

# RSE report

2014

A concerted team approach



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You will find these labels at the top of every page in this RSE report. They correspond to the following focus points:

ECO-NOMY



ECO-LOGY



SOCIAL AND SOCIETAL ECO-SYSTEM



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## PROLOGUE

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 sector: from the organisation of major business conferences to the development of cultural events.

Over the last 3 years, our strategic plan has been built around dialogue with stakeholders including local authorities, existing or prospective customers, supplier service-providers, destination partners, professional associations and employees.

This strategic plan centres on the following 5 objectives for the period 2012 to 2015:

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

2014 is the 3<sup>rd</sup> year of this strategy. It consolidates the results recorded so far. One emblematic example: our greenhouse gas emissions have fallen 14% in 3 years against a target of 10% over 4 years!

As we begin to redefine La Cité's new development project, we recognise the benefits of a responsible and sustainable management approach, that serves economic, social and environmental interests, and strengthens the "working together" concept.



Rachel Bocher, President  
Paul Billaudeau, CEO



# SCENARIO

## THE STORY

### GOOD BUSINESS PRACTICE

The values engendered by our SPL status, lead us to uphold a strong ethic in our dealings with our stakeholders. We also make every effort to ensure the loyalty of our trade and competitive practices.

### A QUALITY SOLUTION TAILORED TO CUSTOMERS' NEEDS

La Cité's offer is built around its clients' needs and expectations. In order to ensure the excellence of the services it provides, La Cité prioritises innovation and investment in technological equipment and facilities, as well as in the expertise of internal teams.

Measuring our clients' satisfaction provides a continuous source of improvement.

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

- compliance with legislation
- adaptation of our purchasing process to the organisation's CSR policy,
- guaranteed quality of the services delivered to the customer
- optimisation and accountability of players

La Cité selects its products and services by incorporating social and environmental criteria into its tendering process.

### A 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.

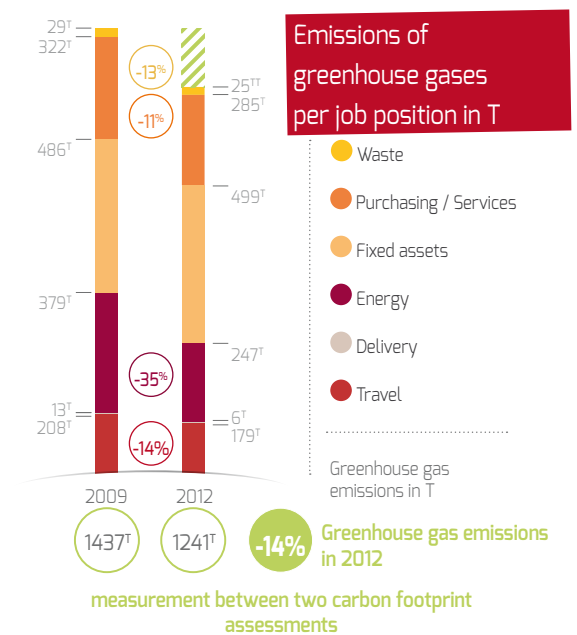
The ultimate objective is two-fold: we aim to provide employees with genuine value added to foster skills development and thereby make a significant contribution to ongoing improvement of the services offered to customers.

### REDUCING OUR ENVIRONMENTAL IMPACT

The initiatives we deploy to reduce our carbon footprint are measured through energy performance and building fluid consumption (selection of equipment,

day-to-day 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.

In particular, we committed to cutting our greenhouse gas emissions by 10% over 4 years; this result has exceeded our expectations:



### 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, as well as by organising sustainable development themed events.



# SCENARIO

## THE FRAMEWORK

### GOVERNANCE THROUGH QUALITY-CSR

#### THE EXCELLENCE OF A MANAGEMENT SYSTEM PAYS DIVIDENDS

For over 20 years now, La Cité has been committed to delivering excellent services.

In 2003, quality became La Cité's prime management mode. To promote this approach to our clients and further our progress, **La Cité was certified ISO 9001 and awarded the Sustainable Development Quality Charter by France Congrès.**

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

- 1 internal audit,
- 1 external audit conducted by AFNOR Certification covering the monitoring and renewal of our ISO 9001 certification.



#### United Nations Global Compact

In 2010, La Cité joined the United Nations Global Compact in the areas of human and environmental rights (Global Compact). La Cité's involvement in the programme guarantees it "Active" organisation status for the third year running.



#### AIPC Quality Standards

In April 2012, La Cité also obtained the AIPC Quality Standards to "Gold" level, the highest level of certification under the quality standards established by the Association Internationale des Palais de Congrès. This programme defines the international standards governing conference centres and assesses the performance of an organisation's management and quality system in 10 key areas (customer service, quality of equipment and facilities, human resources, health, safety and crisis management, financial management, dialogue with stakeholders, corporate social responsibility, sector-based involvement, business relationships with suppliers).

La Cité is the only French conference centre to have joined the group, certified to AIPC Quality Standard, of 25 conference centres worldwide, 20 of which are certified to Gold status. La Cité was awarded "Gold" status with an overall score of 3.42/4.



#### ISO 26,000

The international standard ISO 26 000 is intended to assist organizations in setting up a Sustainable Development approach. It aims to provide organisations with the guiding principles for social responsibility around 7 keystone issues. It offers an international framework of behaviour relevant to all organisations, irrespective of size and sectors of activity.

In December 2012, La Cité underwent its first assessment by AFNOR Certification in respect of ISO 26000 (international standard on Social Responsibility). It obtained a score corresponding to a the level "confirmed". In 2014, following the assessment by AFNOR Certification, La Cité maintained its "confirmed" level.



#### RESULTS OF THE 2014 AFAQ 26 000 ASSESSMENT

##### Changes recorded

- Setting up of an **ambassador programme** to develop, structure and support dialogue with clients,
- Deployment of an **environmental action plan** based on HQE requirements,
- Development of a **HR intranet** used as an internal communications tool,
- Application of a **GPEC** (Strategic Workforce Planning),
- **Integration of CSR** into sales offers.

##### Strong points

- A global strategy based on all the principles of a **CSR policy,**
- An approach integrated into the **management system,**
- A **social commitment** illustrated by the many concrete actions addressing the quality of personnel management and integrated skills,
- A **strong territorial identity** based on a clear determination to take part in local public policies and play an active role in professional meetings.

##### Progress points

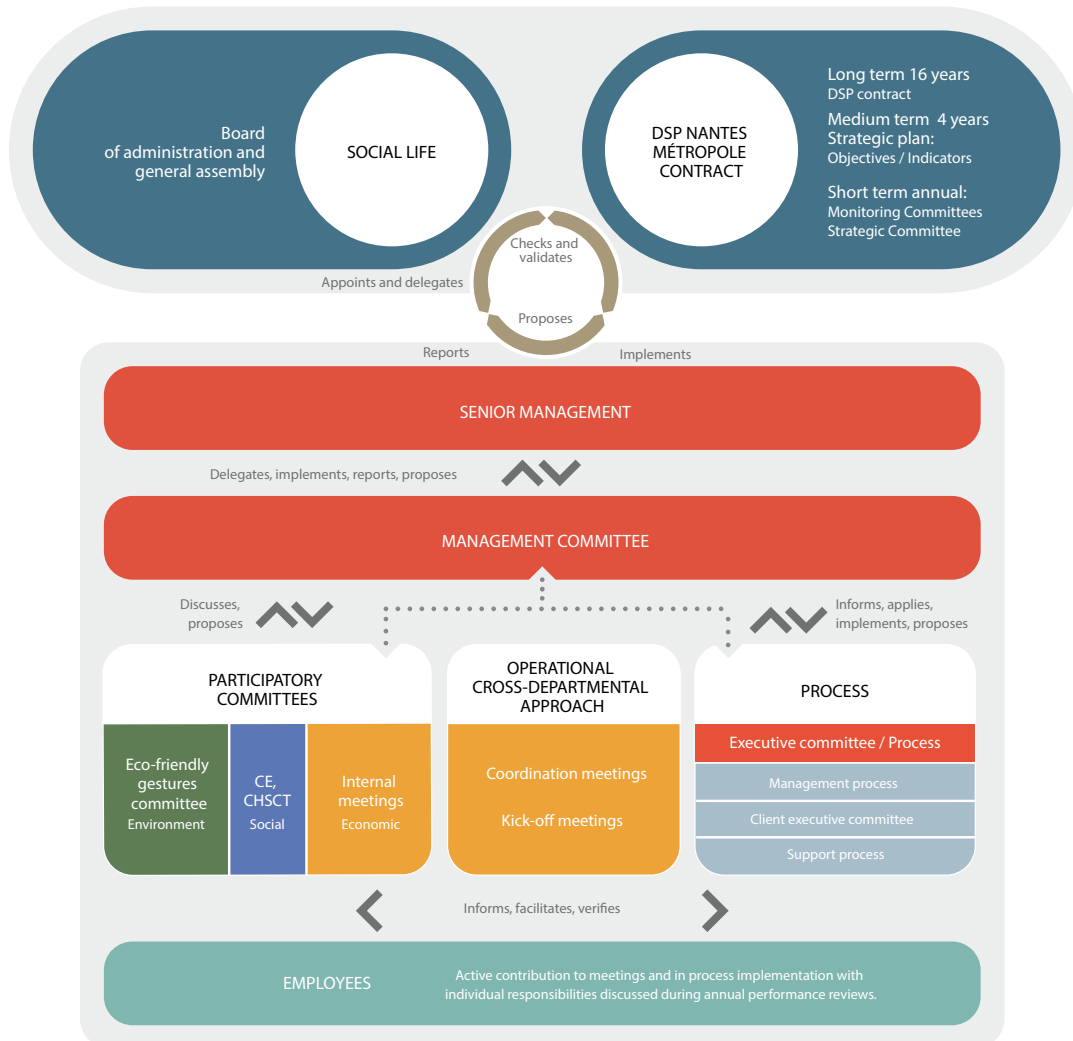
- Continue to **develop dialogue** with stakeholders,
- **Develop the benchmark,** structure economic and technical intelligence activities, and identify indicators and quantified data that may be comparable,
- Increase the visibility of the **organisation's core values,**
- **Organise external communications** through a multi-media means strategy that targets selling points more effectively, **gives meaning to the message and fosters enthusiasm,**
- Continue the work on environmental initiatives.



# SCENARIO

## THE FRAMEWORK

### GOVERNANCE EXTENDED TO COVER STAKEHOLDERS - CSR

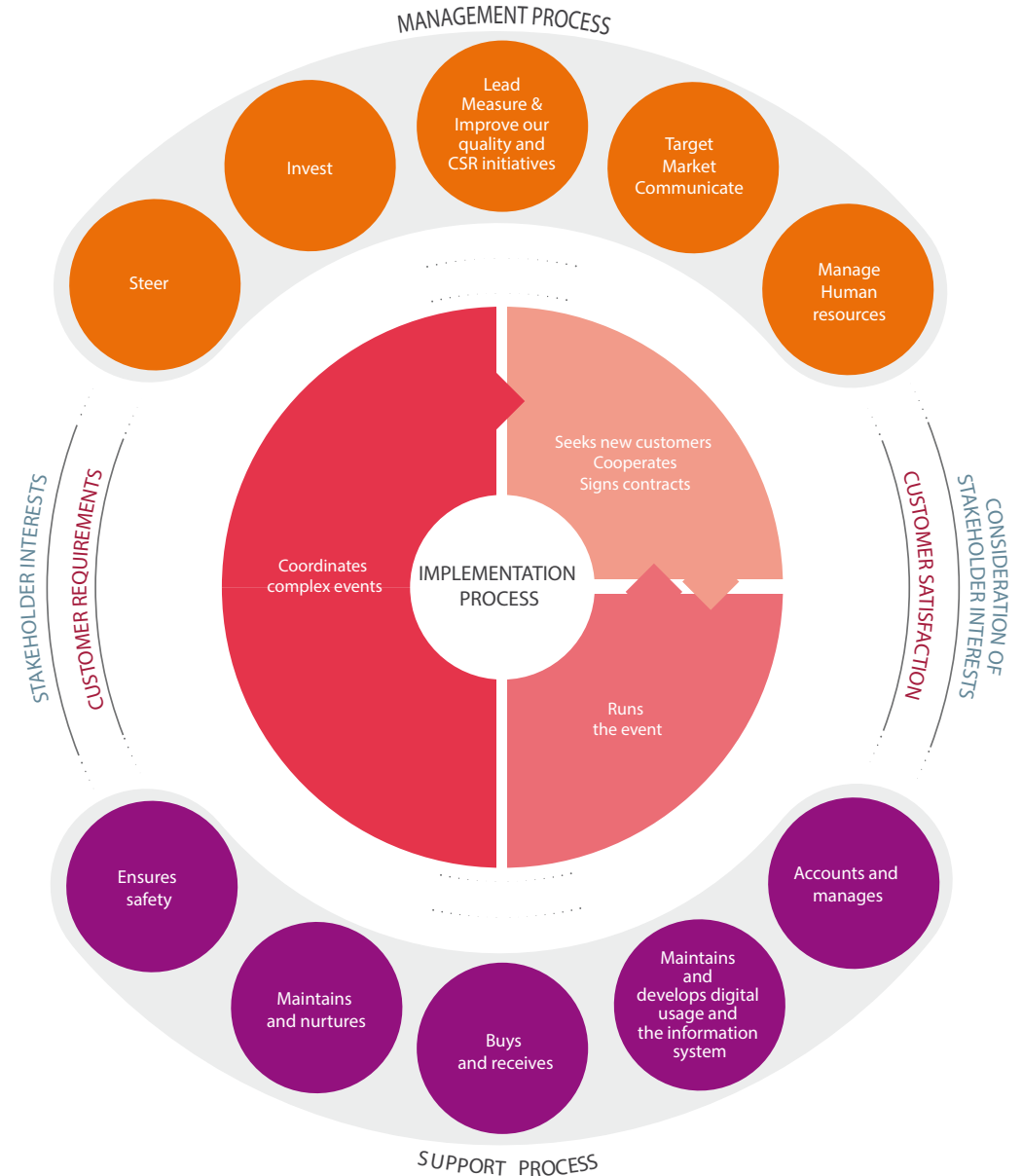


### PROCESS STRUCTURE:

The quality management system is based on a process approach. It is overseen by process managers.

The diagram below illustrates the global management process at La Cité. It is built 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 cross-departmental. Information can thus be shared easily.



# ON STAGE

## ON STAGE

### THE STORYLINE

#### THE ACTIVITY IN 2014

Our business is organised around two core activity areas, the business meeting sector (MICE\*) and the cultural sector. Our missions can be broken down into two broad areas: the provision of services to support events organisers and the production of events reflecting topical issues and the objectives of regional stakeholders.

#### ◎ BUSINESS MEETING SECTOR (MICE\*)

2014 saw the arrival of new recruits at the Development Department at La Cité including its director: **Éric Montant**.

2014 rolled out amid a tense economic context. However, the convention activity continued apace and we recorded a significant increase in last minute jobs (+20%). Promotional activities throughout 2014 allowed La Cité to list some 300 conventions on its schedule, including 132 international conventions to be held by 2024, which provides a promising outlook for the coming years.



#### ◎ CULTURAL SECTOR

In 2014, La Cité partnered and sponsored:

- La **20<sup>th</sup> Folle Journée**: La Cité is the official partner and sponsor aiming to improve young people's access to the Folle Journée. 9,445 places were financed through this sponsorship.
- **TEDxNantes**

La Cité, regional cultural policy player supporting the creation and dissemination of the live performing arts, ran the following events in 2014:

- The **Les Éclats Francophones season**, in co-production with La Bouche d'Air, devoted to songs in the French language,
- The **Baroque en Scène season** in partnership with L'arc, a subsidised theatre in Rezé, with backing from the City of Nantes,
- The **Jazz en Phase season, the journey**, in co-production with L'arc, Le Grand T, Le lieu unique, L'Onyx / La Carrière, Le Pannonica, le Piano'cktail, Les Rendez-vous de l'Erdre and the Théâtre de La Fleuriaye,
- The dance show **Proximity** in co-production with Le Grand T,
- The **Arvo Pärt concert** in co-production with Le lieu unique.

La Cité also produces festivals:

- **Les Utopiales** International Science Fiction Festival in Nantes,
- **Eurofonik**, European Music Festival,
- **Atlantide**, Nantes Literature Festival.

La Cité also hosts shows through its show management activity and operators (141 shows and concerts in 2014).

#### ◎ SOCIAL SECTOR

La Cité proposes meetings on topical issues:

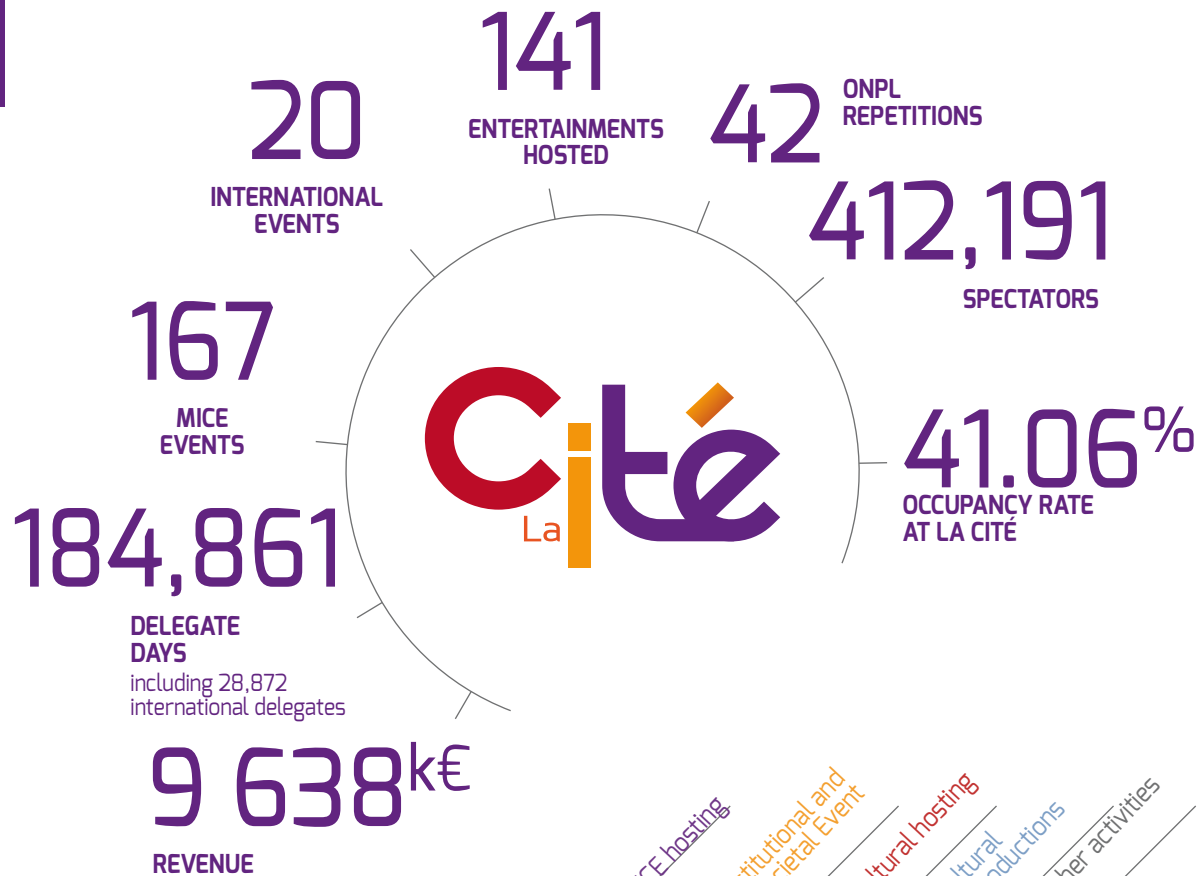
- Digital Week, a week devoted to digital cultures,
- Digital Intelligence, international scientific and multi-disciplinary conference dedicated to digital issues,
- Green Week Kick Off, an event that groups the main regional players in 2015 to address issues concerning the "green" economy.



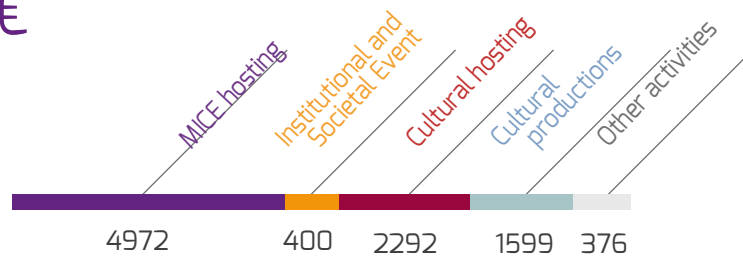
# ON STAGE

## THE STORYLINE

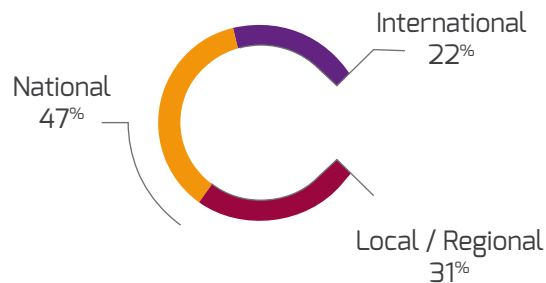
LA CITÉ IN FIGURES



Distribution of revenue in 2014 (in K€) per activity



Distribution of MICE activity by geographic sector, in 2014 (as a %)



# ON STAGE

## ECONOMICS AREA

ECONOMIC PERFORMANCE (MICE)

INTERNATIONAL ACTIVITY  
NANTES RANKING  
ICCA \* 2014

**ranked 126<sup>th</sup>**  
**worldwide**

**75%**  
**increase**  
**in international**  
**conferences**

**20 international** events hosted including  
**16 events** that benefited from the setting up of the **Hosting Charter** for events in Nantes Saint-Nazaire.

**43 applications** from all over the globe in 2014.

**37 international files** confirmed in 2014 meeting the following objectives:

- Events bringing together more than 300 people for a minimum of 2 days,
- Events meeting ICCA<sup>1</sup> criteria

<sup>1</sup> ICCA : events bringing together at least 50 participants and held on a rotating basis in at least 3 different countries.

<sup>2</sup> Questionnaire return rate 63%

<sup>3</sup> using the France Congrès methodology

MAJOR EVENTS IN 2014

From 22 to 23 January 2014  
Biennales Internationales du Spectacle  
▶ + 10,000 participants

From 05 to 07 May 2014  
24<sup>th</sup> GRIBOI Congress  
Interdisciplinary Research Conference on Injectable Osteoarticular Biomaterials and Bone Augmentation Procedures  
▶ 200 participants

From 23 to 24 May 2014  
54<sup>th</sup> UNAPEI congress  
▶ 1,600 participants

From 2 to 4 July 2014  
22<sup>nd</sup> Annual Meeting of the European Orthopaedic Research Society - EORS  
▶ 305 participants, 42 nationalities, 75% foreign participants

From 8 to 11 July 2014  
7<sup>th</sup> European Workshop on Structural Health Monitoring and 2<sup>nd</sup> European Conference of PHM Society  
▶ 300 participants

From 24 to 30 August 2014  
64<sup>th</sup> CIRP General Assembly, The international Academy for Production Engineering  
▶ 650 participants, 36 nationalities, 94% foreign participants

From 1<sup>st</sup> to 4 September 2014  
24<sup>th</sup> International ICFMH symposium - Food Micro 2014  
▶ 600 participants, 60 countries

From 9 to 11 October 2014  
26<sup>th</sup> International Scientific Congress for the French Federation of Speech-Language Therapists - FNO  
▶ 500 participants

From 26 to 29 November 2014  
6<sup>th</sup> French Congress of Psychiatry  
▶ 2,500 participants

From 2 to 3 December 2014  
10<sup>th</sup> Focus Meetings on Maritime Economics  
▶ 1,400 participants

**8.75**  
**/10**

**OVERALL SATISFACTION**  
**RATE** of organisers<sup>2</sup>  
in 2014

**79**  
**MILLION €**  
**OF ECONOMIC**  
**SPIN-OFFS**  
**FOR THE**  
**REGION**



Number of jobs created

**803**  
**JOBS<sup>3</sup>**





# ON STAGE

## ECONOMICS AREA

### ECONOMIC PERFORMANCE (MICE)

#### A CONSISTENTLY INNOVATIVE PRODUCT OFFER

La Cité is pursuing its strategy on innovation.

In 2014, it formalised an offer for connected products that integrates the latest cutting-edge technical events solutions: "Infodécor" PIP (Picture in Picture) system, streaming services, Tweetwall, HD video reception, broadband connections, preview, dynamic video signage, etc.

#### CLIENTS ARE SPREADING NEWS ABOUT US

24<sup>th</sup> Interdisciplinary Research Conference on Griboi  
From 5 to 7 May 2014

Thanks by **Bruno Bujoli** - Nantes University Organisation Committee

« La Cité hosted the 24<sup>th</sup> GRIBOI Conference (Interdisciplinary Research Conference on Injectable Osteoarticular Biomaterials and Bone Augmentation Procedures), organised by the laboratories CEISAM (UMR CNRS 6230) and LIOAD (UMR INSERM-ONIRIS 791). Over 160 participants (clinical staff, researchers and industrialists) from 13 countries attended this conference, with large North American and Asian delegations. Participants and organisers alike were highly appreciative of the infrastructure and logistics provided at the La Cité des Congrès site. ... »

64<sup>th</sup> CIRP General Assembly  
From 24 to 30 August 2014

Thanks by **Alain Bernard** - Chairman of the Nantes Central School conference

« The CIRP's annual international conference (CIRP GA 2014) was held at La Cité during the last week in August. This event had an unusual week-long format (from Sunday to the following Saturday) and gathered over 650 persons from 36 different countries. [...] This conference is the sixth international conference that I have organised over the last eight years and the third at La Cité. I can honestly say that the participants were highly impressed by the location and the services on offer, in the heart of Nantes, just a few minutes walk from several hotels and the town's historical centre. And this despite previous events having been held in Hong-Kong and Copenhagen, and given that the following one is scheduled for Cape Town in South Africa. Quite frankly, we are very proud of what we have achieved during this week at La Cité. ... »



# ON STAGE

## ECONOMICS AREA

### ECONOMIC PERFORMANCE (MICE)

#### PARTNERSHIP WITH THE REGION'S EXCELLENCE NETWORKS:

##### Partnership charters

In 2014, the BTP Novabuild cluster and the Pôle Mer Bretagne Atlantique each signed a partnership agreement with La Cité based on a common goal: to host professional and scientific meetings in Nantes and La Cité supported by the researchers of their own centres, thereby fostering their contribution to the national and international outreach of the region's excellence sectors.

Lastly, 2014 also saw the renewal of several other partnership charters between La Cité and its partners, such as Nantes University, Nantes CHU, the Ecole des Mines, the Pôle EMC2, IFREMER, IFSTTAR, INRA, ONIRIS. Atlanpôle and the Pôle Images & Réseaux also signed on in early January 2015.

##### "Nantes Destination Congrès" Ambassadors programme

During the 3<sup>rd</sup> "Nantes Destination Congrès" Ambassadors evening organised by La Cité, Fabrice Roussel, 1<sup>st</sup> Vice-President of the Nantes Métropole, presented the 2014 Grand Prix to Rachel Bocher, Vice-President of the organisation Committee, for the 6<sup>th</sup> French Psychiatry Congress held on 26 to 29 November 2014 at La Cité des Congrès de Nantes, which was attended by 2,500 participants from all over France.

This evening was held to honour local scientific Ambassadors, opinion leaders, in order to recognise and promote their contribution to the influence of scientific know-how and the development of the economic benefits for the region via the convention media.

#### LA CITE RECOGNISED BY THE PROFESSION :



**France Congrès**  
Special "Sustainable Development" Award for ECOCITY 2013

In July 2014, at the annual evening for the network of mayors of conference towns - France Congrès, La Cité was honoured to receive the special "Sustainable Development" award for Ecocity, the World Summit on Sustainable Cities. This event was held at La Cité from 25 to 27 September 2013. Part of the events making up the "Nantes Capitale Verte de l'Europe 2013", Ecocity enabled the Nantes Métropole and La Cité to demonstrate their expertise and involvement in the area of sustainable development and CSR (Corporate Social Responsibility).



**UNIMEV**  
Sustainable Development/CSR Creativity Award  
During the 2014 Annual UNIMEV (French Union of Events Professions) Conference, La Cité was presented with the Sustainable Development/CSR (Corporate Social Responsibility) Creativity award in recognition of its CSR policy, a strategic focus and an important driver of differentiation and performance. This federation groups professionals from events-related occupations.



**2<sup>nd</sup> edition of the France Meeting Hub**  
Destination Nantaise and La Cité hosted a 3-day event attended by 150 international clients from 25 different countries from 24 to 28 September 2014. Organised by Atout France, the France Meeting Hub seeks to promote Destination France with business meeting industry players, and to spotlight a different region every year, thereby promoting the many advantages of our country.





# ON STAGE

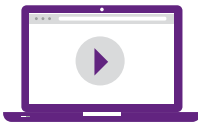
## DIGITAL PRODUCTION F



THE LATEST DEVELOPMENTS IN IT



As part of our ISO 26000 process, we are seeking to further our dialogue with stakeholders (clients, suppliers, employees, spectators). This has driven our IT Dept. to develop a Stakeholder Assessment System (SEPP). This platform provides us with a simple and effective means of communication for assessing client satisfaction. We use this statistics data to set up improvement actions and take better account of each client's expectations.



We have also set up a streaming service, that consists in viewing a conference live on the Internet. This tool links up with our video systems and provides our clients with an innovative service, and thereby targets a broader client spectrum than our on-site public.



To optimise our communications with both the general public and our clients, and also with the other players connected via the social networks, La Cité has set up two Twitter accounts (@LaCiteNantes for the General Public and @LaCiteCongres for economic issues) in addition to a Facebook page.



A free smartphone application has been set up to propose an agenda of economic and cultural events to be held at La Cité.

These are available for iOS and Android.



# ON STAGE

## CULTURAL AREA



CULTURAL ACTIVITY

La Cité's 2014 cultural season testifies to a growing year-on-year collaboration with other cultural organisations in the metropolis. Sharing and cooperation are two core elements of the La Cité approach, effectively feeding its ambition, which is to propose and offer to as many people as possible a rich and diversified programme of national and international events, far-reaching regional proposals and the promotion of emerging or confirmed talents.

### FESTIVAL ACTIVITY



La Cité presented the 15<sup>th</sup> edition of the Utopiales - International Science Fiction Festival in Nantes. The festival gathered researchers, authors and artists, with over 200 guests in all from 8 different countries who debated and discussed the topic of "Intelligence(s) ?" before 55,000 visitors. The festival offered 109 debates, conferences and meetings, 8 exhibitions, 49 films, 1 school half-day and 7,740 titles sold at the Book Fair.



La Cité also presented the 3<sup>rd</sup> edition of Eurofonik, the European Music Festival, with Le Nouveau Pavillon. The latest edition of this convivial festival proposed spellbinding sounds, dance music and a dizzying array of meetings. The festival hosted 70 artists from 15 European countries on 4 different stages over 19 concerts, together with luthiers, exhibitions and vocal workshops with 4,200 visitors welcomed at La Cité.



Lastly Atlantide, the Nantes Literatures Festival, was held over four days at Le Lieu Unique. Placed under the artistic direction of author and reading specialist, Alberto Manguel, Nature was the theme of this 2<sup>nd</sup> edition, that gathered together 9 libraries, 11 bookshops, in the presence of over 40 French and foreign authors boasting 21 different nationalities. The festival proposed 29 meetings, 11 shows and readings, 6 illustrated conferences and 4 children's workshops and 1 "censured authors" evening Initiated and run by La Cité and Le Lieu Unique, this meeting provided the 7,000 visitors with a rare occasion to mingle, exchange views and try out writing in all its forms.



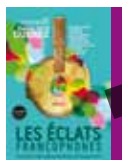
# ON STAGE

## CULTURAL AREA



CULTURAL ACTIVITY

### FOUR CULTURAL SEASONS FROM SEPTEMBER TO JUNE



**The Éclats Francophones:** Bolstered by the success of the 1<sup>st</sup> season that ran until June, La Cité and the Bouche d'Air rolled out a 2<sup>nd</sup> edition in September with a programme rich in the sounds and colours of Québec, marked by the discovery of young emerging talents and the presence of established artists.



**Baroque on stage:** While the 2<sup>nd</sup> season wrapped up in June in Rezé, since October, the 3<sup>rd</sup> edition has been giving visitors the chance to discover or rediscover masterpieces by several composers, offering an exceptional journey through the European musical landscape in the 18<sup>th</sup> and 19<sup>th</sup> centuries, taking full advantage of the outstanding acoustics in the 800-seat auditorium. As a bonus, there were free introductory conferences open to all before each concert.



**Jazz en Phase, the journey:** After a highly successful first six months of concerts, the circle of partners expanded for the 5<sup>th</sup> edition with nine partners halls. These offer the inhabitants of Nantes an occasion to discover all the latest jazz trends, with a special one-off concert at La Cité, Le Centre des Congrès: with a super double bill John Scofield / Bill Frisell opening the season.



**Oupalai! :** Which means "hop-là!" in Quebec slang, this Quebec season in Nantes, Mans, Loire-Atlantique and the Pays de la Loire, lists some sixty-odd events relating to Quebec. It is run by La Cité and Le Grand T, and the Les Éclats Francophones season is also taking part.

### TWO EXCEPTIONAL EVENTS

The Estonian Philharmonic Chamber Choir, directed by the internationally famous conductor Tõnu Kaljuste – performed Kanon Pokajainen, one of the most masterful compositions by Arvo Pärt, one of the present-day composers whose works are the most performed. A unique concert co-produced with Le Lieu Unique before a full Grand Auditorium.



Dance was also in the spotlight as the Australian Dance Theatre has been invited by La Cité and Le Grand T for two performances of Proximity, in the Grand Auditorium, a choreographic kaleidoscope that plays with our relationship to images and the worlds they allow us to create.



### THE TRADITIONAL SHOW HOSTING ACTIVITY

Thanks to the show management activity and operators who show their confidence year-on-year by programming many shows here, La Cité is today a recognised venue for the live performing arts. Humour, variety, dance, theatre... a host of genres that feed an eclectic, programme throughout the year with an agenda that is updated on a regular basis.

No less than 141 shows and concerts, including 35 ONPL concerts, were proposed to a total of 412,194 spectators in 2014 and, naturally, the 144,641 spectators of the Folle Journée which celebrated its 20<sup>th</sup> anniversary with "Des canyons aux étoiles", a panorama of American music from 1860 to the present day.

# ON STAGE

## ACCESS FOR ALL



ACCESS TO CULTURE FOR ALL AUDIENCES.

La Cité pursues a support process designed to open cultural opportunities up to families living in Nantes, thereby combating exclusion, forging or renewing a social connection and improving self-esteem.

The setting up of this system in 2013 enabled 700 people to visit La Cité, while in 2014, nearly 2,000 people were able to benefit from this access. For most of them, this was the first time they had been to La Cité.

Very rapidly, La Cité decided it wished to organise external operations. This is why, during the 2014 Utopiales, Roland Lehoucq, Festival President, met with around ten children hospitalised at the CHU in order to talk with them, and exchange ideas about the Festival and astrophysics. The dialogue was rich and most interesting. It sparked several questions from these enthusiastic, young children.

### SOME ACCOUNTS FROM PERSONS WHO HAVE BENEFITTED FROM THE SYSTEM



International Science-Fiction Festival  
"Les Utopiales"

Message from families in Northern Nantes

The association Casse ta Routine

« Thanks to the Cité des Congrès, families in Northern Nantes were able to visit Utopiales one of the biggest International Science-Fiction Festivals. Around forty people discovered the world of new and imaginary technologies... »

Irish Celtic Show

Message from the Social Restaurant Pierre Landais

« On behalf of all the spectators from the Restaurant Landais, a big thanks to the Cité Internationale des Congrès for this magnificent show! »

The show "Les Ballets Tahitiens"

« Ballets tahitiens! Thank you! Fast paced! Heady and intoxicating! Sensual »

Maria, Yan and Yves  
Message from the Pierre Landais social restaurant in Nantes



« Thank you so much as culture is a source of inner wealth... »

Extract from a message by a diner at the Pierre Landais social restaurant

These accounts illustrate the importance of this system for people with limited access to Culture and strengthen our resolve to act.

# ON STAGE

## ACCESS FOR ALL

ACCESS TO CULTURE FOR ALL AUDIENCES.

SOME ACCOUNTS FROM PERSONS WHO HAVE BENEFITTED FROM THE SYSTEM (CONT'D)

As part of the **Baroque Season**, 800 primary school students watched the *Générale d'Hippolyte et Aricie ou la belle-mère amoureuse*.

Accounts by teachers and children: CME class Ecole Fougan de Mer – Bouguenais

« A very good welcome, that respected the children with a show that could be enjoyed by all. The choice of a general repetition was interesting as this allows the children to understand that a show involves preparation, as the CP (primary class) was in the front row, they were extremely attentive and very appreciative: 'It's already over? We want like to see what happens next...' »

CP class - Ecole Le Douet St-Sébastien-sur-Loire

« Interesting choice that enabled the children to discover Greek mythology, puppets, the history of the theatre, the history of fairground theatre. Very good welcome, optimal conditions for good listening. The students were very pleased. »

CE2 and CM1 classes Ecole de la Fraternité Nantes

« The children very much enjoyed the theatrical atmosphere »



ACCÈS À LA CULTURE POUR TOUS, also provides a means for a public with little access to Culture to attend concerts and shows that are not produced by La Cité but are hosted in its buildings. La Cité has decided that it will offer any spare seats in its available quota to people with limited access to Culture. In 2014, 160 places were delivered.

# ON STAGE

## SOCIETAL AREA

SOCIAL PRODUCTIONS

### ECONOMIC AND SOCIAL SECTOR

**NANTES DIGITAL WEEK, one week in which to discover all the digital cultures to be found in the Nantes metropolis.**

Nantes Métropole seeks to be recognised as one of Europe's leading digital arenas. The Metropolis' French Tech label, awarded in 2014, marked a first recognition of the quality of the breadth and scope of the Nantes digital ecosystem.

The Nantes Digital Week embodies the digital whirlwind sweeping across Nantes and its enthusiasm for hybridization, unexpected meetings between researchers, artists, industrials and small and medium-sized business startups, associations, institutions and inhabitants. Two flagship events for this first edition are the Scopitone Festival and Digital Intelligence, an international symposium.

Its novel aspect? The meetings of unlike minds that it offers the eclectic public that it attracts.

A resounding success summarised in 5 figures:

- ▶ 67,500 participants,
- ▶ 26 nationalities represented,
- ▶ 49 events,
- ▶ 43 project developers
- ▶ 24 locations!

### A cross-disciplinary symposium on digital issues: Digital Intelligence

The first edition of Digital Intelligence was held on 17 to 19 September 2014 at La Cité. This symposium was a joint effort driven by Nantes University and Laval University in Québec, with the participation of the conference centres in both cities.

This international scientific event dedicated to the study of emerging digital cultures gathered 550 participants around a programme devised by 55 international researchers. Prestigious universities like Harvard, MIT, Berkeley, and even Cambridge in the UK,

were represented.

Staunchly open over the region, especially towards players of the metropolitan and inter-regional digital ecosystem (Brittany and the Pays de la Loire), this conference also sought to facilitate discussions and creative sparring as well as encouraging people to question certainties concerning relationships between the Arts, Sciences and Economics.

### The Nantes-Pays de la Loire Greenweek and K'nopée

The Nantes-Pays de la Loire Greenweek derives from a common ambition to develop the innovation dynamics and communications between organisations in the digital and green sectors, from start-ups to major groups, and between the two regions of the Nantes Métropole and the Pays de la Loire.

Thus, on 20 and 21 November 2014, 200 company directors, leaders of networks and associations, from the regional Green sector, together laid the foundation stone of the Greenweek at the Cité des Congrès, during workshops and a conference.

The key focus of the Nantes-Pays de la Loire Greenweek will be an economic and business event with an international scope on 22 and 23 October 2015 at the Cité des Congrès: K'nopée. This event is being co-produced with regional economic sector players on the basis of group workshops.



### EVENTS IN 2015

From 2 to 5 June

Velo-city on the theme "The bicycle - creator of the future"

Velo-city, a brand driven by the ECF (European Cyclists' Federation), is the world conference on bicycles and cycling policies

From 19 to 23 October

Greenweek Nantes Pays de la Loire : One week during which new Green technologies and uses will be demonstrated and put to the test. The events making up this week-long regional occasion will

be labelled Greenweek and will be included in a global communication managed by La Cité.

Thursday 22 and Friday 23 October at La Cité: K'nopée





# BEHIND THE SCENES

## THE GROUP

### OUR EMPLOYEES

#### HUMAN CAPITAL

##### FULL TIME EQUIVALENT WORKFORCE OVER THE YEAR

2014	PERMANENT CONTRACTS	FIXED-TERM CONTRACTS	Tempo-rary	Intermit-tent
Average workforce	71.5	2.1	9.4	13

##### SHARING OF SKILLS AND KNOW-HOW WITH YOUNG PEOPLE

- ▶ Setting up of 2 apprenticeship contracts (2 women)
- ▶ Hosting of trainees in 2014

	WOMEN	MEN	TOTAL
Up to the BAC (CAP, BEP, BAC, BT, etc.)	1	1	2
BAC+1 to BAC+2 (BTS, DUT, licence I & II, etc.)	9	3	12
BAC+3 to BAC+4 (Licence III, Licence pro, Master I, etc.)	4	0	4
BAC+5 upwards (Master II, Engineering Diploma, etc.)	1	1	2
Total			20

##### AVERAGE LENGTH OF SERVICE

ETAM			EXECUTIVES			ORGANISATION AVERAGE		
M	F	Total	M	F	Total	M	F	Total
12.5	13.8	13.2	13	13.8	13.3	12.7	13.8	13.2

#### TRAINING

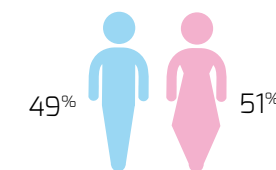
To ensure continued recognition of the skills and professionalism of its team in their business sector, La Cité deploys training initiatives tailored both to its strategic objectives and to development of the market and core business areas.

This skills management and professionalism development process provides for:

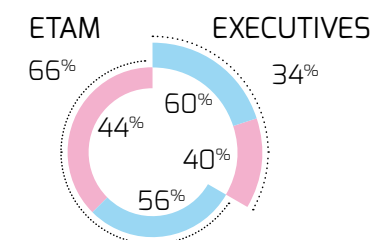
- closing the gaps between the skills required and those available, thereby improving the overall level of skills and expertise,
- developing multi-skilling,
- organising internal mobility initiatives,
- developing staff employability.

##### WORKFORCE BREAKDOWN AT 31 DECEMBER 2014:

- ▶ A full-time workforce breakdown that respects parity:



- ▶ Distribution by job status



# BEHIND THE SCENES

# BEHIND THE SCENES

## THE GROUP

### OUR EMPLOYEES

#### EQUALITY IN THE WORKPLACE

Within the organisation, we endeavour to ensure full gender equality regarding the conditions for job opportunities, career development, pay, working conditions, access to part-time work, parental leave, and so on.

We have signed a new agreement with the IRP (personnel representative bodies) that focuses on the work/life balance by paying special attention to meeting schedules and by allowing employees who have chosen to work 80-90% of the fixed working hours basis to return to full time employment if they so wish.

#### MOBILITY PLAN

A new implementation rate regarding the use of "green" transport methods within the corporate mobility plan has been proposed to fully meet personnel constraints.

"Green" transport implementation rate	Number of employees	Distribution of CTP commitment rates
100%	27	35%
90%	7	9%
75%	8	10%
50%	7	9%
20%	3	4%
5%	26	33%
<b>General total</b>	<b>76</b>	<b>100%</b>

#### SUPPORTING EMPLOYEES IN NEED

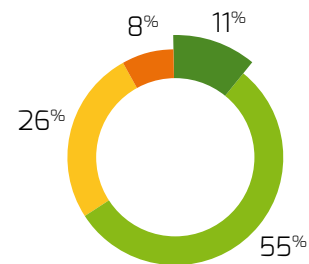
Beyond the assistance provided by social workers, La Cité has provided its Works Committee with an aid fund that can be used to offer emergency support in the form of interest-free loans to employees in great financial difficulty.

#### INFORMATION & COMMUNICATION

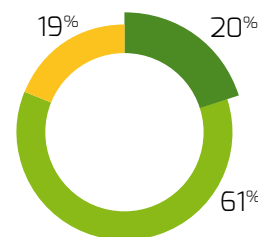
An intranet system has been up and running since 2014. Employees can look up all the news on La Cité as well as information on HR, Quality, CSR and the news on the business activity.

Result of the employee Survey carried out in late 2014 :

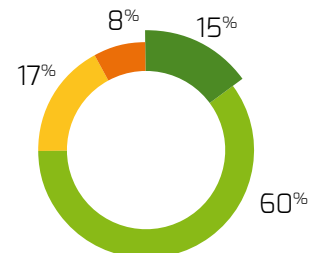
#### THE QUALITY OF LIFE IN THE WORKPLACE at La Cité compared to other organisations



#### SOCIAL CONDITIONS at La Cité compared to other, similar sized, organisations



#### WORKING CONDITIONS at La Cité compared to other, similar sized, organisations



- Better
- Above average
- Average
- Poorer

Participation rate: 94%

# BEHIND THE SCENES

## ACTORS IN ECO-FRIENDLY GESTURES

### OUR ECO-FRIENDLY GESTURES COMMITTEE

This survey was carried out by volunteer employees who meet at least twice a year to discuss environmental issues and propose a number of complementary or improvement actions to be deployed as part of our CSR approach.



During 2014, we held several consultations aimed at raising employee awareness:

- internal communications, via our intranet, discussing eco-friendly gestures and good practices concerning effective waste selection and sorting at La Cité.
- joint efforts with the Écopôle, a CPIE (Permanent Centre of Environmental Initiatives) labelled association, aimed at forging a partnership between our two organisations.
- production of a vegetarian cuisine workshop, for an entertaining awareness-raising day run by Françoise DUPIRE, from the association Nature L. This event was held at La Cité's offices. Volunteer employees created 8 recipes for vegetarian meals and side dishes using organically produced ingredients. This event wound up with a convivial tasting session of these dishes.



As part of the ongoing considerations of eco-responsibility, that mainly focus on waste selection and sorting, a theory and practice workshop organised by the Eco-Friendly Gestures Committee and led by Écopôle has been scheduled for 2015.



# BEHIND THE SCENES

## UPSTAGE

### ENVIRONMENTAL RESULTS



#### SPOTLIGHT ON SELECTIVE WASTE SORTING

La Cité's activities generate waste, most of which could be recycled.

La Cité has opted for highly selective waste sorting, currently based on no fewer than 15 types of different waste.

The provider issues La Cité with a recycling certificate each year, setting out the quantities of each type of waste collected together with the traceability of all the recycling operations carried out. They also provide information on the ecological benefits of these recycling actions. The impacts can thus be easily measured.

#### RECYCLING CERTIFICATE



The recycling programme has generated savings of:

▶ 18,587 kg de CO<sub>2</sub>, representing a distance of 120,319 km travelled by car.

▶ 146,815 kWh, representing the electricity consumption of a typical French household over a period of 426 months.

Initially designed to reintegrate small volumes of waste into more environmentally friendly sectors, in 2014 for example, the "multi-material" collection process enabled the re-use of over 12.8 tonnes of paper.

384<sup>t</sup>



406<sup>t</sup>



386<sup>t</sup>



**In 2014, La Cité recycled 12% of its waste.**

Seeking to improve this rate, in late 2014 we applied to take part in the "Focus Organisations" operation run by ADEME (French Agency for the Environment and Energy Management), where an ADEME expert audits the organisation and proposes energy and waste management improvement solutions.

Thus, in 2015, a series of actions have been planned with ADEME, the aim being to implement measures to improve selective waste sorting.

# BEHIND THE SCENES

## DOWNSTAGE

### EYEWITNESS ACCOUNT BY OUR PROVIDER AMEXPO

#### EYEWITNESS ACCOUNT BY OUR PROVIDER AMEXPO

AMEXPO is a regional organisation specialised in the leasing of exhibition furniture that operates and develops within the economic fabric of our regions (55% of our revenue is generated in Nantes, and 80% in the Pays de Loire); our purchasing policy always prioritises local partners and suppliers.

We roll out several initiatives targeting sustainable development and CSR policies, in line with those of La Cité:

- through the manufacture (modular products made in our regions, using a wood panel system that limits the amount of discarded furniture), storage (furniture designed to reduce this volume) and transport of furniture (covers recycled



and trucks that meet the latest anti-pollution standards);

- through our general service offer (collaboration with regional providers and local temporary employment agencies; installation of waste sorting containers), miscellaneous purchases (solvent-free and non-polluting products for cleaning furniture) and communication media (use of FSC and PEFC certified papers and plant-based inks);
- through proposals for eco-designed furniture (cardboard furniture designed by Nantais designers and made by a company in the Loire region);
- through human resources (deployment of a training plan targeting all employees; these training schemes are tailored to the various types of vehicle operated).

# BEHIND THE SCENES

## THE MACHINERY

### OUR ECO-APPROACH

La Cité is engaged in an energy saving initiative, and is actively seeking to limit its environmental footprint. This has involved certain efforts which provide for the following analysis:

- Water consumption fell by 22.5% between 2013 and 2014 (mainly due to improvement works carried out between 2013 and 2014, that include office shower facilities, timed tap fittings in wash rooms, etc.),
- Electricity consumption fell by 5.78% between 2013 and 2014 (following the LED relamping programme),
- A 30.4% reduction in consumption of urban heating network energy, that itself derives from the processing of waste. One highly variable factor still needs to be factored in - the external temperature profile.



Our continuous improvement approach plans several initiatives designed to cut these reductions even further:

- Entry SAS with automatic doors (located at the entrance to the main north hall),
- Continued standardization work on lifts in February, July and August 2014,
- Launch of works to replace the cooling systems required for air-conditioning areas: works began in November 2014 and are scheduled for completion in late April 2015.





# BEHIND THE SCENES

## THE ACTORS



### OUR WORKS COMMITTEE:



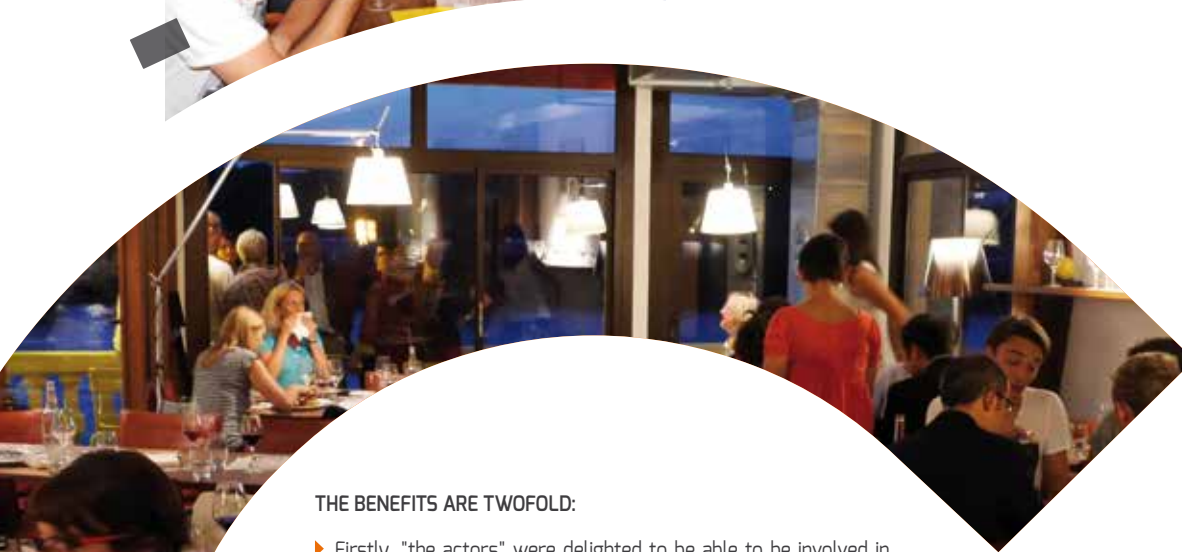
Our Works Committee joined forces with La Cité's Executive Management to organise a "murder party" evening in a spectacular setting at La Civelles restaurant in Trememoult on 5 September 2014.

The inspiration for this event came from the famous board game, Cluedo: eight willing staff members portrayed the characters and played a role, the aim being for the investigators to unmask the assassin among these eight characters during dinner.

Once the investigation was over and the assassin unmasked, the evening continued on the dance floor orchestrated by a DJ.



This convivial evening attracted a lot of interest as over 50 people turned up to take part, i.e. two out of three company personnel.



### THE BENEFITS ARE TWOFOLD:

- ▶ Firstly, "the actors" were delighted to be able to be involved in the event.
- ▶ In addition, the teams were made up of employees, trainees and new recruits, which made it easier for the latter to join in.

# OUTCOME

# OUTCOME

## TRACKING INDICATOR



Levers	Indicators	Objective	Assessment 2014
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### 1. Strengthen our CSR and excellence policy

Limit our environmental impact	Reduce our energy consumption	-2.5%	2521.095 MWh i.e. -10% in relation to 2013
Persuade our customers to move towards eco-designed events	Rate of customer satisfaction on our advice and eco-design products	> 8/10	7.62/10
Encourage employee mobilisation	Absenteeism and micro-absenteeism	Absenteeism: < 3% per year Micro-Absenteeism: 0.2% per year	absenteeism: 4.69% - micro 0.16%
Develop employee skill bases	% training / payroll	>=2%	3.10%
Optimize the organisation of work, and use of internal resources	Gross Margin per FTE	€ 55 K	€ 51.4 K

### 2. Innovate and invest to improve the services we offer

Develop our sales of innovative products and services	% of revenue from innovative products/total revenue, excluding space	5.0%	3.73%
	Global satisfaction rate	> 8.5/10	8.75/10
Guarantee the profitability of innovative products	ROI on innovative products	30%	75%

Levers	Indicators	Objective	Assessment 2014
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### 3. Strengthen our international recognition

Host events with international audiences each year in the short and medium term.	Number of international events confirmed for the coming years	14	37 up to 2019
	Number of events hosted with an international flavour	12 per year	21
Enhance international credibility	Number of candidatures with an international flavour	11	43
Contribute to the international visibility of the local area in international hit parades	Increase the number of ICCA events hosted at La Cité	5 per year	7

### 4. Target, Cooperate, Capitalise, Communicate

Take part in the local area value chain	Economic and social repercussions	€ 60 M and 610 jobs generated	€ 79 M and 803 jobs generated
Stabilise RVM (average event revenue): target (exhibition conferences, exhibitions, etc.), additional sales	RVM per event	€ 30K	€ 33K
Enhance events hosted for the networks of excellence	Activity report by industry branch	1 per year	1 per year
Develop the event visibility of local area players	Number of major candidatures followed on behalf of our partners	37	33
Ensure budget allocations for strategic actions (attributing margins for manoeuvre)	Value of actions implemented within the strategic plan compared to plan	€1 161 K	€1 100 K

### 5. Develop the cultural offer

Develop our cultural policy in the fields expected by the community	Total number of spectators welcomed per year at La Cité	380,000	412,191
Maintain show management activity	Achieve the revenue objectives	€ 809 K	€ 889 K
Number of events involving foreign artists/ participants	Number of events	Evaluation indicator - no objectives	19

# LA CITÉ NANTES EVENTS CENTER FRANCE

Enter a New  
dimension

Photo: G. Basso - Les amonées, travail in situ parment, qui des Antilles, Nantes, 2007, à l'initiative de Luis Uribe, en collaboration avec Patrick Bouchan, Data © DS-Agency Paris, Conception / Agence Suez

- 65 destinations by direct flights
- All the European capital cities in less than 2 hours
- Opposite the TGV station
- 2 hours away from Paris
- 8 643 bedrooms
- 3 Auditoriums
- 450 - 800 - 2000 seats
- 30 break-out rooms
- 6,000 m<sup>2</sup> of exhibition space

ISO 26000 confirmed level  
1st French convention center to achieve  
AIPC Quality Standards Gold certification

The men and women at la Cité bring passion and commitment to your events conventions, corporate meetings, exhibitions and entertainment shows. They work in close partnership with you to make each event unique and inventive and each experience richer.

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