germany) and Karlsruhe (Germany) as well as TechGate Vienna and Leopold-Böhm-Strasse in Vienna (Austria), among others, were endowed with visual art from the STRABAG Artcollection. Further locations such as Prague (Czech Republic), Bratislava (Slovakia) and Belgrade (Serbia) are in preparation.

With nearly 4,000 works of art, the STRABAG Artcollection helps to inspire an engagement with art at the workplace. In addition, the temporary exhibitions at the STRABAG Artlounge in Vienna offer artists a platform to present their work to an interested public. The temporary exhibitions as well as the permanent installation of Bruno Gironcoli's work at the Gironcoli-Kristall in Vienna are open to employees and the general public during regular office hours. Admission is free. A key objective of the STRABAG Kunstforum is art education, and the exhibition at the Gironcoli-Kristall can be accompanied by a Hearonymus audio guide if desired. Employees, business partners and anyone interested in art are also cordially invited to take a guided tour of the STRABAG Artlounge, the entire collection and the Gironcoli-Kristall.



STRABAG Artlounge exhibition: Sophie Gogl, *Asche*, 2021

The STRABAG Artaward is the central element of STRABAG Kunstforum's activities. The award has been presented in Austria since 1994 (with an interruption in 2004 and 2005), since 2009 as an international art sponsorship award for artists in the fields of painting and drawing. Artists may apply for the STRABAG Artaward International via an online procedure. A jury of international art experts, rotated every three years, selects the winners annually during an intense jury session in front of the original works. In addition to the prize money, artists receive the opportunity to present their works at an individual exhibition in the STRABAG Artlounge. STRABAG Kunstforum also gives artists access to the art studio at the STRABAG head office in Vienna in order to promote creativity as well as artistic productivity and exchange within the art scene. For the years

2021–2023, the award is open to artists from Austria, Poland, Slovakia, the Czech Republic and Hungary. Every year, the prominent members of the STRABAG Artaward International jury select a main prize and four recognition prizes from approximately 1,000 submissions. The prizes for 2021 went to Anouk Lamm Anouk (Austria, main prize) and to Robert Gabris (Austria/Slovakia), Samuel Paučo (Czech Republic), Natália Šimonová (Slovakia) and Marcin Zawicki (Poland). The solo exhibitions are being held from October 2021 through April 2022. Videos of the exhibitions can be seen on the STRABAG Kunstforum YouTube channel.

At the same time, the STRABAG Artlounge is also honouring long-standing artists from the

collection with large solo exhibitions in the Artlounge Special exhibition series. The series opened in September 2021 with the exhibition *Feine Salonkunst für das bürgerliche Wohnzimmer* [Fine Salon Art for the Bourgeois Living Room] by Peter Pongratz. Born in 1940, Pongratz is one of Austria's most outstanding contemporary artists. In search of authenticity in art, he draws inspiration from art brut, tribal art and children's drawings and has always been interested in forms of expression that go beyond the classical understanding of art. Emotion, fantasy and improvisation characterise his artistic work. At the opening event, Pongratz shared some whimsical and humorous stories from his life as an artist.

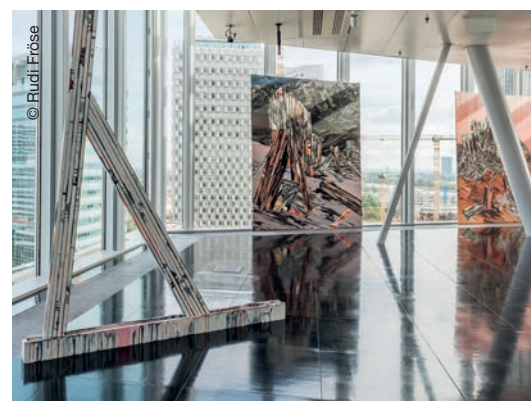
More information: www.strabag-kunstforum.at



Peter Pongratz speaking with Wilhelm Weiß and Tanja Skorepa (both of STRABAG Kunstforum) at his exhibition *Feine Salonkunst für das bürgerliche Wohnzimmer* at STRABAG Artlounge, September 2021



STRABAG Artlounge exhibition: Robert Gabris, *Inventing Human: Sketches*, 2021



STRABAG Artlounge exhibition: Samuel Paučo, *(Ge)Schichten*, 2021

EU TAXONOMY

Regulation (EU) 2020/852 (“Taxonomy Regulation”), which entered into force on 12 July 2020, establishes the criteria for determining whether an economic activity qualifies as environmentally sustainable. It provides the legal basis for sustainable investments as a way to swiftly implement the European Green Deal. The aim of the regulation is to introduce a uniform classification system (“EU Taxonomy”) in order to steer capital flows into environmentally sustainable sectors.

For this purpose, the taxonomy identifies economic activities that have a significant impact on the EU’s environmental objectives.

These six environmental objectives are:

1. Climate change mitigation
2. Climate change adaptation
3. Sustainable use and protection of water and marine resources
4. Transition to a circular economy
5. Pollution prevention and control
6. Protection and restoration of biodiversity and ecosystems

The first step was to focus on the environmental objectives of “climate change mitigation” and “adaptation” by selecting those sectors that have a high impact on greenhouse gas (GHG) emissions. Criteria were defined for some 80 subsectors of the economy that together account for about 80 % of direct GHG emissions in Europe.¹ This also includes the construction and real estate sector, with a share of 36 %² of GHG emissions. In the infrastructure sector, the only infrastructure included in the economic activities is that for low-carbon transport (e.g. railways, bicycles and personal mobility on foot).

A large part of the STRABAG Group’s activities, in particular road construction, infrastructure project development, building materials production, and property and facility services, are currently not taxonomy-eligible, meaning they are not included

in the economic activities defined within the EU Taxonomy.

After this classification of economic activities into those that are taxonomy-eligible and those that are not, the degree to which the activities are environmentally sustainable is assessed on the basis of the technical screening criteria. These criteria are already available in detailed form for the environmental objectives of climate change mitigation and climate change adaptation.

An economic activity is considered environmentally sustainable if it contributes substantially to one or more of the six environmental objectives, does not significantly harm any of the other environmental objectives, and is carried out in compliance with certain minimum safeguards. Whether an economic activity makes a substantial contribution or does no significant harm to an environmental objective is determined on the basis of the technical screening criteria specified in detail by the European Commission.

The criteria and requirements must all be fulfilled **cumulatively**.

Article 8 of Commission Delegated Regulation (EU) 2021/2178 of 6 July 2021 supplementing Regulation (EU) 2020/852 requires non-financial undertakings to disclose information on the following in their non-financial report:

- proportion and absolute value of the taxonomy-aligned, the taxonomy-eligible but not taxonomy-aligned, and the taxonomy-non-eligible revenue related to products or services associated with environmentally sustainable economic activities
- proportion and absolute value of the taxonomy-aligned, the taxonomy-eligible but not taxonomy-aligned, and the taxonomy-non-eligible capital expenditures and operating expenditures related to assets or processes associated with environmentally sustainable economic activities

The detailed calculation of these individual values is described in the subchapters on “revenue”, “capital expenditures” and “operating expenditures”.

¹ DIW weekly report 50/2020, p. 974 & European Commission: Frequently asked questions: What is the EU Taxonomy and how will it work in practice?, https://ec.europa.eu/info/sites/default/files/business_economy_euro/banking_and_finance/documents/sustainable-finance-taxonomy-faq_en.pdf (retrieved on 20 December 2021)

² European Commission: In focus: Energy efficiency in buildings, https://ec.europa.eu/info/news/focus-energy-efficiency-buildings-2020-lut-17_en (retrieved on 19 December 2021)

Relief provisions for the 2021 financial year

An assessment of the economic activities against the defined screening criteria is not yet required for reporting on the 2021 financial year. The company must only indicate which of its activities are included in the economic activities defined within the EU Taxonomy, i.e. which activities are taxonomy-eligible. On this basis, the reporting must show in aggregated form the proportion of revenue, capital expenditures and operating expenditures for economic activities that are taxonomy-eligible and those that are not. For 2021, the

economic activities are only considered with regard to the environmental objectives of climate change mitigation and climate change adaptation.

The EU Taxonomy Regulation and the delegated acts issued in this regard contain formulations and terms that are still subject to considerable uncertainties regarding their interpretation and for which clarifications have not always been published. STRABAG SE's interpretation of these terms is set out in the following explanations.

Revenue

Determination of the denominator according to Article 8 Annex 1:

The revenue comprises revenue that was recognised in accordance with IAS 1.82(a), determined on the basis of IFRS 15. It includes revenue from construction contracts, revenue from construction materials, revenue from facility management, revenue from project developments and other revenue.

Determination of the numerator according to Article 8 Annex 1:

The allocation of revenue to the economic activities of the EU Taxonomy is based on the business fields recorded in the central controlling system. When an order is placed, it is assigned to a unique business field as soon as the cost centre is opened. This ensures a clear allocation of the economic activity.

Item 7.1.¹ of the EU Taxonomy on the construction of new buildings defines this activity as the development of building projects for residential and

non-residential buildings as well as the construction of complete residential or non-residential buildings on a contract basis. The STRABAG business fields of building construction (general contractor) and real estate development can be subsumed under this economic activity.

STRABAG's business activities with regard to railways, railway tunnels, railway bridges and railway station buildings fall under item 6.14. (infrastructure for rail transport) of the EU Taxonomy, which covers the construction and modernisation of railways as well as bridges, tunnels and stations.

Corporate revenues are also attributable to the economic activities 4.1. to 4.8. (construction of power plants for electricity generation from alternative sources), 5.3. and 5.4. (construction, extension and renewal of waste water collection and treatment) and 6.13. (infrastructure for personal mobility, cycle logistics).

The revenue for the 2021 financial year is as follows:

REVENUE

	€ mln.	%
Taxonomy-eligible revenue	4,686.83	30.64
Taxonomy-non-eligible revenue	10,611.71	69.36
Revenue according to IFRS financial statements as at 31 December 2021²	15,298.54	100.00

The result shows that a high proportion of the business fields of the STRABAG Group – economic activities such as road construction, civil engineering, building materials production, tunnelling, and property and facility services – are

currently not covered by the EU Taxonomy. As a result, there are no technical screening criteria laid out in the regulation to assess their degree of sustainability. However, sustainable solutions in essential business fields are key for a successful

¹ The following references are to the Commission Delegated Regulation (EU) 2021/2139 from 4 June 2021.

² See Consolidated Income Statement in the Consolidated Financial Statements as at 31 December 2021.

transition to a sustainable economy. STRABAG relies on relevant standards in this area and pursues a comprehensive sustainability concept. Detailed information can be found elsewhere in this Consolidated Non-Financial Report.

A large proportion of building construction also does not fall under the taxonomy-eligible economic activities, as the definition is aimed at the construction of complete residential and non-residential

buildings. In many cases, however, STRABAG is only responsible for individual parts of buildings. As a result, the company does not have the necessary data for assessing the sustainability of this activity against the screening criteria.

The EU Taxonomy is constantly evolving. The inclusion of further economic activities and the adaptation and expansion of the assessment criteria are to be expected.

Management approach

As the STRABAG Group's revenues stem from a large number of very different individual projects, the examination of the technical criteria of the taxonomy-eligible economic activities cannot be carried out at the level of the activity itself, but only at the individual project level. Since the extensive and detailed criteria that are involved necessitate a considerable administrative effort, the detailed audit will only be carried out for projects of a material size and above.

The sizes and the technical solutions for the survey, determination and consolidation of the data are currently still being worked out. For the 2022 financial year, it is planned to determine the main projects for the economic activities of "infrastructure for rail transport" and "construction of new buildings".

STRABAG SE is a leading European technology group for construction services. These services are provided on the basis of public tenders or specifications from private clients. Sustainable solutions are offered. STRABAG has an influence on the ecological design of buildings only in rare cases or within the scope of its own project developments. In public tenders in particular, the company is usually only commissioned to carry out the construction work.

Initial pilot projects show that many of the criteria specified by the EU Taxonomy are not yet included as standard in construction projects. It is to be expected that only a small proportion of projects currently commissioned are in compliance with the taxonomy.

Capital expenditures (CapEx)

Determination of the denominator according to Article 8 Annex 1:

Capital expenditures as defined by the EU Taxonomy include additions to tangible and intangible fixed assets, including those from business combinations. Also included are additions to right-of-use assets (excluding additions from value adjustments to contracts) in accordance with IFRS 16. The disclosures are made before depreciation, amortisation, impairment or other changes in value.

The total capital expenditures in intangible and tangible assets reported in the IFRS consolidated financial statements form the starting point for determining the taxonomy-eligible investments.

Determination of the numerator according to Article 8 Annex 1:

Taxonomy-eligible and taxonomy-aligned expenditures can be divided into three categories:

- Capital expenditures on assets that are associated with taxonomy-eligible or taxonomy-aligned economic activities
- Acquisition of assets from taxonomy-eligible or taxonomy-aligned economic activities that reduce greenhouse gas emissions
- Capital expenditures incurred as part of a plan to expand taxonomy-aligned economic activities or to allow taxonomy-eligible economic activities to become taxonomy-aligned (CapEx plan)

CAPITAL EXPENDITURES ON ASSETS THAT ARE ASSOCIATED WITH TAXONOMY-ELIGIBLE OR TAXONOMY-ALIGNED ECONOMIC ACTIVITIES

The STRABAG Group has a central equipment management function that controls the procurement, servicing, maintenance and repair, the equipment deployment, and the recycling of construction machinery, mechanical equipment and vehicles throughout the group.

A clear allocation of construction equipment and the vehicle fleet to individual projects and thus to economic activities is not possible. In the case of mixed-use assets, these are assigned to taxonomy-eligible or taxonomy-aligned economic activities by means of a suitable classification key.

STRABAG assigns technical equipment, machinery, the vehicle fleet, and operating and office equipment to this category. The acquisition of these assets through business combinations is also included here.

The equipment intensity in construction projects varies greatly; especially in projects with a high level of subcontractor services, equipment use differs considerably compared to services performed using the company's own personnel.

The allocation of capital expenditures is therefore carried out in the ratio of equipment costs recorded in the management reporting in the case of taxonomy-eligible or taxonomy-aligned revenue in relation to the total equipment costs according to the management report.

Due to the applicable relief provisions, capital expenditures for the 2021 financial year based on equipment costs are assigned only to taxonomy-eligible economic activities.

ACQUISITION OF ASSETS FROM TAXONOMY-ELIGIBLE OR TAXONOMY-ALIGNED ECONOMIC ACTIVITIES THAT REDUCE GREENHOUSE GAS EMISSIONS

Buildings constructed by STRABAG for its own use are recognised as taxonomy-eligible economic activities. Starting with the 2022 financial year, any real estate that was acquired or built in-house in a certain financial year will be reviewed for compliance with the technical screening criteria. The acquisition or construction of these buildings is reported in the Consolidated Statement of Fixed Assets under "Properties and buildings" or "Facilities under construction".

Due to the applicable relief provisions, capital expenditures for the construction of company-owned buildings are presented as taxonomy-eligible for the 2021 financial year.

The acquisition of vehicles represents an acquisition of assets from a taxonomy-eligible economic activity. Capital expenditures for passenger cars that are not directly attributable to the provision of services are therefore included under this item.

CAPITAL EXPENDITURES INCURRED AS PART OF A PLAN TO EXPAND TAXONOMY-ALIGNED ECONOMIC ACTIVITIES OR BECOME TAXONOMY-ALIGNED (CAPEX PLAN)

As part of the sustainability strategy, a wide variety of projects aim to reduce carbon emissions in administration and in construction projects. Detailed information can be found in this Consolidated Non-Financial Report.

Whether and to what extent an economic activity can be classified as taxonomy-aligned is to be

assessed on the basis of the screening criteria for the individual construction project. Since STRABAG essentially provides construction services on the basis of public tenders or specifications from clients, taxonomy-aligned economic activities can only be expanded together with the clients. Therefore, no investment plans currently exist in this regard.

CAPITAL EXPENDITURES FOR TAXONOMY-NON-ELIGIBLE ECONOMIC ACTIVITIES

This category comprises capital expenditures that cannot be allocated to taxonomy-eligible economic activities.

The right-of-use assets from leases involve a large number of real estate leases for office locations. These are not broken down on the basis of

equipment costs, but are allocated in their entirety to capital expenditures for economic activities not covered by the taxonomy.

The calculation is based on the total additions to intangible assets and to property, plant and equipment according to the IFRS consolidated financial

statements. First, the capital expenditures for the acquisition of assets from taxonomy-aligned economic activities as well as the taxonomy-non-aligned expenditures are determined. The remaining expenditures are allocated on the basis of the taxonomy-eligible revenue, thus avoiding

double counting of expenditures in several taxonomy-eligible economic activities.

The total capital expenditures in the 2021 financial year are as follows:

CAPITAL EXPENDITURES

	T €	%
Capital expenditures for taxonomy-eligible economic activities	72,956	13.65
Acquisition of assets from taxonomy-eligible economic activities	68,941	12.90
<i>Taxonomy-eligible capital expenditures</i>	141,897	26.56
<i>Taxonomy-non-eligible capital expenditures</i>	392,418	73.44
Total capital expenditures	534,314	100.00

Operating expenditures (OpEx)

Determination of the denominator according to Article 8 Annex 1:

Operating expenditures as defined by the EU Taxonomy are, in addition to non-capitalisable research and development activities to achieve taxonomy eligibility, all maintenance and repair expenditures as well as short-term leasing expenses, building renovation activities and other directly attributable costs relevant to the ongoing maintenance and preservation of the functionality of intangible and tangible assets.

Determination of the numerator according to Article 8 Annex 1:

Analogous to the procedure for capital expenditures, the repair and maintenance costs for technical equipment, machinery, the vehicle fleet, and furniture and fixtures are allocated to

taxonomy-eligible and taxonomy-non-eligible operating expenditures in proportion to the equipment costs. The maintenance expenses for real estate can be partially allocated to the economic activity 7.2. (renovation of existing buildings) or 7.6. (installation, maintenance and repair of renewable energy technologies) and thus count as partially taxonomy-eligible operating expenditures.

However, a detailed examination of the maintenance of real estate is only carried out if the individual measure exceeds the expenditure of € 3 million. In the 2021 financial year, this value was not exceeded, which is why the entire allocation was made under taxonomy-non-eligible operating expenditures.

The basis for determining the operating expenditures is the respective expense items according to the IFRS consolidated balance sheet.

OPERATING EXPENDITURES

	T €	%
Operating expenditures for taxonomy-eligible economic activities	57,057	17.19
Operating expenditures for assets from taxonomy-eligible economic activities	10,555	3.18
<i>Operating expenditures for taxonomy-eligible economic activities</i>	67,612	20.37
<i>Operating expenditures for taxonomy-non-eligible economic activities</i>	264,285	79.63
Total operating expenditures	331,898	100.00

Minimum safeguards

The minimum safeguards included in the EU Taxonomy are there to ensure that the company carrying out the economic activity implements procedures that guarantee aspects of human rights and workers' rights. An economic activity is carried out in compliance with the minimum safeguards if the following minimum social standards are followed in its implementation:






- OECD Guidelines for Multinational Enterprises
- UN Guiding Principles on Business and Human Rights
- Core conventions of the International Labour Organisation (ILO)























The analysis and evaluation of existing management directives, processes and management structures has revealed a high degree of compliance with the required minimum safeguards. These include the Business Compliance Management System, the safety and health management system, the environmental management system and the energy management system.

For detailed information, please refer to the chapters on "Human Rights", "Occupational Safety" and "Health Protection" in this Consolidated Non-Financial Report.

Due to the relief provisions, evidence of the minimum safeguards set out in the EU Taxonomy for compliance with human rights and workers' rights does not yet have to be provided for the 2021 financial year.

SUSTAINABILITY PROGRESS

 Positive development
  Negative development
  No change
  New figure/Criteria
  Development not assessable

Issue	Key figure/Criteria	2019	2020	2021	Development compared to the previous year
Client satisfaction¹					
	Client satisfaction (index)	1.87	1.87	Data not available ²	
Digitalisation and Innovation¹					
	Collection and analysis of machine data	34 %	37 %	44 %	
	Key equipment with machine control systems	12 %	15 %	15 %	
	BIM 5D [®] workstations	1,560 (+15 %)	1,908 (+23 %)	2,165 (+13 %)	
	Percentage of employees using mobile end devices (tablets)	18 %	23 %	25 %	
	Expenditure on research, development and innovation activities	approx. € 17 mln.	approx. € 17 mln.	approx. € 16 mln.	
	Number of development projects with funding	n. a.	n. a.	24	
	Ideas submitted to idea management system	n. a.	n. a.	153	
	Implementation rate in idea management system	n. a.	n. a.	29.4 %	
Occupational safety¹					
	Lost-time accident rate ³	0.24 %	0.27 %	0.26 %	
	Accident incident rate ⁴	15.9	15.9	15.6	
Health protection¹					
	Lost-time illness rate ⁵	4.9 %	5.3 %	5.8 %	
Strategic human resource development¹					
	Number of appraisal interviews held versus number of employees	60.00 %	51.10 %	56.19 %	
	Training days per employee	1.42	0.68	0.84	
Equal treatment of women and men					
	Diversity on the Management Board (Women/Men) ⁶	0 % / 100 %	0 % / 100 %	0 % / 100 %	
	Diversity on the Supervisory Board (Women/Men) ⁶	18 % / 82 %	27 % / 73 %	18 % / 82 %	
	Diversity in management (Women/Men)	9.3 % / 90.7 %	9.3 % / 90.7 %	9.3 % / 90.7 %	
	Diversity among employees (Women/Men)	16.9 % / 83.1 %	17.1 % / 82.9 %	17.5 % / 82.5 %	
Fair competition¹					
	Training "Anti-Corruption and BCMS" (management)	90 %	81 %	81 %	
	Training "Cartel law" (management)	90 %	83 %	90 %	
	E-learning course "Business Compliance Training" ⁷ (management and employees)	n. a.	n. a.	92 %	
	Confirmed corruption cases	2	5	1	

1 Material issue as defined by the GRI standards

2 Due to changes in the way data are collected






3 Number of working hours lost to accidents versus productive working hours

4 Number of accidents at work per 1 million productive working hours

5 Ratio of sick leave days to working days; Values for 2020 were adjusted retroactively due to a change in the calculation method.

6 Employee numbers expressed as head count as at 31 December 2021

7 A new course was implemented in 2021.

 Positive development
  Negative development
  No change
  New figure/Criteria
  Development not assessable

Issue	Key figure/Criteria	2019	2020	2021	Development compared to the previous year
Materials¹					
	Percentage of recycled asphalt used in the production of asphalt mixture	34 % (DE) 41 % (PL) 13 % (AT)	33 % (DE) 40 % (PL) 14 % (AT)	34 % (DE) 36 % (PL) 19 % (AT)	
Energy and Emissions¹					
	Vehicle fleet in Germany and Austria ² Diesel powered passenger cars	6.01 l/100 km and 161 g CO ₂ /km	5.97 l/100 km and 160 g CO ₂ /km	5.90 l/100 km and 158 g CO ₂ /km	
	Diesel powered commercial vehicles	9.18 l/100 km and 246 g CO ₂ /km	9.3 l/100 km and 249 g CO ₂ /km	9.28 l/100 km and 248 g CO ₂ /km	
	Asphalt mix produced in-house in Germany	93.0 kWh/t and 31.8 kg CO ₂ /t	93.33 kWh/t and 31.0 kg CO ₂ /t	97.6 kWh/t and 31.2 kg CO ₂ /t	
Austrian Code of Corporate Governance (ÖCGK)					
	Compliance with C-Rules and R-Rules	All C-Rules and R-Rules were complied with	All C-Rules and R-Rules were complied with	All C-Rules and R-Rules were complied with	
Human rights					
	Number of cases of discrimination	1	3	12	
	Number of cases identified in the category "human rights and working conditions" ³	n. a.	n. a.	3	
	Reports of potential human rights violations to the ombudspersons	12	17	27	
Societal Engagement					
	Expenditures for core projects and initiatives	€ 4.2 mln.	€ 3.3 mln.	€ 3.9 mln.	

1 Material issue as defined by the GRI standards

2 Until 2019, the figure was reported including petrol-driven vehicles.

3 Category was introduced in 2021

DATA APPENDIX

Issue	Indicator	Unit	GRI standards	2019	2020	2021
General Employment Figures¹						
	Number of employees	FTE	102-7	76,919	74,340	73,606
	White-collar	FTE		32,480	31,889	31,934
	Blue-collar	FTE		44,439	42,451	41,672
	Women	Head count %	102-8	16.9	17.1	17.5
	Men	Head count %	102-8	83.1	82.8	82.5
	Age group <30 years	Head count %	405-1	19	19	17
	Age group 30–50 years	Head count %	405-1	50	50	52
	Age group >50 years	Head count %	405-1	31	31	31
	Segment (North + West)	FTE (%)	102-8	25,386 (33 %)	25,801 (35 %)	25,430 (35 %)
	Segment (South + East)	FTE (%)	102-8	19,850 (26 %)	20,512 (27 %)	20,685 (28 %)
	Segment (International + Special Division)	FTE (%)	102-8	25,219 (33 %)	21,339 (29 %)	20,610 (28 %)
	Other	FTE (%)	102-8	6,464 (8 %)	6,688 (9 %)	6,881 (9 %)
	Germany	FTE	102-8	29,132	28,150	28,131
	Austria	FTE	102-8	11,524	11,514	11,515
	Americas	FTE	102-8	7,613	6,497	5,786
	Poland	FTE	102-8	6,186	6,428	6,340
	Czech Republic	FTE	102-8	3,916	4,097	4,187
	Hungary	FTE	102-8	2,890	2,880	2,921
	Slovakia	FTE	102-8	1,831	1,745	1,671
	Romania	FTE	102-8	1,524	1,739	1,743
	Middle East	FTE	102-8	2,704	1,553	1,621
	Serbia	FTE	102-8	1,392	1,452	1,346
	Croatia	FTE	102-8	1,078	1,275	1,477
	Rest of Europe	FTE	102-8	1,528	1,123	987
	Asia	FTE	102-8	935	960	796
	Switzerland	FTE	102-8	880	822	749
	Africa	FTE	102-8	1,063	816	1,022
	Russia	FTE	102-8	660	644	569
	United Kingdom	FTE	102-8	n. a.	610	932
	Benelux	FTE	102-8	602	538	381
	Bulgaria	FTE	102-8	401	491	596
	Sweden	FTE	102-8	436	370	319
	Denmark	FTE	102-8	294	276	199
	Italy	FTE	102-8	171	212	176
	Slovenia	FTE	102-8	159	148	142
	Number of nationalities within the group	Number		120	139	147
	Percentage of women in the group and in management					
	Women in the group	Head count %	405-1	16.9	17.1	17.5
	Women in management ²	Head count %	405-1	9.3	9.3	9.3
	Women on the Supervisory Board ³	Head count %	405-1	18	27	18
	Women on the Management Board ³	Head count %	405-1	0	0	0
	Age structures in the Management Board and Supervisory Board					
	Management Board					
	Age group >30 years	Head count %	405-1	0	0	0
	Age group 30–50 years	Head count %	405-1	20	33	17
	Age group >50 years	Head count %	405-1	80	67	83

1 All employee figures were determined by including all associated group companies and represent annual average values.

2 Hierarchy levels from business unit management up

3 As at 31 December 2021

Issue	Indicator	Unit	GRI standards	2019	2020	2021
Supervisory Board						
	Age group >30 years	Head count %	405-1	0	0	0
	Age group 30–50 years	Head count %	405-1	18	18	9
	Age group >50 years	Head count %	405-1	82	82	91
Detailed employment information						
Total number of employees by employment contract (permanent and temporary), by gender						
	Total permanent	Head count (%)	102-8	70,645 (86 %)	68,672 (86 %)	68,458 (87 %)
	Total temporary	Head count (%)	102-8	11,668 (14 %)	10,756 (14 %)	9,954 (13 %)
	Women permanent	Head count (%)	102-8	11,664 (84 %)	11,498 (85 %)	11,877 (87 %)
	Women temporary	Head count (%)	102-8	2,212 (16 %)	2,099 (15 %)	1,808 (13 %)
	Men permanent	Head count (%)	102-8	58,981 (86 %)	57,174 (87 %)	56,581 (87 %)
	Men temporary	Head count (%)	102-8	9,456 (14 %)	8,657 (13 %)	8,146 (13 %)
Total number of employees by employment contract (permanent and temporary), by region						
	Germany permanent	Head count (%)	102-8	28,839 (88 %)	27,664 (87 %)	28,001 (89 %)
	Austria permanent	Head count (%)	102-8	12,119 (99 %)	12,095 (99 %)	11,792 (97 %)
	CEE permanent	Head count (%)	102-8	16,219 (80 %)	16,963 (80 %)	17,477 (82 %)
	Rest of Europe permanent	Head count (%)	102-8	3,682 (92 %)	3,515 (86 %)	3,393 (88 %)
	Rest of world permanent	Head count (%)	102-8	9,786 (76 %)	8,435 (83 %)	7,795 (83 %)
	Germany temporary	Head count (%)	102-8	4,066 (12 %)	4,033 (13 %)	3,562 (11 %)
	Austria temporary	Head count (%)	102-8	101 (1 %)	101 (1 %)	420 (3 %)
	CEE temporary	Head count (%)	102-8	4,058 (20 %)	4,304 (20 %)	3,874 (18 %)
	Rest of Europe temporary	Head count (%)	102-8	310 (8 %)	582 (14 %)	447 (12 %)
	Rest of world temporary	Head count (%)	102-8	3,133 (24 %)	1,736 (17 %)	1,651 (18 %)
Total number of employees by employment type (full-time and part-time), by gender						
	Total full-time	Head count (%)	102-8	73,789 (90 %)	71,220 (90 %)	70,459 (90 %)
	Total part-time	Head count (%)	102-8	8,524 (10 %)	8,208 (10 %)	7,953 (10 %)
	Women full-time	Head count (%)	102-8	8,863 (64 %)	8,740 (64 %)	8,907 (65 %)
	Women part-time	Head count (%)	102-8	5,013 (36 %)	4,857 (36 %)	4,778 (35 %)
	Men full-time	Head count (%)	102-8	64,926 (95 %)	62,480 (95 %)	61,552 (95 %)
	Men part-time	Head count (%)	102-8	3,511 (5 %)	3,351 (5 %)	3,175 (5 %)
	Whether a significant portion of the organisation's activities are performed by workers who are not employees			Only in individual cases are portions of the organisation's activities performed by workers who are not employees.		
	Any significant variations in the numbers reported in disclosure 102-8-a, 102-8-b, and 102-8-c			No significant variations in the number of employees could be determined.		
	An explanation of how the data have been compiled, including any assumptions made			The information required for the GRI disclosures was taken from the HR master data of the ERP system at the group headquarters as well as from group organisational units with other ERP systems through standardised monthly reporting.		
	Percentage of total employees covered by collective bargaining agreements¹	Head count (%)	102-41	96	94	94
New hires (without temporary employment contracts)						
	Women	Head count	401-1	808	623	719
	Men	Head count	401-1	3,558	3,041	3,619
	Age group <30 years	Head count	401-1	1,390	1,120	1,297
	Age group 30–50 years	Head count	401-1	2,298	1,985	2,392
	Age group >50 years	Head count	401-1	678	559	649
	Germany	Head count (Employee hire rate %)	401-1	1,567 (5.4 %)	1,194 (4.3 %)	1,322 (4.7 %)
	Women age group <30 years	Head count	401-1	110	75	81

1 The national requirements are kept at all subsidiaries.

Issue	Indicator	Unit	GRI standards	2019	2020	2021
	Men age group <30 years	Head count	401-1	370	287	328
	Women age group 30–50 years	Head count	401-1	145	110	129
	Men age group 30–50 years	Head count	401-1	639	515	558
	Women age group >50 years	Head count	401-1	52	29	39
	Men age group >50 years	Head count	401-1	251	178	187
Austria		Head count (Employee hire rate %)	401-1	1,282 (10.6 %)	1,087 (9.0 %)	1,102 (9.3 %)
	Women age group <30 years	Head count	401-1	82	59	59
	Men age group <30 years	Head count	401-1	435	360	329
	Women age group 30–50 years	Head count	401-1	151	128	129
	Men age group 30–50 years	Head count	401-1	478	415	434
	Women age group >50 years	Head count	401-1	34	31	45
	Men age group >50 years	Head count	401-1	102	94	106
CEE		Head count (Employee hire rate %)	401-1	773 (4.8 %)	556 (3.3 %)	604 (3.5 %)
	Women age group <30 years	Head count	401-1	54	30	46
	Men age group <30 years	Head count	401-1	147	103	134
	Women age group 30–50 years	Head count	401-1	88	68	60
	Men age group 30–50 years	Head count	401-1	363	266	264
	Women age group >50 years	Head count	401-1	11	7	10
	Men age group >50 years	Head count	401-1	110	82	90
Rest of Europe		Head count (Employee hire rate %)	401-1	290 (7.9 %)	342 (9.7 %)	327 (9.6 %)
	Women age group <30 years	Head count	401-1	18	16	19
	Men age group <30 years	Head count	401-1	72	76	57
	Women age group 30–50 years	Head count	401-1	20	35	48
	Men age group 30–50 years	Head count	401-1	129	153	146
	Women age group >50 years	Head count	401-1	5	11	10
	Men age group >50 years	Head count	401-1	46	51	47
Rest of world		Head count (Employee hire rate %)	401-1	454 (4.6 %)	485 (5.7 %)	983 (12.6 %)
	Women age group <30 years	Head count	401-1	15	8	13
	Men age group <30 years	Head count	401-1	87	106	231
	Women age group 30–50 years	Head count	401-1	20	14	28
	Men age group 30–50 years	Head count	401-1	265	281	596
	Women age group >50 years	Head count	401-1	3	2	3
	Men age group >50 years	Head count	401-1	64	74	112
Departures (without temporary employment contracts)						
	Women	Head count	401-1	801	790	806
	Men	Head count	401-1	4,234	4,243	4,159
	Age group <30 years	Head count	401-1	955	799	849
	Age group 30–50 years	Head count	401-1	2,575	2,649	2,623
	Age group >50 years	Head count	401-1	1,505	1,585	1,493
Germany		Head count (Employee departure rate %)	401-1	1,487 (5.2 %)	1,437 (5.2 %)	1,419 (5.1 %)
	Women age group <30 years	Head count	401-1	62	47	48
	Men age group <30 years	Head count	401-1	229	215	218
	Women age group 30–50 years	Head count	401-1	160	158	154
	Men age group 30–50 years	Head count	401-1	452	454	463
	Women age group >50 years	Head count	401-1	124	128	115
	Men age group >50 years	Head count	401-1	460	435	421
Austria		Head count (Employee departure rate %)	401-1	775 (6.4 %)	724 (6.0 %)	911 (7.7 %)
	Women age group <30 years	Head count	401-1	33	36	42
	Men age group <30 years	Head count	401-1	167	129	178
	Women age group 30–50 years	Head count	401-1	123	107	108
	Men age group 30–50 years	Head count	401-1	231	218	302

Issue	Indicator	Unit	GRI standards	2019	2020	2021
	Women age group >50 years	Head count	401-1	60	62	69
	Men age group >50 years	Head count	401-1	161	172	212
	CEE	Head count (Employee departure rate %)	401-1	742 (4.6 %)	733 (4.3 %)	806 (4.6 %)
	Women age group <30 years	Head count	401-1	21	19	28
	Men age group <30 years	Head count	401-1	101	64	99
	Women age group 30–50 years	Head count	401-1	82	73	91
	Men age group 30–50 years	Head count	401-1	287	280	317
	Women age group >50 years	Head count	401-1	30	43	33
	Men age group >50 years	Head count	401-1	221	254	238
	Rest of Europe	Head count (Employee departure rate %)	401-1	332 (9.0 %)	315 (9.0 %)	378 (11.1 %)
	Women age group <30 years	Head count	401-1	12	6	7
	Men age group <30 years	Head count	401-1	55	47	55
	Women age group 30–50 years	Head count	401-1	27	28	28
	Men age group 30–50 years	Head count	401-1	132	133	175
	Women age group >50 years	Head count	401-1	18	10	11
	Men age group >50 years	Head count	401-1	88	91	102
	Rest of world	Head count (Employee departure rate %)	401-1	1,699 (17.4 %)	1,824 (21.6 %)	1,451 (18.6 %)
	Women age group <30 years	Head count	401-1	11	17	14
	Men age group <30 years	Head count	401-1	264	219	160
	Women age group 30–50 years	Head count	401-1	29	40	45
	Men age group 30–50 years	Head count	401-1	1,052	1,158	940
	Women age group >50 years	Head count	401-1	9	16	13
	Men age group >50 years	Head count	401-1	334	374	279
Client satisfaction						
	Client satisfaction (index)	1 (pos.)–6 (neg.)		1.87	1.87	n. a. ¹
Digitalisation and innovation						
	Collection and analysis of machine data	%		34	37	44
	Key equipment with machine control systems	%		12	15	15
	BIM 5D® workstations	Number		1,560	1,908	2,165
	Percentage of employees using mobile end devices	%		18	23	25
	Expenditure on research, development and innovation activities	€		approx. 17 mln.	approx. 17 mln.	approx. 16 mln.
	Development projects with funding	Number		n. a.	n. a.	24
	Ideas submitted to idea management system	Number		n. a.	n. a.	153
	Implementation rate in idea management system	%		n. a.	n. a.	29.4

¹ Due to changes in the way data are collected

Issue	Indicator	Unit	GRI standards	2019	2020	2021
Occupational safety						
	Lost-time accident rate¹	%	403-9	0.24	0.27	0.26
	White-collar	%	403-9	0.05	0.07	0.07
	Blue-collar	%	403-9	0.37	0.41	0.40
	Accident incident rate²	Number	403-9	15.9	15.9	15.6
	White-collar	Number	403-9	4.3	4.9	4.4
	Blue-collar	Number	403-9	23.9	24.1	23.9
	fatalities through workplace accidents	Number	403-9	5	0	0
Health protection						
	Lost-time illness rate³	%		4.9	5.3	5.8
	White-collar	%		3.6	3.4	3.5
	Blue-collar	%		5.8	6.7	7.5
Strategic human resource development						
	Number of appraisal interviews held versus number of employees	%	404-3	60.00	51.10	56.19
	Women	%	404-3	n. a.	54.57	58.74
	Men	%	404-3	n. a.	49.70	55.13
	Training days per employee	Number	404-1	1.42	0.68	0.84
	Women	Number	404-1	n. a.	0.72	0.91
	Men	Number	404-1	n. a.	0.66	0.81
	Training and further education sessions	Number		3,881	2,186	2,956
	Participants	Number		32,954	25,347	33,961
	Total number of apprentices	FTE		1,724	1,801	1,829
	Trainees	FTE		162	158	135
	Women	FTE		46	58	52
	Men	FTE		116	100	83
	commercial trainees	FTE		28	39	32
	technical trainees	FTE		134	119	103
Fair competition						
	Training “Anti-Corruption and BCMS” (management)	%	205-2	90	81	81
	Training “Cartel law” (management)	%	205-2	90	83	90
	Refresher course “Business Compliance”	%	205-2	n. a. ⁴	22	19
	E-learning course “Business Compliance Training”⁵ (management and employees)	%	205-2	n. a.	n. a.	92
	Confirmed corruption cases	Number	205-3	2	5	1

1 Calculated as the number of working hours lost to accidents versus productive working hours

2 Calculated as the number of accidents at work per 1 million productive working hours

3 Ratio of sick leave days to working days; Values for 2020 were adjusted retroactively due to a change in the calculation method.

4 2019 not available due to changes to training courses

5 A new course was implemented in 2021.

Issue	Indicator	Unit	GRI standards	2019	2020	2021
Materials						
Percentage of recycled asphalt used in the production of asphalt mixture						
	Germany	% (of total thousand t)	301-2	34 % (3,140)	33 % (3,303)	34 % (3,076)
	Poland	% (of total thousand t)	301-2	41 % (2,280)	40 % (2,391)	36 % (2,513)
	Austria	% (of total thousand t)	301-2	13 % (1,248)	14 % (1,287)	19 % (1,360)
Materials used						
	Stone/Gravel	thousands of tonnes	301-1	70,410	69,960	64,790
	Asphalt	thousands of tonnes	301-1	13,270	12,745	12,715
	Concrete	thousands of m ³	301-1	5,519	5,089	4,775
	Cement	thousands of tonnes	301-1	1,642	1,739	1,555
	Structural steel	tonnes	301-1	476,901	447,213	444,698
Energy and Emissions						
Vehicle fleet						
	Diesel powered passenger cars in Germany and Austria ¹	litre/100km (g CO ₂ /km)		6.01 (161)	5.97 (160)	5.90 (158)
	Diesel powered commercial vehicles in Germany and Austria	litre/100km (g CO ₂ /km)		9.18 (246)	9.33 (249)	9.28 (248)
	Asphalt mix produced in-house in Germany	kWh/t (kg CO ₂ /t)		93.0 (31.8)	93.0 (31.0)	97.6 (31.2)
	Energy costs	€ mln.		281	242	283
	Share of fuel in energy costs	%		65	61	64
	Energy consumption	MWh	302-1	3,545,606	3,163,103	3,274,577
	Fuel consumption from non-renewable sources ²	MWh	302-1	3,064,026	2,708,997	2,838,073
	Electricity	MWh	302-1	432,755	411,441	394,859
	thereof green electricity	%		k. A.	6	26
	Fuel	MWh	302-1	1,986,883	1,732,783	1,754,901
	Gas	MWh	302-1	430,143	332,625	428,683
	Heating oil	MWh	302-1	165,764	142,857	151,406
	Pulverised lignite	MWh	302-1	481,235	500,732	503,083
	District heating	MWh	302-1	48,826	42,665	41,645
CO₂ emissions						
	Carbon footprint Scope 1	t CO ₂	305-1	833,816	738,708	768,433
	Carbon footprint Scope 1	t CO ₂ e	305-1	n. a.	742,063	771,799
	Carbon footprint Scope 2, location based	t CO ₂	305-2	n. a.	170,076	165,711
	Carbon footprint Scope 2, location based	t CO ₂ e	305-2	n. a.	171,353	164,315
	Carbon footprint Scope 2, market based	t CO ₂	305-2	177,387	150,109	125,723
						124,521
	CO₂ emissions by energy source³	%	305-1	100	100	
	Fuels	%	305-1	52	51	100
	Pulverised lignite	%	305-1	17	19	50
	Electricity	%	305-1	16	18	18
	Gas	%	305-1	9	7	17
	Heating oil	%	305-1	4	4	9
	District heating	%	305-1	1	1	4

1 Until 2019, the figure was reported including petrol-driven vehicles.

2 New key figure since 2021. Number is composed of fuel, gas, heating oil and pulverised lignite.

3 The numbers are based on the location-based calculation method. Up to and including 2019, market-based emissions were used.

Issue	Indicator	Unit	GRI standards	2019	2020	2021
	CO₂ emissions by country¹	%	305-1	100	100	100
	Germany	%	305-1	36	37	36
	Poland	%	305-1	15	17	16
	Austria	%	305-1	8	9	8
	Czech Republic	%	305-1	8	8	10
	Other	%	305-1	33	29	30
Risk and opportunity management – Project risk management						
	EBIT margin	%	201-1	3.8	4.3	5.9
Human rights						
	Number of confirmed cases of discrimination	Number	406-1	1	3	12
	Number of cases identified in the category “human rights and working conditions” ²	Number	406-1	n. a.	n. a.	3
	Reports of potential human rights violations to the ombudspersons	Number		12	17	27
Societal Engagement						
	Expenditures for core projects and initiatives	€ mln.		4.2	3.3	3.9

1 The numbers are based on the location-based calculation method. Up to and including 2019, market-based emissions were used.

2 Category was introduced in 2021.

Villach, 7 April 2022

The Management Board



Dr. Thomas Birtel
CEO
Responsibility Central Staff Divisions and
Central Divisions BMTI, CML as well as TPA



Mag. Christian Harder
CFO
Responsibility Central Division BRVZ



Klemens Haselsteiner
Responsibility Central Divisions STRABAG
Innovation & Digitalisation as well as Zentrale
Technik, Subdivision NN Russia



Dipl.-Ing. Dr. Peter Krammer
Responsibility Segment South + East
(except Subdivision NN Russia)



Dipl.-Ing. Siegfried Wanker
Responsibility Segment
International + Special Divisions



Dipl.-Ing. (FH) Alfred Watzl
Responsibility Segment North + West

INDEPENDENT ASSURANCE REPORT ON THE NON-FINANCIAL REPORTING ACCORDING TO § 267A UGB

We have performed an independent limited assurance engagement on the consolidated nonfinancial report according to § 267a UGB (“NFI report”) for the financial year 2021, which has been published as Non-financial Report of

**STRABAG SE,
Villach,**

(referred to as “STRABAG” or “the Company”).

Conclusion

Based on the procedures performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the NFI report of the Company is not in accordance with the legal requirements of the Austrian Sustainability and Diversity Improvement Act (§ 267a UGB), the provisions of Article 8 of the Regulation (EU) 2020/852 as amended and the supplementing delegated Regulation (EU) 2021/2178 (hereafter “EU Taxonomy Regulation”) and the sustainability reporting guidelines of the Global Reporting Initiative (GRI Standards), Option “Core” in all material respects.

Management’s Responsibility

The Company’s management is responsible for the proper preparation of the NFI report in accordance with the reporting criteria. The Company applies the legal requirements of the Austrian Sustainability and Diversity Improvement Act (§ 267a UGB) and the sustainability reporting guidelines of the Global Reporting Initiative (GRI Standards), Option “Core” as reporting criteria. In addition, the company prepares disclosures in accordance with the EU Taxonomy Regulation, which are published as part of sustainability reporting.

The Company’s management is responsible for the selection and application of appropriate methods for non-financial reporting (especially the selection of significant matters) as well as the use of appropriate assumptions and estimates for individual non-financial disclosures, given the circumstances. Furthermore, their responsibilities include the design, implementation and maintenance of systems, processes and internal controls that are relevant for the preparation of the sustainability report in a way that is free of material misstatements – whether due to fraud or error.

Emphasis of Matter

We refer to the disclosures in section EU TAXONOMY of the non-financial statement, related to Article 8 of the EU Taxonomy Regulation, in which the legal representatives have set out their understanding of the regulations and the delegated legislation adopted in this regard. Both the disclosures as well as the delegated legislation issued in this regard are based on wordings and terms that are subject to significant uncertainties in their interpretation and for which there are no authoritative sources available for clarification. The legal representatives are responsible for the selection of these interpretations as well as their reasonability. Due to the inherent risk that ambiguous legal terms may be interpreted differently, an assessment of legal conformity with regulations is subject to uncertainties. Our conclusion is not modified in respect of this matter.

Auditors' Responsibility

Our responsibility is to state whether, based on our procedures performed and the evidence we have obtained, anything has come to our attention that causes us to believe that the Company's NFI report is not in accordance with the legal requirements of the Austrian Sustainability and Diversity Improvement Act (§ 267a UGB), the legal requirements of the EU Taxonomy Regulation and the sustainability reporting guidelines of the Global Reporting Initiative (GRI Standards), Option "Core" in all material respects.

Our engagement was conducted in conformity with the International Standard on Assurance Engagements (ISAE 3000) applicable to such engagements. These standards require us to comply with our professional requirements including independence requirements, and to plan and perform the engagement to enable us to express a conclusion with limited assurance, taking into account materiality.

An independent assurance engagement with the purpose of expressing a conclusion with limited assurance ("limited assurance engagement") is substantially less in scope than an independent assurance engagement with the purpose of expressing a conclusion with reasonable assurance ("reasonable assurance engagement"), thus providing reduced assurance. Despite diligent engagement planning and execution, it cannot be ruled out that material misstatements, illegal acts or irregularities within the non-financial report will remain undetected.

The procedures selected depend on the auditor's judgment and included the following procedures in particular:

- Inquiries of personnel at the group level, who are responsible for the materiality analysis, in order to gain an understanding of the processes for determining material sustainability topics and respective reporting thresholds of the Company;
- A risk assessment, including a media analysis, on relevant information on the Company's sustainability performance in the reporting period;
- Evaluation of the design and implementation of the systems and processes for the collection, processing and monitoring of disclosures on environmental, social and employees matters, respect for human rights, anti-corruption as well as bribery and also includes the consolidation of data;
- Inquiries of personnel at the group level, who are responsible for providing, consolidating and implementing internal control procedures relating to the disclosure of concepts, risks, due diligence processes, results and performance indicators;
- Inspection of selected internal and external documents, in order to determine whether qualitative and quantitative information is supported by sufficient evidence and presented in an accurate and balanced manner;
- Assessment of the processes for local data collection, validation and reporting, as well as the reliability of the reported data through a (remotely conducted) survey performed on a sample basis of the group country Czech Republic;
- Analytical evaluation of the data and trend of quantitative disclosures regarding the GRI Standards listed in the GRI-Index, submitted by all locations for consolidation at the group level;
- Evaluation of the consistency of the of the Austrian Sustainability and Diversity Improvement Act (§ 267a UGB), EU Taxonomy Regulation and the GRI Standards, Option "Core" to disclosures and indicators of the NFI report, which apply to the Company;
- Evaluation of the overall presentation of the disclosures by critically reading the NFI report.

The procedures that we performed do not constitute an audit or a review. Our engagement did not focus on revealing and clarifying of illegal acts (such as fraud), nor did it focus on assessing the efficiency of management. Furthermore, it is not part of our engagement to audit futurerelevant disclosures, prior year figures, statements from external sources of information, expert opinions or references to more extensive external reporting formats of the Company.

Restriction on use

Because our report will be prepared solely on behalf of and for the benefit of the principal, its contents may not be relied upon by any third party, and consequently, we shall not be liable for any third party claims. We agree to the publication of our assurance certificate and NFI report. However, publication may only be performed in its entirety and as a version that has been certified by us.

General Conditions of Contract

Our responsibility and liability towards the Company and any third party is subject to paragraph 7 of the General Conditions of Contract for the Public Accounting Professions.

Linz, 7 April 2022

KPMG Austria GmbH
Wirtschaftsprüfungs- und Steuerberatungsgesellschaft

qualified electronically signed:
Mag. Gerold Stelzmüller
Wirtschaftsprüfer
(Austrian Chartered Accountant)