

CSR 2012 REPORT

AFAQ 26000 "Confirmed" rating



CSR POLICY
AT THE HEART OF
STRATEGY

OUR CONTRIBUTIONS...

**EVALUATION
SYSTEM**

... ECO-NOMY

... ECO-LOGY

**... SOCIAL AND
SOCIETAL ECOSYSTEM**



LA CITÉ IN ITS MARKETS /
LA CITÉ AND ITS ENVIRONMENT

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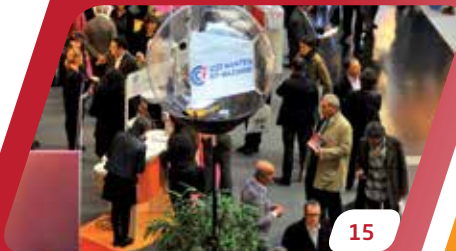
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CSR POLICY AT THE HEART OF OUR STRATEGY

La Cité has spent 20 years contributing to the prestige and attractiveness of the local region.

As a result of its achievements and experience gained during this period, La Cité has established its credentials in the events sectors: from the organisation of major business conferences to the development of cultural events.

Today, our strategic plan is hinged around dialogue with stakeholders: our supervisory authorities, local authorities, existing and prospective customers, supplier service-providers, professional associations and employees.

The strength of our commitment in the field of global responsibility was reflected in 2012 by the award of AFAQ 26000 confirmed rating.

This strategic plan hinges around the following 5 objectives for the period 2012 to 2015:

- 1 Consolidate our CSR and excellence policy
- 2 Innovate and invest to improve our service offer
- 3 Strengthen international recognition
- 4 Target, Cooperate, Capitalise, Communicate
- 5 Develop the cultural offer

Finally, by developing responsible and sustainable management which reconciles economic, social and environmental interests, we are seeking to reinforce the "doing together" approach.

Our continued ambition is to ensure this corporate plan is the opportunity for each one of us to reflect, become aware and make a commitment for an alternative view of the future.

Patrick RIMBERT, President

Paul BILLAUDEAU, CEO



OUR ACTIVITIES IN 2012

Our activities can be broken down into two broad areas: the provision of services to help events organisers and the production of events reflecting topical issues and the objectives of regional stakeholders.

IN THE BUSINESS EVENTS SECTOR (MICE)

The challenging economic context in 2012 led to a number of cancellations as well as the scaling down of events across all of our activities.

Against this backdrop of economic crisis, our international activities developed considerably and the number of events and delegates exceeded our forecasts.

THE ECO-DESIGN OFFER

The integrated expertise provided by the "eco-design" offer and the events carbon audit offer secured four events organised around the principle of eco-responsibility:

- The Ugap Expo trade show
- The Climate Plan seminar, incorporating a carbon audit
- The 2012 national wind energy symposium and the Windustry trade fair
- The Eurocities conference

THE CULTURAL DIMENSION

La Cité, partner of the cultural seasons:

Events organised in 2012:

- In May, the International Classical Music Awards ceremony was organised in partnership with the ONPL symphony orchestra.
- An Opera "La Bohème", organised by Angers Nantes Opéra, was staged at La Cité.
- La Cité has been the official partner of La Folle Journée classical music festival since the creation of the dedicated SEM (mixed economy company).

La Cité, regional cultural policy player supporting the creation and dissemination of the live performing arts

Actions implemented in 2012 in this field:

- The 1st Baroque season was launched in September in partnership with the Arc de Rezé and with the support of the City of Nantes.
- As part of its 20th anniversary celebrations, La Cité provided financial support to the Urban Voices choir.
- In addition, La Cité wanted to facilitate the appearance of Grand Corps Malade at the 20th Tissé Métisse event.
- La Cité also continues to support the Parcours Jazz concerts and Young French-speaking talent.

La Cité, festival producer

• **The Utopiales:**

The 2012 International Science Fiction Festival included 96 lectures and debates as well as a day devoted to school pupils. Those attending enjoyed contributions from 167 invited writers, scientists, researchers, artists, scriptwriters, illustrators and producers.

• **Eurofonik:**

The 1st music festival dedicated to the music of Europe was organised on 31 March 2012. With the support of the City of Nantes, it was produced by La Cité and directed by the Nouveau Pavillon.



OUR PHILOSOPHY

GOOD BUSINESS PRACTICE

La Cité's status as an SPL (local public company) requires the implementation of an ethical code of conduct in its dealings with stakeholders. Ethical practice includes fair competition and tackling corruption.

A QUALITY SOLUTION ADAPTED TO CUSTOMERS' NEEDS

La Cité provides an adaptable offer, based on standard or tailored products. The global offer is thus constructed around the needs and expectations of the customer. In order to ensure the excellence of the services it provides, La Cité prioritises **innovation** and investment in technological investment, as well as the expertise of internal teams.

RESPONSIBLE PURCHASING

The purchasing process and the management of "supplier relations" at La Cité incorporate the following undertakings :

- Compliance with legislation
- The adaptation of our purchasing process to the company's CSR policy
- The guarantee of the quality of services delivered to the customer
- The optimisation and accountability of players

Above all, La Cité selects its products and services on the basis of social and environmental criteria during calls for bids.

AN HR POLICY BASED ON RESPECT AND MOTIVATION

The central concern of Human Resources policy is to ensure that all employees find fulfilment in their day-to-day work, that they develop their skills and are supported throughout their career, whilst guaranteeing a working environment that is motivating and respects human values.

The ultimate objective is two-fold: we aim to provide employees with genuine added value to enable skills development and thereby make a significant contribution to the ongoing improvement of the services offered to customers.

A REDUCTION IN OUR ENVIRONMENTAL IMPACT

The initiatives we implement to reduce our carbon footprint focus on energy performance and building fluid consumption (selection of equipment, daily practices and customer usage). These efforts are backed up by selective waste sorting as well as cooperation with our partners (cleaning, maintenance, caterers, floral decoration, etc.) to promote environmentally-friendly products.

We are committed to reducing our greenhouse gas emissions by 10% over 4 years and implementing an eco-design offer for our customers.

EXTENDING OUR CSR APPROACH TO STAKEHOLDERS

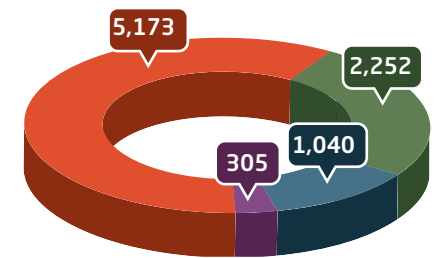
Throughout its sphere of influence, La Cité endeavours to construct its sustainable development practices with organisers, suppliers, partners and employees.

LA CITÉ IN FIGURES

Activities in 2012 can be summarised in a few key figures which vindicate the strategic priorities of La Cité.

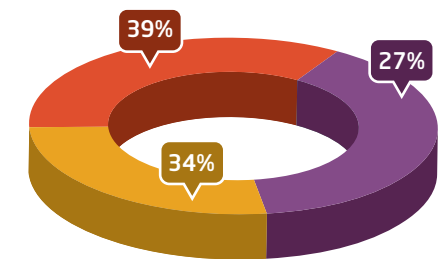
- ➔ The number of events hosted in the business events sector was **174 events** with an increased number of international events: **21** compared with 18 in 2011.
- ➔ More than **186,000 delegate days** including **43,000 days represented by international visitors**.
- ➔ Events organised on behalf of Nantes Métropole: **Annual Conference of the European Eurocities network**. From 7 to 9 November 2012, Nantes welcomed **350 leaders** representing **92 European towns and cities**. Numerous mayors of leading capitals and other cities came together to debate issues relating to two principal themes: "a new policy for cities: innovation, inspiration, citizen involvement" and "the question of young people and their contribution to city life".
- ➔ **115 shows hosted and 99 rehearsals**
- ➔ **380,720 spectators**

Breakdown of revenue in 2012 (in €K) by activity



- MICE: conventions, exhibitions, corporate events
- Cultural events: show management, ONPL symphony orchestra, Opera, Falle Journée
- Cultural Productions (The Utopiales, etc.)
- Corporate Spaces and miscellaneous

Breakdown of activity in 2012 (in €K) by geographic sector



- Local / Regional
- National
- International

Revenue:
€8,770 K

The occupancy rate at La Cité was **44%** (above the national statistic of 36%).

THE EXCELLENCE OF A MANAGEMENT SYSTEM PAYS DIVIDENDS

The aim of La Cité's quality policy is to provide customer satisfaction and ensure the continuous improvement of our organisation. Since 2009, La Cité has been committed to a sustainable development approach to its activities.

The Corporate Responsibility programme was finalised at the end of 2012 with an ISO 26000 rating. This fine accolade came in time for the start of Nantes European Green Capital 2013 and La Cité's 20th anniversary celebrations, reflecting the excellence of its management system, based on Corporate Social Responsibility.



ISO 26000

The assessment was carried out at the end of December and resulted in an AFAQ 26000 rating. All internal departments were scrutinised, as were the following stakeholders:

- Nantes Métropole
- Two customers and one supplier
- The Works Council and the Health and Safety Committee

The score obtained (559/1000) ranks La Cité as "Confirmed". Its good practices have thus been recognised and the rating demonstrates that the commitments of La Cité go well beyond intention and simple awareness.

La Cité is ranked amongst the top 30% of French companies that have been similarly assessed.



FOCUS ISO 26000

ISO 26000 is the international reference standard relating to the implementation of a sustainable development approach within the corporate setting. Its purpose is to provide companies with broad guidelines in the field of corporate social responsibility. It offers an international framework of behaviour relevant to all organisations, irrespective of size and sectors of activity.

The ISO 26000 standard is hinged around 7 central issues themes:

- Organisational governance
- Human rights
- Working relations and conditions
- The environment
- Good business practices (loyalty)
- Consumer-related issues
- Commitment to the community and contribution to local development



AIPC Quality Standard level "Gold", issued by the International Association of Conference Centres, and obtained in April 2012 for a period of 5 years

Having been given the maximum score, Nantes is the 1st conference centre in France to obtain this international certification.

The performance of La Cité's quality and management system was audited in a number of areas such as the quality of service provided, organisational efficiency, building and equipment safety, the CSR policy in place and the financial management aspect of projects.

At this level, only 16 sites have been so-labelled worldwide.



THE GLOBAL COMPACT, United Nations Global Pact for human rights and the environment

Transition from the status of "learner" to "active" relating to the following criteria:

- Universal declaration of human rights
- International labour Organisation declaration on fundamental principles and rights at work
- Rio declaration on the environment and development
- United Nations Convention against corruption

2012 HIGHLIGHTS



La Cité, already certified with respect to the **France Congrès Quality and Sustainable development Charter**, obtained the **Special "Sustainable Development"** prize for the "Assises des déchets" French Waste Management Conference.

This award recognises La Cité's carbon footprint management initiatives with recommendation for compensatory measures.

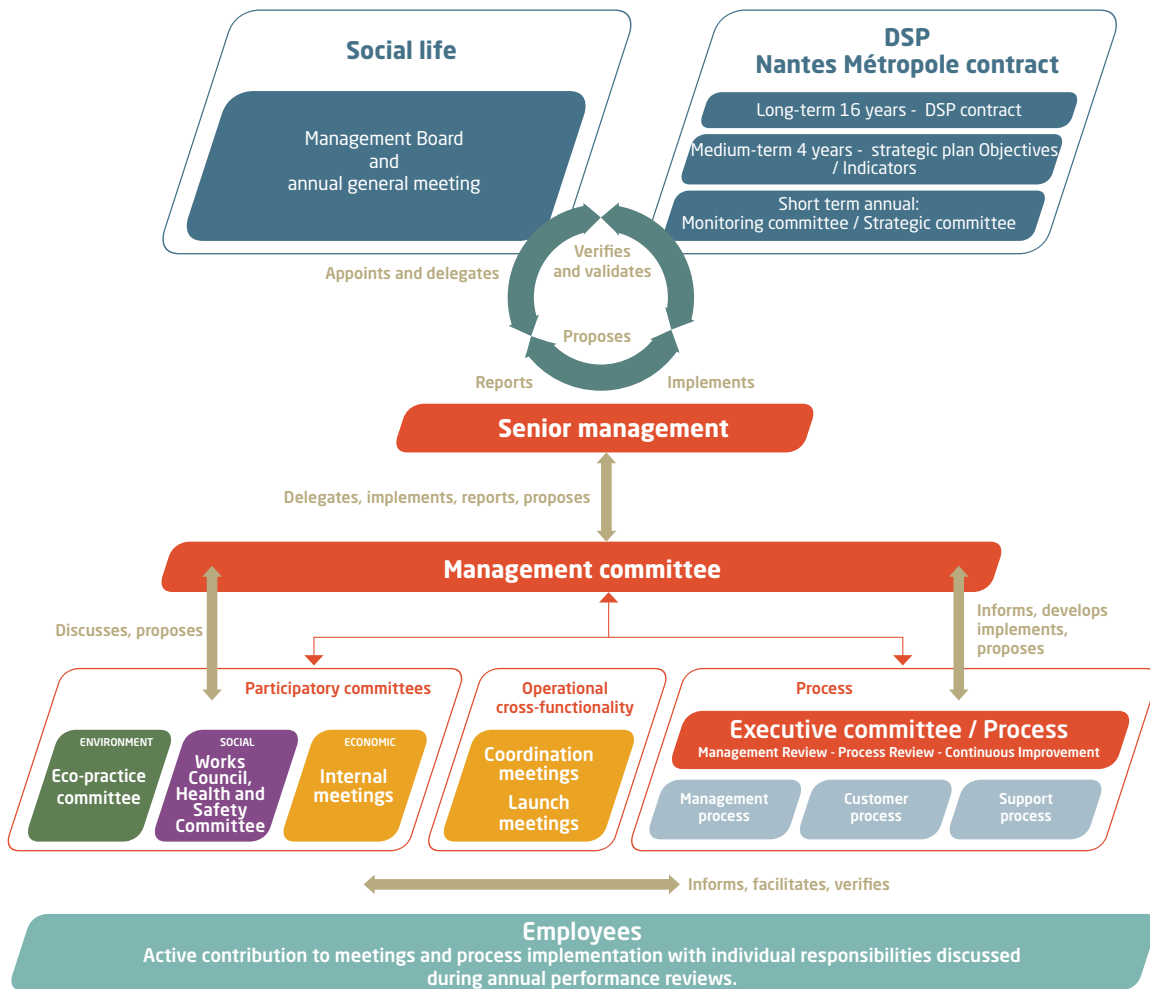
In order to ensure compliance with our quality system, as well as its efficiency, we carry out several annual audits:

- An internal audit
- An external audit conducted by AFNOR Certification with respect to the renewal of our ISO 9001 certification.



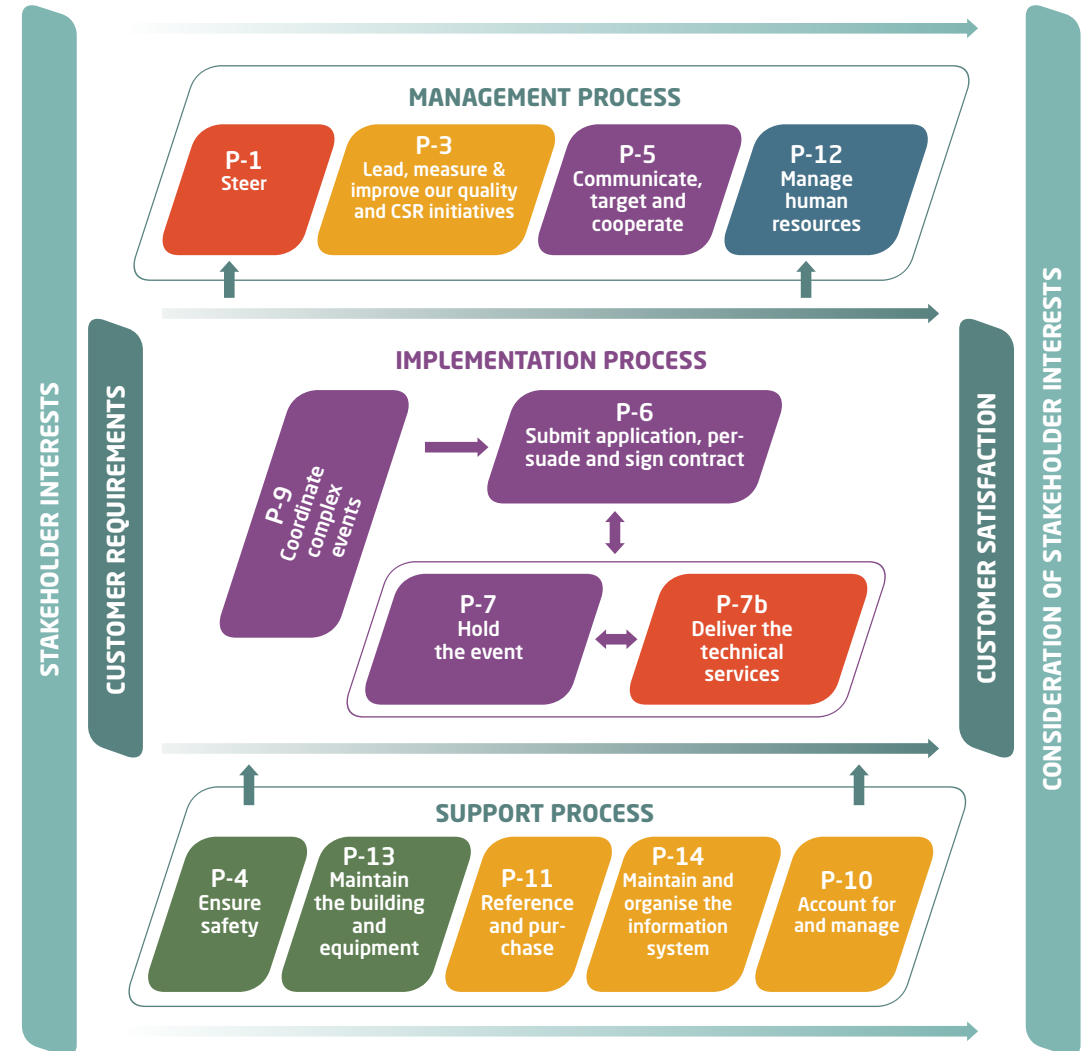
GOVERNANCE EXTENDED TO STAKEHOLDERS

➔ GOVERNANCE STRUCTURE



➔ PROCESS STRUCTURE

The quality management structure is based on the process approach. It is overseen by process managers.



The diagram above describes the global management process at La Cité. It is hinged around listening, satisfaction and the consideration given to the interests of our stakeholders.

This organisational structure also facilitates internal communication: bottom-up, top-down and transverse. Information can thus be shared easily.

- Senior management
- Sales and marketing department
- Operations department
- Human resources department
- Administration and finance department



LINKS WITH LOCAL AND SECTOR PLAYERS

Partnership with local bodies

In order to capitalise on the strengths of local players, operational partnerships exist between La Cité and:

- The SAMOA
- The Voyage à Nantes cultural programme
- Le Lieu Unique contemporary arts centre
- Exponantes Le Parc
- The Nantes Saint-Nazaire International Agency

Partnership with the region's excellence networks

La Cité has forged close links with the region's excellence networks and since 2006 has developed partnerships with **8 research and education clusters in and around Nantes:**

- The Nantes University Hospital (CHU)
- Ecole Centrale de Nantes (engineering school)
- Ecole des Mines de Nantes (engineering school)
- French Research Institute for the Exploration of the Sea - IFREMER
- The French Institute of Science and Technology for Transport, Development and Networks - IFSTTAR
- ONIRIS (National College of Veterinary Medicine, Food Science and Engineering)
- Nantes University
- EMC2 - IRT Jules Verne Cluster (metal and composite materials)
- Active member within the Images et Réseaux cluster (global competitiveness cluster)



In order to meet their challenges and provide them with specific advantages as major stakeholders in the region's competitiveness, in January 2013, La Cité launched **the Ambassadors' Programme "Nantes, Congress destination"**, specifically designed for this target.

The idea is to establish a network made up of teachers and researchers from these structures - known as Congress Ambassadors - and teams from La Cité, with a view to working together to put forward Nantes as a potential host venue for national and international scientific events.

This programme fits squarely with the "Charter for Hosting events in Nantes Saint-Nazaire" metropolitan initiative.
www.nantes-just-imagine.com



2012 highlights

Two dates representing a major advance in the cooperation between the Nantes and Quebec convention centres regarding the hosting of international conferences.

REINFORCING SYNERGIES

On 9 October 2012, an evening event was held at the Nantes Town Hall bringing together La Cité's Convention Ambassadors and Pierre-Michel Bouchard, Chief Executive Officer of the Quebec Convention Centre, and his team.

The aim was to reinforce synergies between players from the two cities as they seek to secure contracts to host rotating international events. During the evening, Nantes-based players were able to discover Quebec's potential and discuss joint projects with experts from the Canadian city. A similar event will be organised in 2013 in Quebec.

PROMISING COOPERATION IN THE FIELD OF DIGITAL CULTURE RESEARCH

On 15 October 2012, a protocol agreement was signed concerning the creation of an annual international symposium.

The signatories to the protocol were the University of Nantes, the University of Laval (Quebec), La Cité Nantes Events Center and the Quebec Convention Centre.

The wealth of laboratories at the Universities of Nantes and Laval in the field of digital sciences has made it possible to identify and bring about common projects relating to this theme and paves the way for the organisation of an annual event. This symposium is the concrete result of the shared determination of the two territories to work closely together in an innovative field with a regional and international impact. The first event will be held in Nantes in 2014.



ECONOMIC SPIN-OFFS

With nearly 450 service providers, La Cité makes a significant contribution to local development. All these stakeholders have common objectives: to offer the best service to build customer loyalty.

The value of the economic spin-offs resulting from the activities of La Cité amount to

€72 million* for 2012 and represent **732 spin-off jobs.**

* using the France Congrès methodology

ECONOMIC **PERFORMANCE** SERVING OUR CUSTOMERS AND PARTNERS

2012 highlights

Development: an international reach

Commercial activities in 2012 were geared towards winning major and/or international events: + 29% projects examined with a direct impact of 22 international conferences secured for the period 2014 to 2016.

Investment; refurbishment work continued on:

- The acoustic phase of Auditorium 800
- The refurbishment of Auditorium 450 and the floor of the Main Hall (facilitating the organisation of exhibitions)
- The development of modularity in certain rooms with a view to offering alternative hosting capacity

SOME OF THE INTERNATIONAL CANDIDACY APPLICATIONS WON IN 2012

- From 8 to 11 October 2013, **15th Joint Meeting of the French-speaking Society of Dialysis and the Nephrology Society.**
- From 1 to 4 September 2014, **24th International ICFMH Symposium - Food Micro 2014.**
- From 3 to 5 June 2015, **Velo-city 2015.**
- From 20 to 26 May 2016, **26th Annual meeting of the Society of Environmental Toxicology and Chemistry - SETAC Europe 2016.**



53 contracts signed in 2012 representing 36% of annual turnover, meeting the following objectives:

- Events bringing together more than 300 people for a minimum of 2 days
- Events meeting ICCA* criteria

* ICCA: event bringing together at least 50 participants and held on a rotating basis in at least 3 different countries.

The overall satisfaction rate of organisers* was **8.83/10** in 2012.

* questionnaire return rate: 67%

MAJOR EVENTS IN 2012

- From 18 to 19 January 2012, the **"Biennales Internationales du Spectacle (BIS)"** - 10,630 visitors.
- From 23 to 27 July 2012, **Acoustics 2012 Nantes Conference** - more than 1,052 participants.
- On 8 June 2012, **Science Days with the University of Nantes** - 1,200 participants.
- From 12 to 15 December 2012, the **French-speaking Society of Transplantation Conference** - 450 participants.

Reinforcement of **international activity**

“ The **Acoustics 2012 Conference** bringing together the 11th French Acoustics Conference and the 2012 British Annual IOA Meeting was held at La Cité from 23 to 27 April 2012. A total of 1,052 people from 42 countries travelled to Nantes. One third of participants were foreign and there were 350 students.

In addition to technical sessions, we organised a dozen lectures. An exhibition involving 28 stands was also organised as part of the conference.

We opted for La Cité as the venue because of its capacity to host an event of this type. We needed a venue with a big exhibition hall as well as enough rooms within the same complex to hold our various parallel sessions. La Cité's location was also a prime consideration. The centre is within easy reach of the railway station on foot and there are good public transport links from the airport.

All our participants enjoyed the conference, as well as their stay in Nantes. ”

Testimony by Michel Bérengier, Director of Research at the Environmental Acoustics Laboratory of the IFSTTAR (French Institute of Science and Technology for Transport, Development and Networks) and Chairman of the Acoustics 2012 Conference.



LA CITÉ, CO-PRODUCER OF **SOCIETAL EVENTS**



After Eurocities, La Cité has been tasked with producing events piloted by Nantes Métropole as part of the **Green Capital programme**:

- **World Forum on Human Rights** with the SPIDH (International Permanent Secretariat for Human Rights), 22 to 25 May 2013
- **ECOCITY, World Summit on Sustainable Cities**, 25 to 27 September 2013
- **3rd Summit of the Mexico City Pact Signatories**, 28 September 2013

ECO APPROACH

Protecting biodiversity

For nearly 20 years now, Nantes Métropole has been implementing an active policy aimed at protecting the environment and ensuring the reasoned development of the city. Protecting biodiversity is one of the objectives laid down in Nantes Métropole's Agenda 21. Public green spaces are managed using an ecological environmental approach. The maintenance of the outside gardens and floral park at La Cité falls within the remit of this green spaces service management plan of the City of Nantes.

Regarding indoor plants, some of La Cité's suppliers, with ISO 26000 certification, also demonstrate their commitment to the protection of biodiversity.

“ The long-established cooperation initiated between La Cité and the Jardins de Gally (Gally Gardens) has created a real convergence in terms of corporate social responsibility, from governance to practices. And it is no coincidence that the two organisations opted to have their CSR policy assessed according to the principles set out in ISO 26000. Current and future actions give substance to a shared ambition.

Zero chemical treatment and biodiversity as the spearheads.

No chemical products are used on the indoor plants at La Cité. It was back in the year 2000 that Les Jardins de Gally introduced a pioneering policy hinged around the biological treatment of landscapes and plants to protect the health of users and gardeners. All plant waste generated by site upkeep is sent to the storage facility at the Jardins de Gally, where it is transformed into compost or natural mulching. Ultimately, it is then re-used in the green spaces it came from in the first place.

Pierre Darmet, Partnerships Marketing Manager
Jocelyn Baudry, Commercial Manager
Les Jardins de Gally

Carbon Footprint

For each solution offered, La Cité incorporates the theoretical carbon footprint factor into its quotes based on the services to be provided.

A lever: new technologies

A reflection process is currently under way with a view to minimising the carbon footprint associated with delegates travelling to the convention centre, notably encouraging organisers to promote an Internet car-pooling platform. Internationally, La Cité has set up partnership agreements (Quebec Convention Centre) to facilitate the organisation of multi-site events using the video-conference approach.

ENVIRONMENTAL RESULTS

SPOTLIGHT SELECTIVE WASTE SORTING

La Cité's activities generate waste, most of which could be recycled. La Cité has opted for highly selective waste sorting based on no fewer than 15 types of different waste.

"Solution Recyclage", the service provider chosen, offers an original and exclusive approach to the collection, identification, quantification and traceability of waste.

The idea is to change the behaviour of employees, users and customers on the one hand, and provide the necessary support to facilitate and optimise waste sorting on the other.

Solution Recyclage hands over a recycling certificate to La Cité each year, setting out the quantities of each type of waste collected together with the traceability of recycling operations carried out. Solution Recyclage also provides information regarding the ecological benefits generated as a result of these recycling actions. The impacts can thus be easily measured.



Recycling certificate

The recycling programme has generated savings of:

- **9,728 kg** of CO₂, representing a distance of **982,609 km** travelled by car.
- **126,519 kWh**, representing the electricity consumption of a typical French household over a period of 323 months.

SPOTLIGHT ENERGY SAVINGS

Following the carbon audit conducted in 2010, an in-depth study was carried out with EDF focusing on our energy consumption and maintenance management tools. Following this audit, we decided to:

- stop using generators altogether. This decision was effective from the beginning of 2012.
- carry out relamping work, consisting of replacing incandescent light bulbs with LED bulbs.

The results of these initiatives speak for themselves: a 9.7% reduction in energy consumption.

EMPLOYEE INVOLVEMENT



Voluntary Participation The Eco-Practice Committee

An eco-practice committee made up of employees from La Cité's various departments meets at least twice per year to discuss further initiatives or measures for improvement that could be implemented as part of our CSR policy. Issues tackled include selective waste sorting, the company mobility plan, eco-practices and biodiversity.

The group is currently working on an eco-practice charter aimed at employees and interns.

A steering committee for the company transport plan

In addition, as part of the mobility plan implemented within the company, we have signed up to the Bicloo bicycle hire service for employees to encourage them to use an alternative means of transport for their professional journeys.

Finally, within the context of the renegotiation of a profit-sharing agreement, we have incorporated a criterion relating to an increase in the share of profits linked to our policy and particularly the result of our appraisal with respect to ISO 26000.



OUR HUMAN CAPITAL

➔ **76 permanent and fixed-term contracts**

at 31 December 2012

➔ In 2012, the average annual workforce was:

94.3 full-time equivalents.

➔ **Number of internships for 2012: 36***

* These figures represent the number of interns having been present in the company for more than 7 days.

➔ **The rate of absenteeism is low: 2.8% in 2012.**

(excluding paternity and maternity leave)

43%

of employees have a length of service of more than 13 years and 12% have a length of service of less than 5 years.

95%

of employees are satisfied with the working conditions in place at La Cité (with 41% very satisfied)

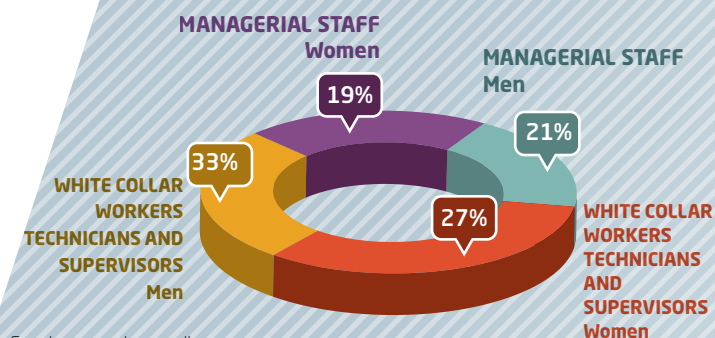
Our employees

Number of employees present on a permanent or current fixed-term contract at 31 December 2012:



A 12-month apprenticeship contract was signed in September 2011, and another one was signed in September 2012: not included in the calculations above.

A workforce breakdown that respects **parity**:



Breakdown of full-time employees at 31 December 2012:

- Men: 49%
- Women: 51%
- Managerial staff: 40%
- White collar workers, technicians and supervisors: 60%
- Customer process: 70% of workforce

Equal pay, gender equality

The classification grid enables employees to position themselves within the context of their job and identify their potential career development. It is designed to ensure compliance with the principle of "equal pay for equal work" for the same job as well as a position and coefficient that are identical with the same conditions of experience, skills, responsibilities, autonomy and seniority within the post.

Performance management

Strategic workforce planning incorporates CSR considerations at each stage. In particular, a skills profile is detailed in job description sheets making it possible to define training needs and also to identify potential reorientation to another post.

These sheets were used for the first time during the 2012 annual performance reviews conducted by the administration and finance and human resources departments. The annual performance review is a crucial opportunity for an employee and his/her hierarchy to come together to discuss progress. In particular, it is an opportunity for employees to assess and provide feedback on their missions. Employees can suggest the resources that need to be deployed (training, new equipment, etc.) to enable them to attain objectives that have been set, develop their skills and evolve professionally.

Priority to training

To ensure that the skills and professionalism of its teams continue to be recognised in its activity sector, La Cité makes training a priority.

3.8% of gross payroll costs were allocated to continuing vocational training (above the level required by law).

Social dialogue

Beyond legal requirements, La Cité promotes social dialogue and meets the expectations of Personnel Representative Bodies by drawing up a social audit. This human resources management and steering tool is used to evaluate how employment, pay levels, training, gender equality and absenteeism are evolving.

OUR CORPORATE RESPONSIBILITY:

Culture for all

Today, La Cité is an established venue for the live performing arts and a partner for major seasonal and cultural events. It is also an active player in the region's cultural policy and an organiser of events tied in with public policies. The cultural dimension forms an integral part of its development strategy. The aim is to cooperate with other local structures to enable La Cité to play an active role in joint productions. In line with the policy of the City of Nantes, every cultural event produced, co-produced or co-organised by La Cité, adopts an adapted pricing policy.

Sponsorship

Since 2011, La Cité has sponsored a fund for the cultural development of the Folle Journée classical music festival. The funding provided has given school children as well as the disadvantaged access to the event.



Working with young people

La Cité works with future graduates by offering internships and work study programmes, but also by sending out some of our employees to speak in higher education establishments.

We host young people from the "Second Chance School", giving them the opportunity to take part in an introductory work placement with a view to professional reorientation.



An Open Cité

Open days

Throughout the year, people living in Nantes had access to La Cité via a number of events organised to celebrate our 20th anniversary.

On 15 and 16 September, the 29th European heritage days initiative highlighted hidden heritage. To coincide with this, La Cité opened its doors and presented **the forty or so trades being practised behind the scenes by its 76 employees**. Thanks to the initiative visitors were able to discover this facility located right at the heart of the city. The event proved to be a hit with La Cité's team and visitors alike!



Utopiales science fiction festival

Due to the extended All Saints Holiday, a day dedicated to schoolchildren was organised.

This day organised for schoolchildren brought together **1,460** children.



Some 2,500 people visited La Cité for the European Heritage Days initiative.

INDICATORS

Levers for action	Indicators	2012	
		Objective	Actual

▶▶▶ 1 - CONSOLIDATE our CSR and excellence policy

Limit our environmental impact	Reduce our energy consumption	-3%	2,640 MWh i.e. -9.7%
Persuade our customers to move towards eco-designed events	Level of customer satisfaction regarding our advice and eco-designed products	> 8/10	8.33% but very high number of "not applicable" 72%
Encourage employee mobilisation	Absenteeism and micro-absenteeism	Absenteeism < 3% per year Micro-absenteeism < 0.20% per year	Absenteeism 2.81% per year Micro-absenteeism 0.09% per year
Develop the skills of employees	% training / payroll	>= 2%	3.8%

▶▶▶ 2 - INNOVATE and INVEST to improve our service offer

Expand our sales of innovative products and services	% of revenue from innovative products/total revenue excluding space	3%	3.4%
Provide an innovative and quality offer that meets the needs of our customers	Overall satisfaction rate	8.5/10	8.83
Guarantee the profitability of innovative products	ROI on innovative products	30%	52% with good performance regarding ROI/wifi connections and percentage of revenue integrating the internet

▶▶▶ 3 - STRENGTHEN international recognition

Host events with international audiences in the short and medium term	Number of international events confirmed in 2012 and for the coming years	14	29 between 2013 and 2016 at 31/12/2012
	Number of international events hosted	12/year	22 events
Enhance international credibility	Number of international candidacies	8	15 events confirmed and 3 lost, i.e. 18 in total
Contribute to the international visibility of the local area in international rankings	Increase the number of ICCA events hosted at La Cité	5 per year	8 in 2012

Levers for action	Indicators	2012	
		Objective	Actual

▶▶▶ 4 - TARGET, COOPERATE, CAPITALISE, COMMUNICATE

Contribute to the local area value chain	Economic and social spin-offs	€56 million and 570 spin-off jobs	€72 million and 732 spin-off jobs
Stabilise average revenue: target events, additional sales	Average revenue per event	€30 K	€32.9K
Promote events hosted for networks of excellence	Activity report by branch	1 per year	1 per year
Increase the event visibility of local stakeholders	Nb of events initiated during the year by our scientific partners	35	47 projects in 2012
Guarantee budget allocations for strategic actions (attributing margins for manoeuvre)	Value of actions implemented within the strategic plan compared to plan	€1,171 K	€1,380 K

▶▶▶ 5 - DEVELOP the cultural offer

Develop our cultural policy in fields expected by the community	Total number of spectators welcomed at La Cité per year	370,000	381,500
Maintain show management activity	Achieve revenue objectives	€766 K	€775 K
Number of events involving foreign artists	Number of events	Evaluation indicator - no objectives	22



