



# THE GREEN ECONOMY

## Our vision **and solutions**

☑ HOW TO RECONCILE BUSINESS GROWTH AND SUSTAINABLE DEVELOPMENT? ☑ HOW TO HELP CREATE AN ECO-RESPONSIBLE LIVING ENVIRONMENT? ☑ HOW TO IMPROVE THE LIFE CYCLE OF INCREASINGLY RARE ENERGY SOURCES? ☑ HOW TO ENHANCE PERFORMANCE WHILE REDUCING CARBON EMISSIONS? ☑ HOW TO PROMOTE WELL-BEING IN TODAY'S MORE ACTIVE WORLD? ☑ HOW TO BUILD THE FUTURE WHILE PRESERVING THE PAST?



# THE GREEN ECONOMY

in questions.

Together, let's decipher the solutions that SPIE provides to support its public and private sector partners in today's changing world.



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Focused on the future and underpinned by SHARED VALUES, **SPIE is committed** to developing ever more responsibly, day after day alongside its customers. This commitment is based on a deep respect for our **CORPORATE ETHICS** and SOCIAL ENVIRONMENT. Leveraging the extensive skills of our employees, **SPIE designs and delivers** long-term solutions that respond to the **ENERGY AND ENVIRONMENTAL CHALLENGES** facing communities and businesses while optimising the use of natural resources.



**Gauthier Louette**  
*Chairman and Chief Executive  
Officer of SPIE*



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### SOLID RESULTS UNDERPINNED BY A STRONG SHARED VISION

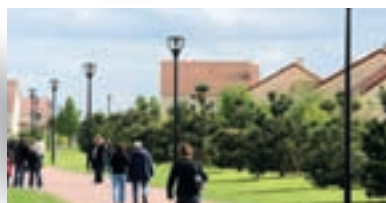
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## PROFILE

# PARTNER of long-term confidence

A **EUROPEAN LEADER** in electrical, mechanical and HVAC engineering, energy, and communication networks, **SPIE IMPROVES THE QUALITY OF OUR LIVING ENVIRONMENT** by helping local and regional authorities and businesses to **design, build, operate and maintain** facilities that are more **ENERGY EFFICIENT AND ENVIRONMENTALLY FRIENDLY**. A trustworthy partner for the long term, we at SPIE are committed to being a **SOURCE OF CONTINUOUS IMPROVEMENT** for all stakeholders, in particular customers, employees and shareholders.

See the video  
*SPIE, partner of long-term confidence*



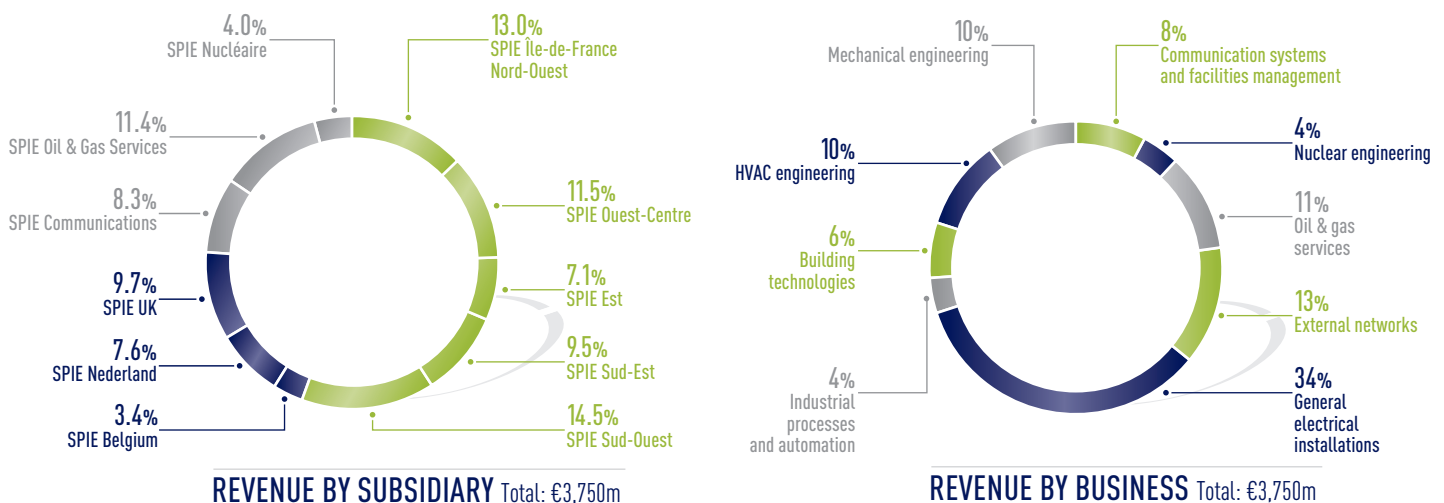
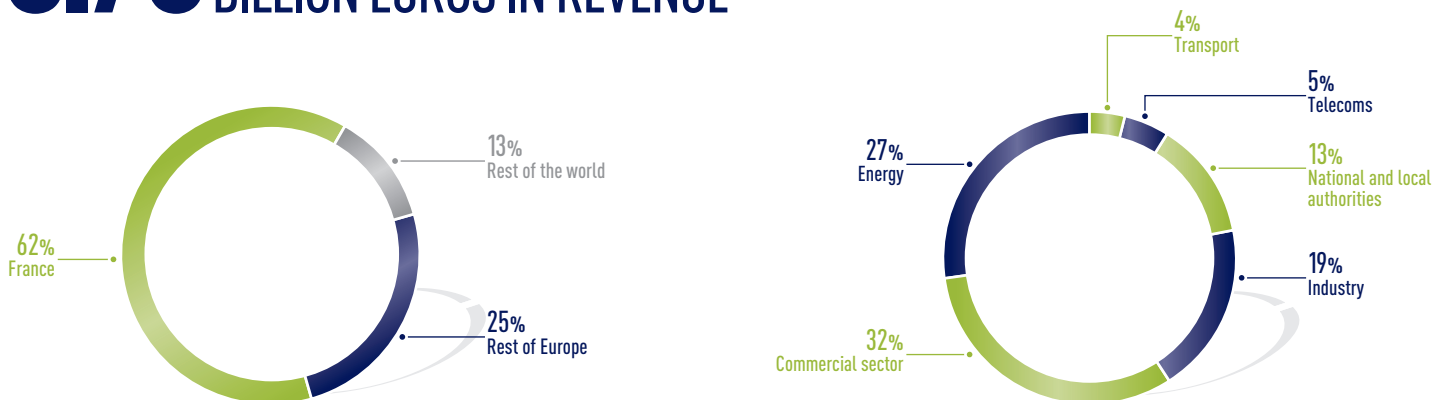
## FINANCIAL HIGHLIGHTS

# FOCUS on profitability and growth

EUROPE'S SECOND-LARGEST INDEPENDENT GROUP IN ITS INDUSTRY IN TERMS OF REVENUE, SPIE PURSUED ITS ROBUST GROWTH STRATEGY IN 2010. DURING THE YEAR, WE STRENGTHENED OUR CLOSE-TO-THE-CUSTOMER REGIONAL NETWORK AND OUR CORE COMPETENCIES.

# 3.75

BILLION EUROS IN REVENUE



# +5.4%

## EBIT

192.3 MILLION EUROS IN 2010

182.5 MILLION EUROS IN 2009

Pro forma EBIT totalled €192.3 million, a year-on-year increase of 5.4%, in line with the Group's 2009 performance. This result reflects a constant focus on maintaining high-quality relations with customers, carefully choosing business opportunities and suppliers, and rigorously managing contracts.

European  
advertising  
campaign  
announcing  
SPIE's 2010  
results.

What underlies our excellent results is a shared vision for the future.



**A vision based on performance**

In a difficult economic environment, SPIE did more than just keep going in 2010, thanks to its staff's efforts, sustained growth and its green economy business, SPIE made an operating profit of €192.3 million on turnover of €3.75 billion.

As Europe's leader in energy and communications services, SPIE's strategic focus on its core sectors, performance, local presence and responsibility. These make the company a driver of progress built Germany and, most importantly, for our 28,000 employees. 33 % of SPIE's staff have already benefited from the company and currently own 1.75 % of its capital.



2010 turnover (m€): 3,750

2010 operating profit from ordinary activities: €192.3m +5.4%



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## REVENUE BY STRATEGIC SEGMENT (IN EURO MILLIONS)

	2009	2010	
MRS* France	1,799	1,869	3.9%
MRS* Europe (excluding France)	1,010	994	-1.6%
SPIE Nucléaire	148	152	2.3%
SPIE Communications	279	310	10.8%
SPIE Oil & Gas Services	488	426	-12.7%
<b>TOTAL</b>	<b>3,725</b>	<b>3,750</b>	<b>0.7%</b>

# +2%

## ORGANIC GROWTH IN FRANCE

Rising 0.7% compared with the previous year, 2010 revenue totalled €3.75 billion, an indication that business was stable over the year. This was due to a balanced customer portfolio and a proactive response to industry trends, such as the development of the healthcare and public housing sectors, sustainable mobility initiatives in cities, increased energy efficiency in commercial and industrial facilities, sharp growth in demand for photovoltaic power and the deployment of high-speed networks. SPIE further enhanced its already very strong positions in energy markets, with the oil and gas business increasing by 4.9%, excluding Sonaid, a joint venture in Angola from which SPIE withdrew in 2010. In addition, the Group resolutely pursued its external growth strategy, with the acquisition in France and the Netherlands of around ten companies representing €79 million in additional full-year revenue.

\*Multi-technical regional services.

Read  
the 2010 results  
press release





## SPIE AROUND THE WORLD

To contact us



# RAPID GROWTH in Europe...

AFTER ALLOCATING SIGNIFICANT FINANCIAL RESOURCES IN RECENT YEARS TO BUILD ITS OPERATIONS IN THE UNITED KINGDOM, SPIE IS PURSUING A DYNAMIC GROWTH STRATEGY IN NORTHERN EUROPE. A NEW STRUCTURE WAS CREATED TO SUPPORT THIS DEVELOPMENT.

## AN EXPANDED PRESENCE IN NORTHERN EUROPE

### UNITED KINGDOM

Following the 2007 acquisition of Matthew Hall – the Group's largest investment of the past five years – SPIE embarked on a strategic diversification of its regional operations in the UK, in particular with the 2009 acquisition of WHS in the Industry sector.

### NETHERLANDS

With operations in the country for many years, SPIE today has five specialised units and is positioned as a major player in the Industry sector. In 2010, the Group further enhanced its local presence with the acquisition of Hofman Slidrecht (waterway installations).



### EUROPE

- Germany
- Belgium
- Spain
- France
- Netherlands
- Portugal
- United Kingdom
- Switzerland

**28,500**  
EMPLOYEES

**31**  
COUNTRIES

**75**  
NATIONALITIES



# ...and a growing presence around the world

IN ASIA, AFRICA AND THE MIDDLE EAST, SPIE IS CONTINUING TO DEVELOP ITS LOCAL NETWORK TO SERVE GLOBAL OIL AND GAS OPERATORS WITH AN OFFER THAT EXTENDS FROM PROSPECTING FOR NEW RESERVES TO COMMISSIONING AND MAINTENANCE ENGINEERING SERVICES.



## AFRICA

- Algeria
- Angola
- Congo
- Gabon
- Libya
- Nigeria

## ASIA/PACIFIC

- Bangladesh
- Brunei
- China
- Indonesia
- Malaysia
- Myanmar
- Thailand
- Vietnam

## MIDDLE EAST

- Saudi Arabia
- United Arab Emirates
- Iraq
- Iran
- Kazakhstan
- Kuwait
- Qatar
- Oman
- Yemen



## A GLOBAL DYNAMIC TO SUPPORT ENERGY SECTOR OPERATORS

### EUROPE

Mainly focused on a business that involves service provision SPIE is recognised by operators for its capabilities in specialty upstream and downstream oil services, as well as processes for the life sciences and fine chemicals industry.

### ASIA

Present in Asia since 1992, SPIE is deploying its operations in Southeast Asia (Brunei, China, Indonesia, Malaysia, Myanmar, Thailand, Vietnam) to support strong growth in the region's oil and gas industry. One notable development in 2010 was SPIE's provision of support services for Hanas New Energy Group in northeast China.

### AFRICA

With an extensive range of products and services covering the entire oil industry chain, as well as strategic, long-term service and partnership agreements, SPIE is constantly reinforcing its positions in Africa, particularly in Congo, Angola and Gabon.

### MIDDLE EAST

With operations in the region for more than 25 years, the Group has developed its locations on the Arabian Peninsula (United Arab Emirates, Saudi Arabia, Kuwait, Qatar, Oman, Yemen), providing customers with not only technical services but also its high ethical and regulatory compliance standards.

### SPIE'S LOCATIONS ON YOUR MOBILE PHONE

*SPIE maps*, the new smartphone application for geolocating SPIE's operations around the world, is available free of charge at the Android Market and the Apple Store.

Scan the QR code to download SPIE maps.

**1. Download** the Mobiletag® application to your smartphone from the [mobiletag.com](http://mobiletag.com) website.


**2. Launch** the application.

**3. Scan** the QR code to install *SPIE maps* on your mobile phone.



Download  
*SPIE maps*



A portrait of Gauthier Louette, a middle-aged man with grey hair, wearing a dark blue suit, light blue shirt, and dark tie. He is standing in a bright, modern office environment with large windows and indoor plants in the background. His hands are clasped in front of him.

■ ■ Our Group is stronger today than it was when the LBO was launched five years ago. During the period, the business has expanded by an average 9% a year and EBIT practically doubled. „



See the interview  
with Gauthier Louette

# INTERVIEW with Gauthier Louette, Chairman and Chief Executive Officer

## 2010 WAS THE FIFTH YEAR OF SPIE'S LBO ALLIANCE WITH PAI PARTNERS. WHAT'S YOUR VIEW OF THE PROGRESS MADE DURING THAT PERIOD?

Our Group is stronger today than it was when the LBO was launched five years ago. During the period, the business has expanded by an average 9% a year and EBIT practically doubled. We've closed the gap with our top-performing competitors. Our improved margins, combined with enormous progress in cash management, enabled us to generate €1.2 billion in cash and cash equivalents over the period, which we used for two

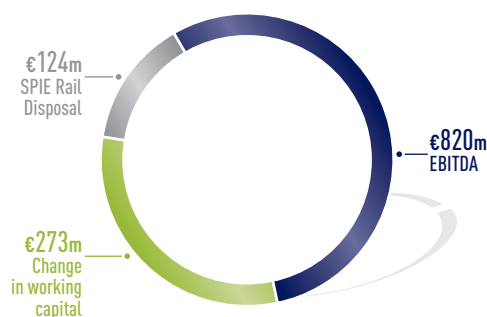
purposes –paying down debt and, above all, acquiring more than 50 companies. We should also emphasise the effectiveness of our business model over the past few years in a more difficult environment. We've remained focused on robust growth, mainly – but not exclusively – in energy markets. Today, SPIE is also making gains in high-potential fields like healthcare, public housing, sustainable mobility, energy efficiency and high-speed networks. Thanks to our extensive local presence, we're also well positioned to meet more complex demand requiring synergies among our multi-technical businesses.

## HOW HAS THE LBO CHANGED YOUR COMPANY?

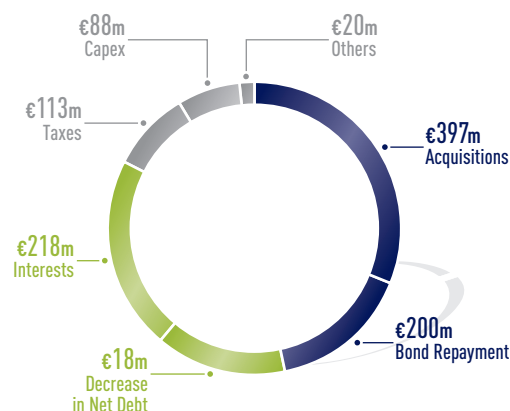
Carrying out such a project requires the active involvement of all team members – not just the shareholder – around an ambitious, shared vision of the future. We've demonstrated that we can respond quickly to change, exercise discipline in our choice of business ventures and suppliers, and constantly adapt our organisation to changes in the marketplace. We've also supported the development of a community of entrepreneurs with an organisation that is closer to customers



**MORE  
THAN 1.2 BILLION EUROS  
IN CASH GENERATED  
SINCE THE LBO (JULY 2006)**



**CASH INFLOWS**  
Total: €1,217m



**CASH OUTFLOWS** Total: €1,217m



“The green economy is a scattered phenomenon that is spreading across all sectors. It's also a new way of looking at our businesses, in which consulting services and guaranteed results play an increasingly important role.”

20%

of the Group's business is currently generated by the green economy.



and a more equitable sharing of the value created. In France, for example, major discretionary and non-discretionary profit-sharing agreements were signed with personnel representatives that enabled us to pay out over €20 million to employees in 2010 from our 2009 earnings. A unanimous agreement was also reached with trade unions to improve employee healthcare coverage. All of these measures have helped to create a dynamic of shared progress, in line with SPIE's traditional values.

#### AGAINST THIS BACKDROP, HOW WOULD YOU ANALYSE SPIE'S 2010 RESULTS?

Our Group demonstrated solid resilience thanks to our balanced business portfolio and strong order intake. Backlog was up 6% at 31 December 2010 compared with one-year earlier. We acquired around ten companies in France and the Netherlands that together represent €79 million in additional revenue. We also continued to pay down debt, reducing our debt-to-EBITDA ratio in one year

from 3.2 to 2.4, a level generally seen in companies that have not been involved in an LBO. From a geographic perspective, our results improved despite a European situation that still varied from one country to another. In France, we returned to growth with revenue increasing 2% on an organic basis. Our performance was satisfactory in the Northern countries, which are more dependent on international trade. In the United Kingdom, for example, we continued to successfully diversify our operations,

expanding from services into the industry and energy sectors. In Belgium, despite a contraction in sales volumes, EBIT stood at 4% of revenue. In more challenging environments like Portugal, we maintained our positions thanks to a strong local presence. In our specialised businesses, we benefited from favourable market trends, especially in oil and gas. So we can say that in 2010, SPIE enjoyed an upswing in business and a solid improvement in margins.

### IS IT POSSIBLE TO MEASURE THE GREEN ECONOMY'S IMPACT ON THESE RESULTS?

We currently estimate the green economy's impact on our business at 20%, a figure that is expected to increase to 30% by 2015. Our goal is to lead the way in a number of innovative areas, especially energy efficiency. In France, during the year, we signed the first energy performance service contract, which takes into account the high standards endorsed at the country's Grenelle environment conference. In many regions, we're actively supporting green initiatives, working alongside elected officials in long-term partnerships to reduce energy consumption and thus carbon emissions.

All of these initiatives will be stepped up in the future, regardless of the political and economic ups and downs. That's because the green economy is not an abstract idea. It's a scattered yet constant phenomenon that is spreading across all sectors. It's also a new way of looking at our businesses, in which consulting services and guaranteed results play an increasingly important role. The year saw strong growth in our data centres business, which is focused on energy efficiency. The goal is to ensure superior technical, financial and environmental performance, backed by a range of skills that together will create energy savings and sustainable operations. To accomplish that goal, we can leverage a number of assets, including the expertise of our Technology Institute, which recently welcomed its 400th intern.

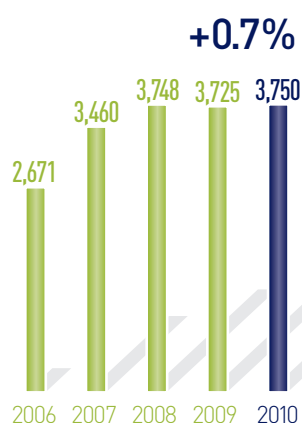
### IS THE GREEN ECONOMY COSTLY TO YOUR CUSTOMERS, ESPECIALLY DURING A CRISIS?

Energy is what is costly to our customers, not the green economy. And that will continue to be the case, given the increasing scarcity of resources and growing demand from emerging markets. The same is true in the fight to

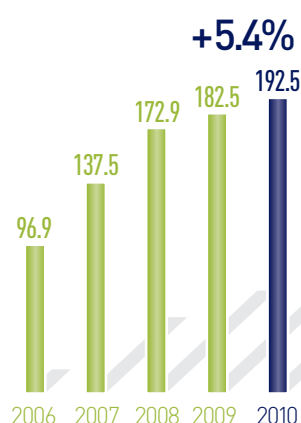
reduce global warming. We've assessed the carbon footprint of our operations, which clearly shows the direct and indirect costs for the company. Based on this analysis, we've introduced a sustainable procurement strategy that will help us improve our performance and serve customers more effectively. The goal is the same for our customers. The green economy represents a way for them to stay competitive and ensure their long-term development in an environment that is often still challenging. When we renovate a town's public lighting system, for example, we provide the community with higher-performance installations that are also more environmentally friendly and can generate cost savings of over 40%.

### SPIE CLAIMS IT HAS BEEN COMMITTED TO SUSTAINABLE DEVELOPMENT FOR YEARS. HOW ARE YOU APPROACHING THIS CHALLENGE?

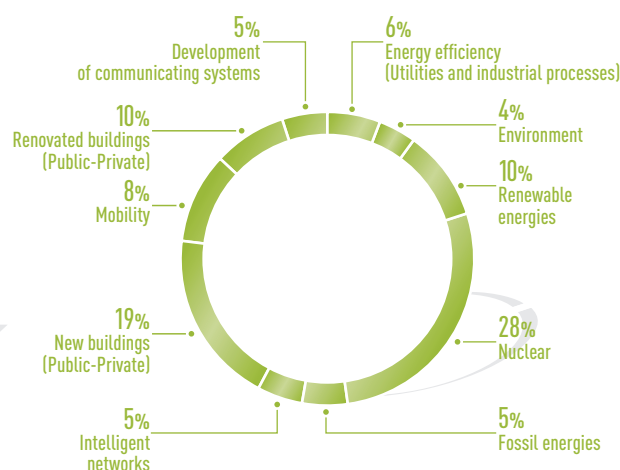
We have a special obligation in this respect, given our local presence and the fact that our businesses affect people's everyday lives. In addition, sustainable development is an integral part of our commitment to be an upstanding member



**ANNUAL REVENUE**  
in €m



**A STRONGER COMPANY SINCE THE LAUNCH OF THE LBO** EBIT in €m



**SEGMENTS OF THE GREEN ECONOMY**  
Total: €634m





■ ■ We have an aligned, sustainable business model, a shared vision of the economy and a common objective, which is to assert our leadership in Europe. „



of society, which extends from hiring the disabled to our contributions as a corporate citizen to developing public policies. Sustainable development also involves our own operations, our social and environment priorities, and the ways in which we overcome problems or remedy failures through teamwork. I'm thinking in particular of safety, which is an absolute necessity in our company. However, we must regretfully report four deaths during the year, a tragedy that is especially hard to accept given that our Group is seen as an industry benchmark in the area of safety. We've adopted new, stricter safety standards but we need to go even further if we want to become an accident-free enterprise over the long term. We're going to completely review our safety culture and its practices, and in particular do everything we can to see that those most familiar with the risks – namely our worksite technicians – are fully involved in introducing new preventive measures.

#### **2011 IS SHAPING UP AS A NEW CHAPTER IN SPIE'S HISTORY. WHAT REASONS DO YOU HAVE TO BE CONFIDENT?**

We are one of the leading independent groups in Europe, our fundamentals are strong and we enjoy remarkable potential. We have an aligned, sustainable business model, a shared vision of the economy and a common objective, which is to assert our leadership in Europe. After weathering a severe economic storm in recent years, we're now going to step up our deployment to achieve this goal, especially in Northern Europe. The goal is to broaden our presence in the United Kingdom, Belgium and the Netherlands while also positioning ourselves in Scandinavia in sectors that remain relatively fragmented and create growth opportunities for our businesses. That in itself is a strong indication of our confidence in the future and our renewed ambition for the years ahead.



## ACQUISITIONS

# A SUSTAINED PACE of external growth since 2006

WITH MORE THAN 1 BILLION EUROS IN ANNUAL REVENUE ACQUIRED OVER THE PAST FIVE YEARS, SPIE HAS DEMONSTRATED THE ABILITY TO GENERATE AND USE CASH TO ACCELERATE ITS EXTERNAL GROWTH IN EUROPE. WE HAVE IMPROVED GEOGRAPHICAL COVERAGE AND EXPANDED OUR AREAS OF EXPERTISE WHILE CONTINUING TO DEPLOY OPERATIONS IN NEW COUNTRIES.

## OVER 50 ACQUISITIONS IN 5 YEARS

**63.6** MILLION EUROS

### NEW BUSINESSES / NEW SECTORS

SPIE has acquired companies in new businesses or industries with annual revenue totalling €63.6 million, a figure that reflects the Group's on-going efforts to strengthen its expertise. Two examples are the acquisitions of Gemco in the area of rotating machines, which serves customers around the world, and, more recently, VeePee, a French market leader in IP infrastructure services.

**483.9** MILLION EUROS

### BROADENING THE NETWORK

The Group has strengthened its regional presence through the acquisition of companies totalling €483.8 million in full-year revenue. This represents a considerable asset not just for strengthening the local network by creating more aligned coverage but also for holding firm at a time when markets are stagnating or declining in a number of European countries.

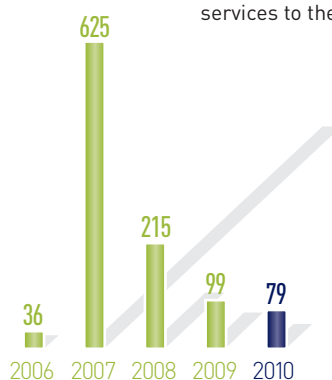
**506.6** MILLION EUROS

### NEW COUNTRIES

A significant share of SPIE's expenditure projects have been allocated for deployment in new countries, especially the United Kingdom. Following the 2007 acquisition of AMEC's building and facilities services business – which has since become SPIE Matthew Hall, the Group's leading subsidiary in terms of revenue – SPIE in 2009 acquired WHS, a provider of electrical and instrumentation services to the energy industry.

Total revenue  
acquired  
since 2006

**1,054**  
MILLION EUROS



### ACQUISITIONS IN 5 YEARS

Value in € millions – Total: €1,054m

## SPIE'S EXTERNAL GROWTH IN 2010 TOTALLED

**79** MILLION EUROS  
in acquired full-year revenue

In Europe's uneven business environment, the Group continued to make acquisitions in 2010, integrating approximately ten companies in France, the Netherlands and Switzerland, in line with its sustained local investment strategy.

### ■ SPIE ÎLE-DE-FRANCE NORD-OUEST

**BRISSET** Heating system maintenance and technical management

**PLUS ELEC** High and low voltage electrical installations for housing construction

### ■ SPIE OUEST-CENTRE

**ELCARE** Electrical, wiring and network contracting services

**CSM QUEMENER** Electromechanical assemblies for the food processing, pharmaceutical and cosmetic industries

### ■ SPIE SUD-OUEST

**VINCENT** Industrial maintenance

**EGE PLANCHON** Automation devices, pumps, piping and electrical installations for the water industry

### ■ SPIE SUISSE

**FANAC & ROBAS** High and low voltage electrical installations and telecom systems

### ■ SPIE COMMUNICATIONS

**VEEPEE** IP infrastructure for telecoms and hosting of information and communication systems

**SERTIG** Desktop management services

### ■ SPIE NEDERLAND

**HOFMAN SLIEDRECHT** Installation and maintenance of waterway infrastructure (locks, bridges)



See the video on  
SPIE Hofman

## SENIOR MANAGEMENT TEAM

# AFFIRMING our European objectives

REFLECTING OUR GROUP'S PAN-EUROPEAN GOVERNANCE STRUCTURE, THE MANAGEMENT COMMITTEE THIS YEAR ADDED A NUMBER OF NEW MEMBERS: JAMES THODEN VAN VELZEN FROM SPIE UK, JOHAN DEKEMPE FROM SPIE BELGIUM, AND COR KLOET AND LEI UMMELS FROM SPIE NEDERLAND.

**1 THIERRY BAUSSART**

Managing Director,  
SPIE Sud-Est

**2 GILLES BRAZEY**

Managing Director,  
SPIE Communications

**3 FRANCIS BUTEL**

Managing Director,  
SPIE Nucléaire

**4 DENIS CHÊNE**

Finance and Administration  
Director, SPIE SA

**5 YVES COMPAÑY**

Managing Director,  
SPIE Oil & Gas Services

**6 PHILIPPE COSSON**

Managing Director, SPIE  
Île-de-France Nord-Ouest

**7 JOHAN DEKEMPE**

Managing Director,  
SPIE Belgium

**8 PHILIPPE GUIDICELLI**

Managing Director,  
SPIE Ouest-Centre

**9 COR KLOET**

Managing Director,  
SPIE Nederland

**10 GAUTHIER LOUETTE**

Chairman and Chief Executive  
Officer, SPIE SA

**11 PASCAL PONCET**

Managing Director, SPIE Est  
(France) and Germany

**12 THIERRY SMAGGHE**

Human Resources Director,  
SPIE SA

**13 JAMES THODEN VAN VELZEN**

Managing Director, SPIE UK

**14 LEI UMMELS**

Managing Director,  
SPIE Nederland

**15 PIERRE VANSTOFLEGATTE**

Managing Director,  
SPIE Northern Europe

**16 JEAN-LOUIS VOILLOT**

Managing Director,  
SPIE Sud-Ouest

**17 ALFREDO ZAROWSKY**

Strategy and Development  
Director, SPIE SA



1



2



3



4



See the SPIE Group  
organisation



## OVERVIEW OF 2010

# PICTURING THE GREEN ECONOMY

A KEY PLAYER IN SUSTAINABLE DEVELOPMENT, SPIE HAS LAUNCHED EXCELLENCE PROJECTS THAT REFLECT THE PROGRESS MADE WITH REGARD TO THE GREEN ECONOMY AND ITS INNOVATIONS IN 2010.

SPIE news  
on your mobile phone



## FIRST PRIZE FOR GREEN INNOVATION

### ✓ INNOVATION

In the UK, a modular eco-energy system for data centres enables operators to reduce their energy consumption by eliminating traditional installations such as cooling plants, air-conditioning units in computer rooms and ducts. This innovation, which helps reduce environmental risks and increase programme speed, was awarded first prize by SPIE in the HVAC category.



## ENVIRONMENTALLY FRIENDLY GAS COMPRESSORS

### ✓ ECOLOGY

GE Thermodyn contracted with SPIE to install three eight-megawatt compressors for Austrian gas supplier OMV Neustift in its facility near Baumgarten. The use of engine-driven ICL technology is intended to reduce CO<sub>2</sub> emissions by at least 60% compared with an equivalent gas-powered unit.

## RACE FOR THE SUN IN THE MIDDLE OF WINTER

### ✓ NEW ENERGIES

In France, SPIE scored a major success by installing two photovoltaic power plants with six and eight megawatt peak capacity on the Plateau des Mées in the Alpes-de-Haute-Provence in record time. More than 120 employees were involved in the project, which had non-negotiable deadlines. Because of a French government moratorium on terms for acquiring photovoltaic power, the project had to be delivered no later than end-January 2011.







## A THERMIC REVOLUTION IN THE UK

### ✓ ENVIRONMENT

The Staythorpe power plant in Kent County, England comprises four combined-cycle gas turbines capable of generating 1,650 megawatts of power, enough to provide electricity to two million homes. SPIE installed the plant's electrical and instrumentation systems, which help to reduce average annual CO<sub>2</sub> emissions by 7.5 million tonnes compared with an equivalent capacity coal-burning power station.



## FIRST ENERGY PERFORMANCE SERVICE CONTRACT IN FRANCE

### ✓ ENERGY EFFICIENCY

A project signed with the Saint-Etienne urban community to renovate energy systems at the city's Museum of Modern Art is the first of its kind in France. The goal is to guarantee – beginning in 2013 and for an eight-year period – a 40% reduction in energy use for heating, ventilation and air-conditioning. In addition to lowering costs, the project is also intended to enhance visitor comfort and protect the works on display.

## ASSESSING BELGIUM'S DAMS

### ✓ SAFETY

SPIE has been chosen to take part in a condition survey of dams in western Belgium by installing equipment that will constantly assess dam operations. With more than 1.5 kilometres of flow and pressure measurements systems and cables for transmitting data to concentrators connected to monitoring computers, the project will completely transform the way the dams are managed.



## ENSURING TRAFFIC FLOWS IN SAINT-NAZAIRE

### ✓ SAFETY

On the Saint-Nazaire bridge, a 720-metre structure with multi-cable guy-lines that stretches across the Loire estuary, SPIE installed a variable traffic control system to ease traffic flows during rush hour while ensuring maximum user safety. A dynamic lane assignment system uses button light technology to indicate directional changes.

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# HOW TO RECONCILE BUSINESS GROWTH AND SUSTAINABLE DEVELOPMENT



- ✓ SOCIAL RESPONSIBILITY
- ✓ ENVIRONMENTAL STEWARDSHIP
- ✓ CORPORATE CITIZENSHIP

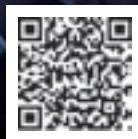


A portrait of Christophe Masson, a middle-aged man with a receding hairline and blue eyes, smiling slightly. He is wearing a dark blue pinstriped suit jacket over a dark blue collared shirt. The background is a soft-focus green and yellow bokeh.

## Let's limit the impact of our business purchases.

The purpose of our purchasing policy is first and foremost to ensure that our suppliers' operate responsibly. This means that they are not only economically efficient but also socially just and environmental friendly. These three areas of performance are regularly assessed using 21 rating criteria. We don't use a rigid approach. Our practices improve over time with the support of an outside company and a committee whose members have recognised sustainable development expertise. ”

/ Christophe Masson,  
Purchasing Manager – SPIE Est (France)



See the interview

## SOCIAL RESPONSIBILITY

# REAFFIRMING our convictions

SPIE and sustainable development



COMBINING ECONOMIC GROWTH, SOCIAL PROGRESS AND ENVIRONMENTAL STEWARDSHIP, THE PRINCIPLES OF SUSTAINABLE DEVELOPMENT ARE ENGRAINED IN SPIE'S TRADITIONAL VALUES. THESE PRINCIPLES ARE EXPRESSED IN A CHARTER THAT HAS BEEN TRANSLATED INTO SIX LANGUAGES AND DISTRIBUTED TO ALL EMPLOYEES.

**C**ommitted to the green economy and guided by its core principles, SPIE deploys a corporate responsibility approach that takes into consideration all of its stakeholders. In addition to integrating the expectations of employee representatives, key economic players and public authorities, our approach is also underpinned by a constant attentiveness to social, environmental and legal issues.

Various committees and working groups ensure the necessary synergies to help us prevent risks, improve safety performance, manage diversity, guarantee long-term employment and foster a culture of innovation within the organisation. Since 2009, a diversity committee has been in charge of managing initiatives that take into account the special needs of disabled and older employees, as well as gender parity and diversity issues.

Actions are regularly assessed through internal systems and specialised outside organisations. In recent years, Vigeo has helped the Group to deploy its corporate social responsible programmes through an audit carried out at SPIE's request. The audit was recently expanded to integrate the new ISO 26000 standard for corporate social responsibility. For its carbon footprint analyses, SPIE uses the Carbone 4 firm created by Jean-Marc Jancovici. The approach was extended more widely in 2010 to include all subsidiaries, enabling the launch of emissions-reduction initiatives tailored to specific situations.

Our values serve as the foundation of this approach. This has been especially evident since 2003, when SPIE joined the United Nations' Global Compact, and our practices are regularly reinforced. Ethical

## THE GREEN ECONOMY AND DIVERSITY: TWO CORE COMMITMENTS



A project entitled "SPIE, a player in the green economy" was deployed in subsidiary operating units in 2010 with the goal of achieving three main objectives – fully integrating environmental challenges into corporate strategy, pursuing opportunities to develop the businesses and improve operating procedures, and involving team members in a motivating, federating project aligned with our corporate values.

The Diversity Charter sets four priority areas for action: improving conditions for disabled employees, promoting gender parity, balancing the age pyramid and integrating people from diverse backgrounds into the organisation.



Guiding principles



Sharing a vision for the future



Diversity charter

Download these documents in PDF format to your mobile phone.

standards are a major component of this commitment. They concern not only employees' day-to-day behaviour but also contractual relations. In 2010, we updated and strengthened service agreement procedures for its business relations.

SPIE also promotes economic and social progress alongside a range of players, including non-profit organisations and professional groups like the National Association of Electrical and Environmental Engineering Companies (SERCE) and the National Association for the Promotion of Interdisciplinary Scientific Research

(ANVIE), and, more directly, public authorities involved in sustainable development. At Services Day 2010, we welcomed Philippe Pelletier, President of the Building Strategy Committee at France's Grenelle environment conference. SPIE is also active in ClubS2E, the energy efficiency services club, whose members including leading energy, electricity and energy services companies.

See the video of Philippe Pelletier's interview for SPIE



# CORPORATE GOVERNANCE

## MANAGEMENT COMMITTEE

The Management Committee, which meets once a month, is comprised of the Chairman and Chief Executive Officer, the Finance and Administration Director, the Human Resources Director, the Strategy and Development Director, and the subsidiary Managing Directors. It defines and deploys the company's operating strategy and coordinates initiatives.

## AUDIT COMMITTEE

The Audit Committee reviews the Group's internal procedures with regard to financial commitments, gives an opinion on draft financial statements and accounting policies, and shortlists candidates for appointment as the statutory auditors.

## ACQUISITIONS AND DISPOSALS COMMITTEE

The Acquisitions and Disposals Committee studies proposed acquisitions or disposals totalling more than €5 million and representing revenue of over €15 million. It then submits a written report to the Board of Directors.

## THE COMPENSATION COMMITTEE

The Compensation Committee makes recommendations to the Board of Directors on the compensation of Gauthier Louette, Denis Chêne, Thierry Smagghe and other executives, and on any significant changes in collective agreements or the Group's employee relations strategy. It also informs the Board of decisions concerning managers other than officers.

## THE RISK ASSESSMENT COMMITTEE

The Risk Assessment Committee authorises project feasibility studies, capital projects and legal proceedings, and ensures compliance with internal competitive bid procedures. It meets at least twice a year.

## GLOBAL COMPACT: AN INTERNATIONAL COMMITMENT



In 2003, SPIE pledged to support the United Nations Global Compact, which invites companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption. The principles in each of these categories are as follows:



More about the Global Compact

	PRINCIPLES	EXAMPLES AT SPIE
HUMAN RIGHTS	<ul style="list-style-type: none"> <li>Businesses should support and respect the protection of internationally proclaimed human rights, within their sphere of influence.</li> <li>Make sure they are not complicit in human rights abuses.</li> </ul>	<ul style="list-style-type: none"> <li>OHSAS 18001 (or equivalent) workplace health and safety management system.</li> <li>International business travel safetyguide.</li> <li>National agreements in Africa and the Middle East to employ locals.</li> <li>Stress management agreements.</li> </ul>
LABOUR	<ul style="list-style-type: none"> <li>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</li> <li>The elimination of discrimination in respect of employment and occupation.</li> <li>The elimination of all forms of forced and compulsory labour.</li> <li>The effective abolition of child labour.</li> </ul>	<ul style="list-style-type: none"> <li>Social dialogue through the European Works Council.</li> <li>Diversity committee that coordinates initiatives to prevent discrimination.</li> <li>Corporate social responsibility audits performed by Vigéo at SPIE's request.</li> <li>Supplier assessment studies with EcoVadis.</li> </ul>
ENVIRONMENT	<ul style="list-style-type: none"> <li>Business should support a precautionary approach to environmental challenges.</li> <li>Undertake initiatives to promote greater environmental responsibility.</li> <li>Encourage the development and diffusion of environmentally friendly technologies.</li> </ul>	<ul style="list-style-type: none"> <li>Deployment of the ISO 14001 environmental standard.</li> <li>Training and awareness-building programmes on energy and climate issues.</li> <li>Extension of the carbon footprint analysis programme.</li> <li>SPIE eco-energy solutions.</li> <li>Eco-management of the SPIE vehicle fleet and eco-driving instruction.</li> <li>Experiments with low carbon vehicles.</li> <li>Member of an intercompany consortium to purchase 50,000 electric vehicles.</li> <li>Digitisation and environmentally friendly printing on demand of corporate publications.</li> <li>Environmental criteria used to assess suppliers.</li> <li>Special training programmes at the SPIE Technology Institute.</li> </ul>
ANTI-CORRUPTION	<ul style="list-style-type: none"> <li>Businesses are encouraged to combat all forms of corruption, including extortion and bribery.</li> </ul>	<ul style="list-style-type: none"> <li>Services agreement procedure.</li> <li>Handbook on ethical business practices.</li> <li>Supplier assessment studies with EcoVadis.</li> </ul>

## SOCIAL RESPONSIBILITY

Safety at SPIE



# ALL ENABLERS of social progress

ENSURING THE HEALTH AND SAFETY OF ALL TEAM MEMBERS IS SPIE'S TOP EMPLOYEE RELATIONS PRIORITY. WE ARE COMMITTED TO STEPPING UP EFFORTS IN THIS AREA AS PART OF A SHARED RESPONSIBILITY DYNAMIC INVOLVING ALL EMPLOYEES.

In spite of continuous improvement in the Group's safety performance in recent years, four SPIE employees were killed on the job in 2010. Consequently, the Group has decided to tighten its safety requirements by introducing new, more stringent standards and moving beyond existing tools and processes to create a stronger safety culture within the organisation. Given the variables related to this culture, it was decided to focus on three areas: heightened awareness of the challenges involved, managerial operating procedures and day-to-day individual behaviour. In addition to securing management involvement and deploying new communication programmes, the objective is also to break with past routines by making on-the-job supervision the centre of a system to identify and rectify situations that put employees at risk.

### OVERALL EMPLOYMENT STABLE IN 2010

The year saw a stabilisation in the number of employees, which totalled 28,592 at 31 December 2010. Acquisitions added more than 500 people to the workforce while the number of employees in the Industry sector continued to decline in first-half 2010, following the problems encountered during the previous year.

However, major workforce adjustment measures introduced in second-half 2008 were curtailed in the last six months of 2010.

In this environment, SPIE pursued its programmes for apprentices, who again represented 5% of the workforce. On the other hand, the number of temporary employees rose from its low point in 2009 to an average of 15%. Workforce expansion

was led by the maintenance and services sectors as well as by the energy efficiency segment. In terms of hiring, demand was highest for more highly skilled professions, in particular specialised technicians, maintenance site managers, business managers and worksite supervisors.

### A MORE INTERNATIONAL STRATEGY

Changes in the workforce were led by a sustained pace of acquisitions outside France in multi-technical regional services and by the development of oil and gas markets around the world and preparations for a nuclear energy programme in the United Kingdom. As part of this process, an English-language session of the Ambition Manager programme to develop high-level managerial skills was held, with participants from various countries.



## A PARTNERING EXCELLENCE AWARD

Zoe Ingram, a SPIE employee in the UK, received a highly coveted Partnering Excellence award, which recognises outstanding achievement in the Facilities Management sector. Awarded for a contract with pharmaceutical company Eli Lilly, which has more than 40,000 employees around the world, the prize also rewards Zoe's ten years of committed service to the customer. Services covered by the contract extend from energy and HVAC equipment maintenance to data management for the R&D centre and regional head offices, as part of a mutually trusting relationship that Zoe Ingram exemplifies perfectly.





## Let's create a new culture of safety.

There are no magic solutions for safety risks. It's a day-to-day challenge that involves an area in which it's difficult to make an impact, namely assessing personal risk. When deciding whether they are faced with a potentially hazardous situation, employees cannot base their assessment solely on plans and procedures. They need to develop a responsible attitude with regard to dangers that may not be easy to recognise. That's why at SPIE, we focus on re-examining habits and routines. Initiatives include analysing risks at the last moment, making surprise visits to worksites and holding meetings with customers to better understand how they view our organisation."

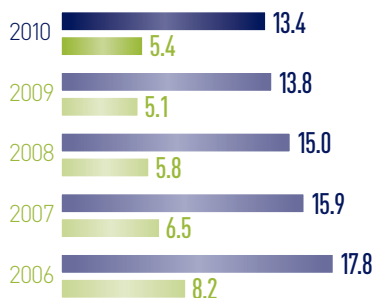
/ Didier Vanden Broucke,  
Director – SPIE Belgium Industry



See the interview



### PREVENTION AND SAFETY MANAGEMENT SYSTEM IN ISO 18001-CERTIFIED UNITS % of employees working



■ Industry\* (source: SERCE\*\*) ■ SPIE\*

### LOST-TIME INJURY RATE

\* Number of accidents with lost time per million hours worked.  
\*\* France's Association of Electrical and Environmental Engineering Companies.

See the campaign



A Business Unit Manager training module in English was also introduced while an international version of the SPIE Talents for high-potential young employees is scheduled for deployment in 2011. For recent graduates, the Group supports France's VIE programme, which encourages companies to hire young people for specific foreign assignments, and offers internships in a number of countries. Lastly, initiatives to provide training and promote local employment opportunities were strengthened in the oil businesses, in which 75 different nationalities are represented.

### FROM HIRING TO RETAINING EMPLOYEES

SPIE stepped up initiatives to forge ties with engineering and business schools through a network of former students

who serve as ambassadors. One example was the partnership agreement with the INSA engineering school in Lyon.

An Ambassadors' Convention was held at Royaumont Abbey to share best practices and enhance perception of the ambassadors' role within the organisation.

In the area of professional orientation, the focus was on new employees' first two years with the Group to reduce staff turnover. In Île-de-France, SPIE enhanced its orientation seminars and events during which new employees meet with human resources managers. Stress management programmes were developed, for example, in South-western France with employee representatives and in Portugal with the Workwell programme.

At the Human Resources Convention in July 2010, some 70 human resource managers of various nationalities gathered to explore ways of enhancing employee loyalty. Discussion topics included ways to more effectively share our corporate mission and develop support for our values, the human aspect of successful acquisitions, employee commitment and local human resources managers' responsibilities to frontline managers.



Campaign to raise-awareness of the risk of electrocution, which won the HR Creativity Grand Prize in the Internal Communication category.



500

PEOPLE

joined SPIE this year  
through acquisitions.

## Let's facilitate the integration of new team members from acquired companies.

When a new company is acquired, we need to respect its culture, taking a step-by-step approach as we explain our mission and our business. This process is crucial if we want to ensure the sustainability of our growth model. When we acquired JURET, with its seven companies, we first had to understand its importance, its local image and the commitment of the group's employees to its core values. Together, we managed to create a single brand and showcase the company's assets as part of the SPIE organisation. Today, JURET is playing an active role in the management of our operating units while helping to strengthen our working methods and tools.”

/ Nathalie Ottino,  
Human Resources Manager  
SPIE Ouest-Centre (France)



See the interview

### AN AMBITIOUS CAREER MANAGEMENT PLAN

In 2010, SPIE allocated nearly €30 million to employee training programmes, reflecting the Group's active approach to human resources planning and development from both a technical and managerial standpoint. Playing a key role in this process, the SPIE Technology Institute celebrated its fifth anniversary and welcomed its 400th intern during the year. The Institute provides skills enhancement programmes that are aligned with the Group's strategic needs. Examples include training in fibre optic networks for technicians and a new module designed to enable energy efficiency teams to manage heating installations more effectively.

Programmes to help local managers develop their team leadership capabilities were also among the year's major initiatives. In the United Kingdom, a training module was deployed to enhance motivation among worksite managers and their teams, while in the Netherlands, a behavioural competency framework was defined for business managers. More generally, career management measures were intensified. These included the promotion

of work/study programmes and the publication of a booklet to formalise, professionalise and enhance perception of mentors. In France, the practice of interviewing employees in the latter part of their career was extended, with the goal of more effectively supporting older team members. A charter was also introduced to promote geographic and functional mobility both within and among subsidiaries.

### DEVELOPING EQUAL OPPORTUNITY

At the urging of the Diversity Committee, SPIE strengthened its commitment to promoting equal opportunity, exceeding minimum levels in France and, more recently, requirements stipulated in the UK's Equality Act.

To increase the number of women in the company, partnerships have been created with institutions like France's Polytechnic School for Women (EPF). A disabled employee correspondent was named in each subsidiary to more effectively coordinate actions. Initiatives included a "hire the handicapped" week, partnerships with disability employment services (like

AGEFIPH and ADAPT), a HandiDifférence evening event at the Zenith concert hall in Lille, entertaining awareness-building workshops for employees and comic books that address disability-related issues.

In the area of diversity, a number of projects were pursued in France. Among them were initiatives to help people get back into the workforce and a partnership with the Plaine Commune area in the Paris suburbs, for which SPIE was nominated for a Regional Synergies award. Another example was the Group's involvement in a project that involved sending a special train throughout France to promote equal employment opportunities. Other initiatives were pursued with institutions created to help young people with scholastic problems, such as the EPIDI centres and École de la Deuxième Chance. SPIE's nuclear energy business received a Senior Trophy from the French government for its initiatives on behalf of older employees. Lastly, a partnership was created with Défense Mobilité, a French Defence Ministry organisation that helps former military personnel prepare for civilian careers. Through the partnership, SPIE has pledged to hire at least ten former members of the military each year.



See the interview



## Workstations adapted to handicapped employees, instead of the reverse

I was contacted by SPIE Communications in Lille to help promote telecommuting opportunities for the disabled. After consulting with local hire-the-handicapped associations and an ergotherapist, we developed the EvidenCe desk, which can be adapted and modified depending on the individual's disability and its development over time. The workstation is compact to facilitate installation in people's homes and can be adjusted by users themselves. ”

/ Lucie Dutoya,  
Ergonomic designer – SPIE Île-de-France Nord-Ouest (France)



## ANTICIPATING THE FUTURE WITH INSA IN LYON

For years, SPIE has partnered a large number of academic institutions with the goal of hiring recent graduates whose skills correspond to the Group's businesses. In 2010, a five-year partnership was signed with the INSA engineering school in Lyon. The objective is to work together in the area of applied research. As part of the project, SPIE increased its involvement in a number of the school's departments (electrical engineering, telecommunication operations and services, information systems, energy engineering and environment) as well as in two laboratories: the Telecommunication and Service Integration Innovation Centre (CITI) and the Computer Imaging and Information System Laboratory (LIRIS).



Signing of a five-year partnership  
with the INSA engineering school in Lyon.

## STRENGTHENING SOCIAL DIALOGUE

The year saw several developments in the areas of social dialogue and employee relations:

■ In France, the three-year incentive bonus agreement was renegotiated through 2012. Employees received payments totalling €20 million, of which €11.5 million for profit shares and €8.5 million for incentive bonuses. In the Netherlands, payments made for incentive bonuses totalled €700,000.

■ The agreement on supplemental health insurance for the 2008-2010 period was extended for one year. Negotiations will be held in 2011 to determine the system that will be applied beginning in 2012.

■ The Bureau of the European Works Council met twice during the year – in April and October – and the Council held its plenary session in December.

These meetings enable senior management and employee representatives from various European countries to discuss the Group's economical, financial, and employee situation, as well as its strategic outlook and safety performance.

■ The French Works Council met twice during the year – in July and November – to discuss operations in France.

■ In the UK, a process was launched to revamp the Employee Consultative Forum.

■ In the Netherlands, a long-term solution was found to ensure the continuity of the retirement savings plan for employees at Controlec, a company acquired in 2007.

**30** MILLION EUROS  
allocated for employee training.



See the interview

## Let's help meet the challenge of the carbon-free vehicle.

We immediately joined the electric vehicle project launched by La Poste and the French central purchasing authority (UGAP), thereby reaffirming our commitment to upgrading our fleet of around 10,000 vehicles in Europe. To support this pilot programme in France, we will add 750 light electric vehicles to our fleet over the next five years. We've also acquired electric boom lifts and are closely monitoring developments involving the types of trucks and worksite equipment we use in our day-to-day operations.

/ Jean-Yves de Luca,  
SPIE Group Purchasing Manager (France)



## ENVIRONMENTAL STEWARDSHIP

SPIE  
and the environment



# PRIORITY to sustainable initiatives

AS PART OF OUR ECO-RESPONSIBLE APPROACH, WE FOCUS ON PRACTICAL PROJECTS INTENDED TO IMPROVE THE LIVING ENVIRONMENT. THE FIRST FRENCH COMPANY TO HAVE BEEN AWARDED SERCE'S ENERGY EFFICIENCY LABEL, SPIE IS TODAY LAUNCHING A NUMBER OF GREEN ECONOMY PROJECTS.

**T**oday, the green economy accounts directly for 20% of SPIE's business, a figure that is expected to increase to 30% in the years ahead. After several years of refocusing on energy efficiency solutions and the development of low carbon and renewable energies, SPIE launched a number of projects in 2010 designed to enhance its skills and capabilities, more effectively position its offer and reduce its environmental impact.

One major initiative involved company processes, in particular purchasing policies, and, more broadly, changes in the internal culture and related behaviour.

With the support of human resources teams, awareness-raising sessions on the green economy were conducted in all subsidiaries. Local executive committees also took part to increase the impact on the frontline. Training programmes were also carried out *via* an e-learning module available in several languages.

### QUANTIFYING CARBON EMISSIONS

Based on the findings of the first carbon footprint analyses in 2008 and 2009, SPIE has extended its approach across the Group with the goal of identifying the leading causes of carbon emissions and

introducing appropriate reduction plans. Emissions totalled 770,000 tonnes of CO<sub>2</sub> equivalent, equal to the amount that would be generated if each employee drove his or her car more than 100,000 kilometres a year. The most carbon intensive area of operations is purchased materials (54%), followed by work-related travel (20%).

The analysis made it possible to identify the carbon dependence of various company operations and to quantify risks. Carbon generation will inevitably result in an increase in direct and indirect costs while also adversely affecting emissions management, which could have a negative impact on our image. To meet this

# QUESTIONS FOR... JEAN LUCAS SPIE GROUP SUSTAINABLE DEVELOPMENT DIRECTOR



## What were the results of SPIE's carbon footprint analysis?

In one year, our direct and indirect carbon dioxide emissions totalled 770,000 tonnes. That would be equal to each of our employees driving his or her car 100,000 kilometres. This figures enables us to accurately gauge the carbon dependence of our operations, identify the main sources of greenhouse gas emissions and develop reduction plans. Over the long term, all stakeholders in the economy will have to reduce their greenhouse gas emissions and energy use. The European Union has set a goal of a 20% reduction by 2020.

## What method have you applied?

Our method takes into account both direct consumption, related to travel and site operations, and indirect consumption, such as energy needed to manufacture and transport the products and equipment we purchase. Three stages are involved. First, we identify all physical flows, including amounts purchased and shipped, employee travel and building energy use. Next, we quantify these flows into litres of fuel, kilowatt-hours of electricity, weight or cost of purchases by type of product, amounts of refrigerant fluids, etc. Lastly, we convert these quantities

into carbon emissions using emission factors provided by specialised organisations like France's Agency for Environment and Energy Management (ADEME).

## How are the findings then used?

Action plans have been introduced at all levels. Individually, we're strengthening eco-attitudes in such areas as driving, waste sorting and electricity savings. At local level, initiatives range from improving building energy performance to organising car pools. At Group level, applications may involve introducing EVs into the corporate fleet

or reducing energy used by our IT infrastructure. This approach is important in three ways: it's good for the environment, it's a source of cost savings and it makes us more credible in the eyes of our customers.

**ENVIRONMENTAL  
MANAGEMENT  
SYSTEM  
ISO 14001-  
CERTIFIED UNITS**  
As % of total workforce



challenge, areas for improvement have been identified in terms of organisation, processes, practices, purchases and energy savings. We must also anticipate future legal requirements to be set by European directives and national legislation, and help our customers, who are

confronted with the same challenges, to improve their performance.

## REDUCING THE IMPACT OF OUR OPERATIONS

For several years, SPIE has applied strict environmental protection standards to company operations, as part of its ISO 14001 environmental management system. This approach was intensified during the year as the scope of reporting was broadened and measures already undertaken were extended.

In the area of waste sorting, the partnership with Recylum was strengthened. More than 44 tonnes of tubes and bulbs were collected in 2010 and a new channel was launched for the recycling of commercial

electrical and electronic equipment waste, such as fire and intrusion alarm and video surveillance materials, as well as thermostats and light fixtures. Following an initial experiment in South-eastern France, SPIE plans to further professionalise the waste management chain, especially with regard to traceability.

In the area of travel, we continued to enhance the management of our vehicle fleet, integrating environmental criteria into the selection process. Driver initiatives were also stepped up with the introduction of eco-driving training sessions, an emergency health information travel booklet, software to optimise technician customer service calls, car-pooling plans and other measures.



## BUILDING AWARENESS OF GREEN SOLUTIONS

Eco-responsible solutions are sometimes misunderstood despite recent legislation in Europe that takes into account the green economy, including laws in France that grew out of the Grenelle environmental conferences. Fully aware that it has a role to play in this area, SPIE was very active during the year, taking its message to key urban and regional players. Two examples were the Energy Performance Day held in Marseille and the Salon des Maires et des Collectivités Locales, a public procurement trade show in Paris. At the latter event, the results of an energy audit for the town of Gaillac, near Toulouse, were presented. In 2009, Gaillac won a contest to receive a free efficiency audit of its public lighting system. The audit, which covered 2,000 light sources, showed that the town could reduce energy costs by around 12% while also improving the quality of its lighting system.



01



01. The Green ID award is presented to the "One contract, one tree" project team. The project's purpose is to offset CO<sub>2</sub> emissions for installations sold through tree-planting programmes.



03

02



02. Training programme in Boston for SPIE correspondents, as part of the agreement with Philips covering the installation, commissioning and maintenance of the customer's Color Kinetics products.

03. SPIE and EDF created a partnership with the goal of promoting energy efficiency to their customers.

04. A new partnership signed with Recylum for the recycling of lighting and electronic safety and monitoring equipment.



04



### IMPROVING BUSINESS PROCESS MANAGEMENT

Supported by all departments across the organisation, our environmental standards apply in particular to our policy with regard to purchases, which account for more than half of total carbon emissions. A three-year action plan has been deployed that systematically integrates employee-related and environmental criteria when assessing and monitoring supplier performance. A pilot programme introduced in 2010 and involving a representative sample of 52 suppliers across all subsidiaries has made it possible to assess 12% of our total purchases. An additional 50 to 70 suppliers are expected to join the programme in

2011 with the goal of optimising the selection and gradually making it even more representative.

Initiatives to reduce the environmental impact of other support functions have also been extended. These include the distribution of eco-energy solution pamphlets, the introduction of a green economy regulatory watch and measures to promote environmentally friendly practices in offices and on worksites.

SPIE is also working with other industry players on joint environmental protection initiatives. In July 2010, a nationwide partnership agreement was signed with EDF to promote energy efficiency, renewable energy and environmentally friendly technologies. The goal is to reduce energy use

by a total of 200 GWh (on a cumulative discounted basis) over three years. Other partnerships have also launched innovative solutions, including a programme with Philips France to improve energy efficiency through the use of light-emitting diode (LED) technology.

### PROMOTING AN ECO-RESPONSIBLE APPROACH

We provide customers with solutions that can be adapted to their environmental constraints and strategy objectives. These may include involving users in the process through indicators and alarm thresholds, deploying technologies that reduce consumption over the long term, ensuring optimised installation management and





See the interview



## Let's recycle all our electrical waste.

More than 80% of used light fixtures in our region are now recycled through the Recylum collection network. This is an ambitious project at all levels of the organisation, covering aspects that range from manager training to regular monitoring of collection data. We now want to push on even further with the launch of a pilot project for recycling all electrical and electronic waste. It involves around 50 sites and is backed by appropriate logistical support and new resources deployed by SPIE and Recylum.”

/ Olivier Vincent,  
Director, Quality and Operating Resources  
& Systems – SPIE Sud-Est (France)

## THE ALTERNATIVE BICYCLE

To encourage employees at its Montaudran site near Toulouse to bike to work, SPIE installed a dedicated bike storage room, showers and individual lockers. The Group also makes a financial contribution to bike purchases and provides riders with a safety kit. The project is in line with the new travel plan introduced by Toulouse's public transit authority to promote the use of alternative transportation solutions. Commuters are encouraged to leave their cars at home and use other means. One increasingly popular option involves traveling part of the way by train and the rest by bicycle.



selecting the most efficient energy options. This approach can lead to different types of contract depending on each project's configuration. In 2010, SPIE signed the first energy performance service contract in France with the Saint-Etienne Museum of Modern Art. The contract guarantees a 40% reduction in the amount of energy used for heating and air-conditioning. It is also the first contract to validate building energy use targets that meet France's Grenelle environment conference requirements but do not require any renovation work on the building itself. In addition to its clear commitment to reducing end-use energy consumption, the contract also calls for the implementation of a measurement and verification plan.

Also in France, the City of Val-de-Reuil has opted for a public-private partnership contract to rebuild, maintain and operate its public lighting and video communication installations. The goal is to generate energy savings of 56% for the renovated lighting system, representing a 26% reduction for the town as a whole.

### SUPPORTING EMPLOYEE INITIATIVES

For a number of years, SPIE has encouraged in-house environmental stewardship initiatives through projects that have an impact on the Group's operations and image. In 2010, the Green ID contest was held to involve SPIE Communications

employees in the sustainable development process. Among the winning ideas were a "One contract, one tree" project designed to offset carbon emissions for installations sold through tree-planting programmes and the e-tic initiative that helps customers to conduct energy audits of their information and communication systems. Also during the year, subsidiaries introduced intra- and inter-company travel plans to promote the use of bicycles, mass transit, car-pooling and teleconferences. Thanks to cooperation among the various subsidiaries, a car-pooling site has been set up on the Group intranet. Employees enter data about the route, date and time of business-related trips so that other people can share their car with them.

## CORPORATE CITIZENSHIP

# SHARING our fundamental values

THANKS TO OUR INTERNATIONAL SCOPE AND REGIONAL PRESENCE, WE CONTRIBUTE TO CORPORATE CITIZENSHIP INITIATIVES OF ALL KINDS, FROM LOCAL COMMUNITY OUTREACH PROJECTS TO SUPPORT FOR GOVERNMENT POLICIES.

**C**orporate citizenship consists of understanding and managing a company's impact on its environment with the goal of being a stakeholder in the social improvement process. In this respect, SPIE exercises its responsibilities by contributing to economic and social progress. One example is the Group's participation in the National Association for the Promotion of Interdisciplinary Scientific Research (ANVIE). Another is its regional

involvement through a network of more than 400 facilities.

### SUPPORT FOR LOCAL PROJECTS

With its energy expertise, the Group is well positioned to take part in humanitarian projects. In Malaysia, for example, a project supported by the Group's Dutch teams has helped to reforest uncultivated land in order to produce palm sugar that

is then transformed into ethanol. Sugar harvesting is a source of income for local residents, who in addition will have access to drinking water and electricity through the burning of ethanol. What's more, reforestation helps to restore wildlife and prevent soil erosion.

In the area of culture, the Group also promotes innovative projects in line with its commitment to enhancing the value of property assets. Alongside the Royaumeont

### Let's make information more easily accessible.

Contrary to popular belief, digital accessibility guidelines do not complicate work processes and methods. It's just the opposite. We've improved our technical and ergonomic performance since applying them to our intranet portal and websites. The same is true for e-documents. For example, it's easy to make a PDF, Word or PowerPoint document accessible. You just have to explain this to users. ”

/ Anne Loiseux,  
SPIE Group, multimedia communication officer  
and Webmaster



See the interview







The Royaumont Music Library.



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

## DEMONSTRATING SOLIDARITY IN A CRISIS

In Portugal, SPIE has launched a project to promote corporate citizenship and social responsibility. The project supports efforts by charities and other organisations to combat social insecurity and encourages the Group's employees to take part in volunteer initiatives, there by helping to reinforce their team spirit.

Foundation, SPIE has for more than ten years supported projects that showcase Europe's artistic heritage. Working with local officials, it supports museums like Colmar's Unterlinden – France's second most visited fine arts museum outside the Paris area – which has implemented innovative cultural and educational programmes.

From financial support to skills sharing, SPIE supports a wide range of corporate citizenship projects in local communities throughout France. A family from Nantes, for example, received financial assistance for a world tour and shared their sustainable development experience on a website.

## REBUILDING AFTER THE EARTHQUAKE IN HAITI

On 12 January 2010, Haiti was struck by a violent earthquake that left 220,000 people dead, 300,000 injured and 1.5 million homeless. Following the disaster, SPIE geared up to support Electricians without Borders, a non-governmental organisation created in 1986 by around 15 EDF employees. The goal was to restore electrical power to homes and other buildings while providing support for French first aid providers. Projects included installing generators and securing electrical systems in care centres, providing refugee camps with photovoltaic light fixtures and training volunteers from Haiti's national electrical utility to distribute individual solar-powered lamps.

## DEVELOPING TECHNOLOGIES OF THE FUTURE

In today's world, urban development stakeholders are looking for public policies that promote eco-responsible goals, especially in the area of sustainable mobility. Attentive to their needs, SPIE has for several years promoted low-carbon mobility solutions in partnership with other companies.

The Group is working with EDF and Toyota on an experimental clean vehicle project. With backing from municipal authorities, the Agency for Environment and Energy Management (ADEME) and the French government, SPIE is among the test users chosen to conduct experiments with plug-in hybrids and vehicle recharging systems.

SPIE is also a member of a consortium initiated by La Poste that aims to order some 50,000 EVs over a five-year period. Between 2011 and 2015, SPIE plans to

order 750 vehicles. The Group's goal is to support a challenging industrial project while also reducing its carbon footprint by 3,000 tonnes of CO<sub>2</sub> equivalent, improving safety and solidifying its positions in recharging systems.

## PROMOTING ACCESSIBLE, ENVIRONMENTALLY FRIENDLY INFORMATION

Digital accessibility has become a key component of a company's relations with its environment. A pioneer in this field, SPIE intends to make its documents available to the sight-impaired. One example involves French and English full speech-synthesis versions of e-hyperdocuments – an electronic format with enhanced content – that are stored in the SPIE virtual library. Alongside Atalan, a company committed to making the Internet more disa-

bility-friendly, SPIE is a founding partner in the AcceDe project. Its purpose is to create and freely distribute information to companies that want to make PDF documents more widely accessible and, more generally, to raise awareness of the issue among industry professionals.

In recognition of the Group's responsible communication commitment, the [spie-job.com](http://spie-job.com) hiring website was awarded an Accessiweb silver label by BrailleNet, a French non-profit organisation.

The first site of its kind to receive the label, [spie-job](http://spie-job.com) promotes the hiring of the disabled. In addition, SPIE's 14 intranets and European portal comply with international accessibility recommendations, another demonstration of the Group's commitment.

# HOW TO HELP CREATE AN ECO-RESPONSIBLE LIVING ENVIRONMENT



- ✓ PUBLIC ASSETS
- ✓ SUSTAINABLE MOBILITY
- ✓ REGIONAL DEVELOPMENT  
AND THE ENVIRONMENT

A close-up portrait of a middle-aged man with short, graying hair, wearing a dark blue suit jacket, white shirt, and dark tie. He is smiling slightly and looking towards the camera. The background is a blurred outdoor scene with greenery and a building.

## Let's develop offers that reflect our convictions.

A true commitment to sustainable urban development means being able to offer customers something different. One example is our public-private partnership with Moissy-Cramayel near Paris. The terms of the contract call for us to build installations that are financed and operated under a 15-year performance guarantee. In other words, we've committed to managing risks. From a technical point of view, the goal is to provide an appropriate long-term solution with our Citynetwork system, which allows us to vary public lighting depending on community life cycles. At present, we ensure remote management of around 10,000 light sources while enabling energy savings of more than 35%. In addition, we decided to hire young people under apprenticeship and work/study contracts by working with social agencies in the community. „

/ Christian Buywid,  
Department Manager – SPIE Île-de-France Nord-Ouest  
(France)



See  
the interview

## PUBLIC ASSETS

# MANAGING urban development differently



TO HELP CUT CARBON EMISSIONS IN HALF BY 2020, MOST EUROPEAN CITIES ARE FOCUSING ON SUSTAINABLY MANAGING THEIR BUILDINGS AND URBAN INFRASTRUCTURE. ATTENTIVE TO THEIR NEEDS, SPIE DESIGNS AND DELIVERS OPERATING SOLUTIONS THAT SIMULTANEOUSLY ENSURE TECHNICAL, FINANCIAL AND ENVIRONMENTAL PERFORMANCE.

### OUR OBJECTIVES

- ✓ IMPROVE QUALITY OF LIFE
- ✓ PRESERVE THE URBAN ENVIRONMENT
- ✓ ENSURE SUSTAINABLE INFRASTRUCTURE NETWORKS

SPIE and local communities



**M**anaging urban areas in an environmentally responsible manner mainly involves improving the performance of public assets. Construction is in fact the sector that makes the largest contribution to global warming, accounting for 42% of final energy use and 23% of greenhouse gas emissions. The building plan developed at France's Grenelle environment conference will apply new thermal regulations

beginning in 2012, while the country's National Urban Renovation Programme (PNRU) calls for financial support for local communities, government institutions and private or public agencies.

### COST-EFFECTIVE "GREEN" BUILDINGS

To ensure sustainable management of property assets, SPIE provides a structured, long-term approach. We assess a

building's energy and environmental performance, rate it according to its classification and performance ratio, identify its potential for improvement and the resources needed, and make a long-term commitment to reducing energy use and carbon emissions. During the year, SPIE signed the first energy performance service contract in France with Saint-Etienne Métropole. The goal is to reduce the Modern Art Museum's energy consumption by 40% through an eight-



See the interview

## Let's change our approach to public lighting systems.

Outdoor lighting systems are undergoing unprecedented technological change that has made it possible to supervise all networks while also improving the living environment and generating energy savings. At SPIE, we adapt our approach to the local environment in order to develop lighting installation plans that meet project objectives. Our solutions are supported by major innovations like Luxicar, a vehicle that measures lighting levels. ”

/ Patrice Beche,  
Lighting Project Development Manager – SPIE Est (France)





## Let's make it easier to finance long-lasting projects.

When Val-de-Reuil decided to renovate the town's partially rundown public lighting systems, the goal was to respect its urban renovation plan and avoid any increase in debt. We suggested a public-private partnership that provided authorities with an innovative technical and financial package. The advantage of this arrangement is that work can begin immediately in order to rapidly achieve the 26% energy savings objective on the assets involved in the project. Installation and maintenance costs will then be reimbursed in quarterly instalments extending over 15 years. The idea was also to introduce a forward-looking solution that enabled authorities to deploy new constituent services that support urban policies. ”

/ Stéphane Évain,  
Director, VALDELUM PPP Project – SPIE Ouest-Centre (France)



See the interview

year contract that will improve the building's energy performance without requiring any renovation work. SPIE was also chosen by the Alsace Regional Council to install solar panels on the roof of a secondary school. The project is innovative from both a technical and economic point of view since the solution combines significant installed capacity of 109 kWp and a financing package that lowers investment costs. SPIE also renovates public housing, a priority given the condition of today's aging property assets. Every year, the Group helps to renovate 500 occupied housing units in the Greater Lyon area and has pledged to revitalise local neighbourhoods.

### RENOVATING URBAN INFRASTRUCTURE

Urban infrastructure covers a wide range of installations, including public lighting, electrical power, communications, signage, roadways, sanitation facilities and public car parks. Thanks to our close-to-the-customer organisation and multi-technical capabilities, we help urban areas to develop in a logical, coherent manner. The town of Val-de-Reuil in Normandy signed a 15-year public-private partnership with SPIE to upgrade its infrastructure. The project involves rebuilding a 24-kilometre underground electrical network, replacing 1,248 streetlights managed remotely by

the City network system and installing electric vehicle chargers, spotlights for public buildings, electronic information panels and a fibre optic network. Overall, the project will generate energy savings of 56% on the renovated lighting network and improve services for residents, in particular through the installation of video surveillance equipment and a very high-speed communication network.

Scenic lighting  
of the courtyard  
at the Town Hall  
in Lyon.

# 2,500

The number of recommendations in Agenda 21, the action plan created to apply the principles approved at the UN Conference on Environment and Development in Rio de Janeiro.





## Let's support public transportation policies.

The main challenge facing public transportation is the need to provide users with service quality that encourages them to make long-term choices about urban travel. To meet that challenge, we offer quality-focused solutions that enable tramways and buses to move about more easily, provide users with important information and generally make travel safer. Each solution is unique and must fit seamlessly into the urban environment. We also need to take into account a range of constraints, such as the need to revamp existing systems, as part of an integrated, long-term process.”

/ Patrick Vial,  
Transportation Development Manager – SPIE Sud-Ouest (France)



See the interview



## SUSTAINABLE MOBILITY

# DEVELOPING intelligent infrastructure



FACILITATING ACCESS TO AND TRAVEL IN AREAS WHERE PEOPLE BOTH LIVE AND WORK WHILE MAINTAINING A HIGH-QUALITY ENVIRONMENT IS A MAJOR CHALLENGE. IT REQUIRES INNOVATIVE APPROACHES THAT SPIE DEPLOYS IN MOST SEGMENTS OF THE TRANSPORTATION INDUSTRY.



SPIE  
and transportation

### OUR OBJECTIVES

- ✓ SUPPORT GREEN URBAN MOBILITY
- ✓ MAKE ROAD TRAVEL SAFER AND EASIER
- ✓ ENCOURAGE MULTIMODAL TRANSPORT SOLUTIONS

**T**ransportation accounts for more than one-quarter of greenhouse gas emissions in industrialised countries. To meet the needs of sustainable development, municipal authorities must take into account the organisation of urban transit solutions and the different modes of transport available to city dwellers. This requires new urban travel policies as well as legal and tax incentives that promote respect for the environment.

### DEVELOPING GREEN URBAN MOBILITY

Whether for buses, metros, tramways or electric vehicles, SPIE is well positioned in all areas of urban mobility with solutions designed to make travel easier, safer and more environmentally friendly. The City of Paris contracted with SPIE to deploy a new traffic light management system that promotes mass transit. The objective is to improve traffic flows by giving priority to buses, tramways and

bicycles, with the goal of enhancing air quality, business activity and resident well-being. In Belgium, our teams have introduced a similar system to manage 5,000 public transport vehicles and 920 intersections. In the area of equipment installation, we provide centralised car park management systems. In Angers, France, an intelligent solution was implemented to manage all of the city's parking facilities with the goal of improving traffic management and user service.



See the interview



## Let's imagine the infrastructure solutions of tomorrow.

The Greater Paris development project will cover a range of infrastructure development initiatives in areas in which we are already present, such as construction, transportation, housing and energy efficiency. At SPIE, we're delighted to be part of this project, which will involve industry-leading players over the next 25 years. The goal is to fundamentally change the way in which the Paris area operates and our professional skills will be much in demand. „

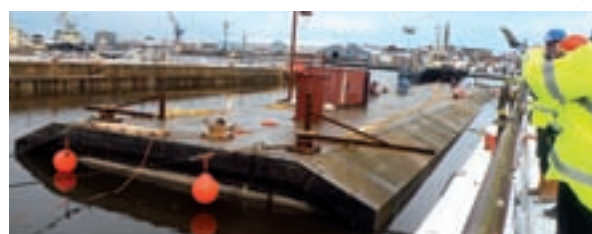
/ Paul de Jacquelot,  
Director of Development and Operations Resources –  
SPIE Île-de-France Nord-Ouest (France)



**01.** Installation and equipment maintenance for SNCF technical centres and shops in three regions of southern France.

**02.** Fire protection and low voltage installations (management and monitoring systems, data transmission and radio networks, public address systems, remote surveillance equipment) for the second road tunnel under the River Tyne at Newcastle.

01



02



03

**03.** Development and installation of more than 750 real-time passenger information signs for the De Lijn public transport company in Belgium.

### IMPROVEMENTS IN ROAD TRAFFIC

On roads and motorways, SPIE is committed to improving travel with the deployment of intelligent systems that use cameras, sensors, image and data analysis software and variable message signs and to taking a new approach to road infrastructure.

Our expertise in fire prevention networks, ventilation and air-conditioning systems, electrical installations and centralised technical management solutions enable us to support the most innovative projects. In North-eastern England, Bouygues Travaux Publics contracted with SPIE to deliver fire protec-

tion systems for the Tyne Tunnel, currently one of the largest transportation infrastructure projects in the United Kingdom. In France, the Paris Rhine-Rhone Motorway Authority (APRR) reached an agreement with SPIE to provide toll station payment and energy installations for a new section of its motorway network in order to ease traffic flows in the Macon area.

### SUPPORTING MULTI-MODAL TRANSPORT SOLUTIONS

Whether for train stations, rail lines, waterways, port facilities or international airports, we provide operators with a range

of skills that promote multi-modal solutions for the transport of people and goods. During the year, the Group helped to electrify the high-speed Rhine-Rhone train line, an innovative project that will facilitate travel between different regions of Europe without requiring passengers to travel through Paris. Our transport infrastructure solutions also help businesses operate more smoothly. For the Paris Airport Authority (AP), we have deployed communication networks, security systems and maintenance services that, for example, make baggage handling more efficient during peak flying periods. We also manage building upgrades, such as equipping gateways between terminals or installing outdoor LED lighting systems.

## REGIONAL DEVELOPMENT AND THE ENVIRONMENT

# SUPPORTING regional improvement projects



URBAN EXPANSION AND RELATED ENVIRONMENTAL RISKS ARE A GROWING CONCERN. THANKS TO OUR STRONG REGIONAL PRESENCE AND COMMITMENT TO FORWARD-LOOKING TECHNOLOGIES, WE SUPPORT COST-EFFECTIVE, ENVIRONMENTALLY FRIENDLY REGIONAL DEVELOPMENT SOLUTIONS THAT ENSURE QUALITY OF LIFE, PRESERVATION OF BIODIVERSITY AND PROTECTION OF NATURAL ASSETS.

### OUR OBJECTIVES

- ✓ SUPPORT LOCAL CLIMATE-ENERGY PLANS
- ✓ PROTECT REGIONAL RESOURCES
- ✓ DEVELOP THE NETWORKS OF THE FUTURE



SPIE  
and telecommunications

### REDUCING CARBON EMISSIONS

Most communities in Europe have embarked on programmes to reduce their energy consumption and greenhouse gas emissions. In the United Kingdom, for example, some communities have conducted comprehensive carbon footprint analyses covering all activities in their region. In France, the second Grenelle environment conference led to a law requiring cities with more than 50,000 inhabitants to measure their greenhouse gas emissions by year-end 2012. Other legislation, such as France's Climate-Energy Plan law, targets local governments in particular. In response to these needs, SPIE provides officials with tools and resources adapted to the challenges confronting their region. For the Isère General Council, for example, SPIE conducted an overall energy quality analysis encompassing nearly 770,000 square metres of administrative build-

ings and schools throughout the region. The project was intended to analyse heat production and distribution networks, integrate an energy and water consumption monitoring system and develop appropriate long-term action plans.

Our approach also involves improving communication systems. SPIE is helping to create public initiative communication networks, which represent an important way to close the digital technology gap between urban and rural areas. The goal is to enable people to work from home, thereby reducing the need to commute to and from businesses in low-density areas.

### WATER: A PRIORITY FOR THE FUTURE

Through its many projects in Europe, SPIE has over the years developed leading-edge expertise in wastewater treatment plants, hydroelectric installations, wet wells, sewer and drainage system upgrades, and other aspects of effective water management. Recent examples include the construction of a wastewater treatment plant in Portugal's Algarve region that complies with the latest environmental standards and the electrical and hydraulic renovation of the Cazoul pumping station in southern France's Languedoc-Roussillon. As part of its commitment to strengthening its posi-

tions in this promising field, the Group in 2010 acquired EGE Planchon, a company based in South-western France that has specialised skills in automation devices, pumps, piping and electrical installations for the water industry.

### UPGRADING ENERGY NETWORKS

Throughout Europe, regional energy networks are being reorganised, reflecting in particular the growing diversification of energy sources (biomass, solar, wind, etc.) and the rapid development of information technologies. In the Netherlands, SPIE helped to rewire the extra high voltage distribution network. In France, projects to install low and medium voltage networks continued – for example, in the Vendée region – with solutions-focusing on environmental protection. These projects included burying power lines, reducing worksite nuisances and lowering energy consumption.

The year also saw dramatic growth in the telecom market. In Brittany's Morbihan region, France Telecom deployed its high speed network to improve Internet access and in particular to provide service to previously unconnected areas. With the convergence of VDI systems, wireless networks and smart grids, telecom services are expected to develop considerably between now and 2020.

EU target for 2020

# 20%

reduction in greenhouse gas emissions compared with 1990.



# QUESTIONS FOR... MARIE-PIERRE MACCARIO

DEPARTMENT MANAGER – INFORMATION AND TRANSPORT SYSTEMS –  
SPIE SUD-EST (FRANCE)



## What are your responsibilities?

We provide a range of water network monitoring solutions, including turnkey information systems and the installation of measurement systems and communication networks. For 20 years, our department has developed and maintained the information system for odour nuisance monitors at wastewater plants in the Paris area. We also enable local communities to integrate new regulatory requirements by helping them manage this resource over the long term.

## What are your advantages in this segment?

I would say our involvement in the green economy and our independence compared with leading companies already positioned in public sector markets. In addition, we have solid references in key areas of sustainable development, such as self-monitoring systems for sanitation networks that gauge rainfall-related emissions into the natural environment. Other examples include remote management and maintenance of irrigation networks to ensure the equitable sharing of water

resources and the installation of river flow measurement instruments and weather stations to optimise power station output.

## What has changed in the area of water management?

Today, there's a strong trend toward regulation and changes in regional organisations. This requires a new approach that focuses on reducing environmental hazards. The restrictions facing communities call for flexible solutions, which may involve anything from a simple remote management module to advanced

functions that use modelling, data validation and reporting tools to help authorities make decisions.



See the interview

01



01. Replacing water level sensors and their automated control units at the Ricard dam in Florensac, France.

02. Electrical equipment and automation devices installed as part of a project to renovate electric signal boxes at the main drinking water production plant (capacity of 600,000 cubic metres a day) in Neuilly-sur-Marne, for the Ile-de-France water company.

03. Spillway at the Veiros dam in Portugal. Hydro-mechanical equipment, electrical power, instruments and automation devices, monitoring and surveillance equipment, alert system support installations.

04. Upgrades of the 220 kV overhead line on the Vierverlaten-Zeyerveen-Hoogeveen grid section in the Netherlands.



03




04



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# HOW TO IMPROVE THE LIFE CYCLE OF INCREASINGLY RARE ENERGY SOURCES



- ✓ OIL & GAS
- ✓ NUCLEAR
- ✓ RENEWABLE ENERGIES



See the interview

## Let's invent bio-production systems.

Village Hubs are small mobile installations for producing ethanol from sugar palm. We designed them with Willie Smits, President of the Borneo Orangutan Survival Foundation, to help the Dayak people of Borneo. The Hubs are transported by helicopter and lowered into the most remote parts of the forest. The project is designed to encourage the local population to grow sugar palms, a species that – unlike palmoil trees – promote forest biodiversity. Once in place, the installations are used not only to produce large quantities of sugar but also to supply bioethanol for cooking as well as electricity, drinking water and even medical utensils. The solution supports the development of villages capable of meeting their own needs while also helping to protect the environment. ”

/ Willem van der Graaf,  
Managing Director - SPIE Controlec Engineering B.V.  
(Netherlands)

## OIL & GAS

# MORE EFFECTIVELY USING fossil resources



PARTNERING OPERATORS AROUND THE WORLD, SPIE PROVIDES A FULL RANGE OF RESOURCES, SKILLS AND SERVICES TO EXPLORE AND STUDY NEW FIELDS, BUILD AND OPERATE CUSTOMER INSTALLATIONS, AND IMPROVE PRODUCTION OVER THE LONG TERM.

### OUR OBJECTIVES

- ✓ **SUPPORT** OIL AND GAS PROJECTS
- ✓ **OPTIMISE** INVESTMENTS AND OPERATIONS
- ✓ **MANAGE** ENVIRONMENTAL RISK



SPIE  
and fossil energies

In an environment shaped by heightened geopolitical tension and the accident involving BP's Deepwater Horizon platform in the Gulf of Mexico, 2010 saw a new increase in the price of a barrel of oil, which rose by 15% during the year. The upswing in business was confirmed, led by demand in emerging markets. Given this situation, energy industry players are looking for new human and financial resources, a trend that is beneficial to SPIE, which expanded its business in Southeast Asia (Thailand, Indonesia and China) and in the United Arab Emirates, and strengthened its positions in Africa, especially in Congo, Angola and Gabon.



Operations and maintenance contract for a SEWOP in the Gulf of Guinea.

### DEVELOPING NEW OIL FIELDS

SPIE deploys a full range of skills and expertise to ensure that oil facilities operate smoothly. Our capabilities include construction studies, offshore electrical and instrument installations, precommissioning tests, start-up assistance and telecommunication systems. During the year, our teams helped Ponticelli to modify installations on two floating drilling, storage and unloading platforms belonging to ExxonMobil off the coast of Angola. The intervention

required meticulous planning of operations and resources to ensure high safety levels and minimise production downtime. Before the project was launched, several months of studies were carried out with the customer, based in Houston, Texas, to anticipate risks, develop a prevention plan and decide on the sharing of responsibilities.

### MULTI-TECHNICAL MAINTENANCE SKILLS

Carried out in compliance with ISO 14001, OHSAS 18001 and other benchmark standards, installation maintenance is crucial to ensuring the safety of oil and gas operations. It is also one of SPIE's core skills, which extend from engineering to customised intervention and operations,



# QUESTIONS FOR... **GILLES LONQUEU** BUSINESS MANAGER ASIA PACIFIC AREA – SPIE OIL & GAS SERVICES



## What did your mission in China involve?

We provided a range of services for Hanas New Energy Group, as part of a project to build a new LNG plant in Yinchuan, near Inner Mongolia. First, we selected workers capable of acquiring the necessary skills and trained them to perform to the highest international standards. Then, given North-eastern China's considerable growth potential, we improved practices and internal processes. Lastly, there was a broader challenge involving outreach and image since we put

together international teams well versed in industry-leading practices.

## What were the project's key success factors?

The cultural aspect was all-important since we had to adjust to the local environment in Ningxian province in a remote part of China. Thanks to our Chinese-speaking Malaysian teams, we were able to identify the customer's needs quickly and resolve upstream questions that were to prove critical. The other key factor was

the recognised technical expertise that we brought to all phases of the project, from the hiring and training of future Chinese operations and maintenance teams, to plant commissioning, start-up and maintenance engineering.

## What did you learn from this experience?

We had to reinvent everything – our methods, standards and benchmarks. We were able to test the effectiveness of our working methods on the job as they applied to a very specific

situation. For our customer, the success went beyond just hiring employees. The LNG project represents a technology showcase that will facilitate its development in the region and enhance its reputation in a fast-growing country.

such as installation management, optimisation of production facilities and training of local workers. In China, Hanas LNG contracted with SPIE for a project involving its gas liquefaction unit. The Group's services will initially include project engineering, the preparation of maintenance operator manuals, and staff selection and training, followed by installation commissioning and start-up. SPIE also signed a turbine maintenance contract with Total in Angola. Under the supervision of General

Electric, the Group's teams are delivering multi-technical services for the turbines and their auxiliaries, including oil pumps, cooling pumps and switchboards.

## SUPPORTING ENERGY PRODUCTION

Thanks to its areas of expertise, SPIE is also well positioned to support power producers around the world, including leading utility companies in Gabon, Angola and Côte d'Ivoire. In Europe, the

Group is involved in innovative energy power station projects.

At the Isle of Grain and Staythorpe power stations in Kent County, England, SPIE is responsible for installing and testing electrical components and instruments for Alstom. The Grain plant will feature three combined-cycle turbines that will burn natural gas and supply waste heat to the LNG terminal as hot water. With installed capacity of 1,275 megawatts, it will be one of the world's largest cogeneration facilities.

Experts predict that peak oil will occur in the period

# 2010-2050

Peak oil refers to the moment when world oil production will begin to drop due to the depletion of usable oil reserves.

01



01. Support for GPN (a Total subsidiary) in starting up a new unit to produce high-quality urea used to make AdBlue® in accordance with very strict ISO 22241 specifications.

02. OML 58: Renovation of electrical equipment and instruments in a gas production facility and treatment plant in Obagi, Nigeria.

02





## Let's effectively manage power plant decommissioning.

Decommissioning nuclear installations represents one of the most important challenges we face. It proves that our industry can manage every stage of the energy cycle and control radiological and environmental impact. We're already involved in this type of operation for first-generation UNGG and breeder reactors and we're preparing the electro-mechanical decommissioning of the Bugey 1 and Creys Malville power stations in France's Rhône-Alpes region. Given the tragic accident at Fukushima, it's important to continue working with all concerned parties to enhance our safety skills. ”

/ Dominique Declercq,  
Director, Sales and Marketing Development – SPIE Nucléaire (France)



See the interview

## NUCLEAR

# DEVELOP low-carbon energies



WORKING WITH NUCLEAR ENERGY OPERATORS, SPIE IS COMMITTED TO GUARANTEEING THE HIGHEST LEVELS OF SAFETY AND INSTALLATION RELIABILITY FOR REACTORS AS WELL AS FOR FUEL AND WASTE CHANNELS. THIS COMMITMENT IS BACKED BY AN ORGANISATION THAT WORKS CLOSELY WITH CUSTOMERS THROUGHOUT THE PLANT OPERATIONS CYCLE.

### OUR OBJECTIVES

- ✓ **ENSURE** SAFETY AND SECURITY
- ✓ **MANAGE** THE LIFE CYCLE FROM START-UP TO DECOMMISSIONING
- ✓ **REDUCE** ENVIRONMENTAL IMPACT



See the interview  
with David Guillon,  
Operations Director,  
SPIE Nucléaire (France)



SPIE  
and Nuclear

## SPIE AND DECOMMISSIONING

Power plant decommissioning has entered a growth phase in which manufacturing companies want to show that their teams can work efficiently with nuclear energy operators. Backed by feedback from our worksite assistance projects and specific areas of expertise, we are supporting this change with integrated multi-technical offers that cover the full cycle of operations, from preliminary studies to project completion and operational support.

In an environment shaped by the Fukushima catastrophe in Japan, SPIE delivers leading-edge services to ensure installation reliability, thereby enabling operators to refocus on their core plant management business. This approach applies to new plants to be built by French operators, especially in the United Kingdom, as well as to projects to decommission or extend the life of existing power stations.

## A PROMISING ENERGY MARKET

Despite the slowdown in a number of projects (like the Flamanville EPR) that have led to delays in electrical installation work, we enjoy solid growth potential in France's nuclear energy market. The year saw an increase in our operations for France's Atomic Energy Commission (CEA), in particular for the maintenance of safety and physical protection equipment,

## Let's promote skills sharing.

SPIE is helping its French nuclear energy customers develop in the UK – first and foremost EDF, which has four new power plant construction projects. The Group's UK operations are organised around two companies – SPIE Matthew Hall and SPIE WHS – which have excellent reputations in both the services and manufacturing sectors. We've set up a skill transfer system for our French and British teams so that the customer can benefit from our 20 years' experience in nuclear energy in France. Our approach combines that of a technically solid enterprise with that of a company strongly committed to the green economy. In the end, the development of nuclear energy fits well with the green economy since when measured against other current technologies, nuclear represents a low-carbon solution for producing electricity.”

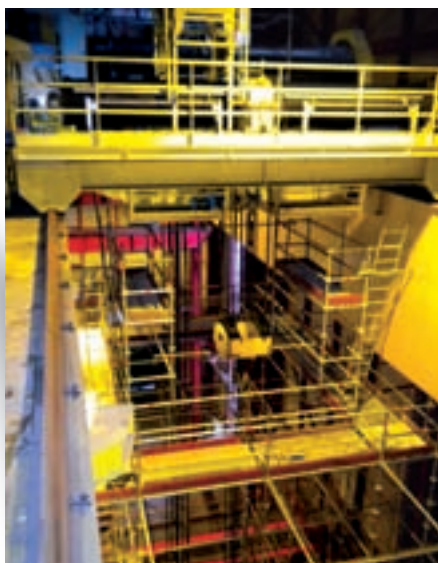
/ Renaud Digoïn Danzin,  
Board Director, Strategy & Development – SPIE UK



See the interview



01



02



**01. Upgrading of the technical data system of nuclear installations in France, for EDF ARAP Grand-Ouest.**  
**02. Integrated maintenance of laboratory measurement equipment for AREVA NC at its facility in La Hague.**

as well as greater involvement during unit shutdowns for EDF. In the United Kingdom, the Group strengthened its positions with the launch of SPIE Power and Nuclear UK, in preparation for new EPR projects scheduled in 2011. In other European countries, such as Belgium, services are being developed to extend the life of existing power stations.

### SUPPORTING REACTORS THROUGHOUT THEIR LIVES

To improve the performance of nuclear energy plants – from electro-mechanical assembly to end-of-life decommission-

ing – SPIE leverages an array of capabilities ranging from the management of unit shutdowns to renovation work and multi-technical maintenance services. The process focuses on installation safety and reliability in various fields, such as ventilation systems and aeraulic installation controls, fire detection systems, and maintenance and monitoring of hoisting equipment. After AREVA, EDF has contracted with SPIE to provide video system maintenance for several plants. At present, the Group manages more than 400 televisual distribution systems. In the area of decommissioning, SPIE deploys an integrated approach that goes beyond traditional operations to

include safety studies, risk analyses, intervention procedures and site clean-up. In 2010, the Group was chosen to decommission four sections of France's Creys Malville reactor, where an analysis of the electro-mechanical equipment revealed traces of sodium in the circuits. The project represents ten months of preliminary studies and nearly two years of decommissioning.

### PROTECTING HEALTH AND THE ENVIRONMENT

Nuclear safety is an absolute priority, as was recently evident with the level 7 accident at Japan's Fukushima plant. Safety involves not only permanent monitoring of nuclear facilities but also other measures taken to ensure the health of industry employees. In France, SPIE was involved during the year in upgrading water treatment installations for cooling circuits in six nuclear plants to European ATEX standards and for implementing 28 health physics instrumentation channels, backed by a new technology that more efficiently monitors radiological emissions. Other approaches focus on reducing the environmental impact of nuclear operations. These include solutions for increasing energy efficiency (through improvements in lighting systems and the installation of electronic speed control devices on ventilation systems) and for reducing the amount of radioactive waste.



## Let's help our customer manage their limitations.

Changes in solar energy purchase prices play a determining role in the future of the photovoltaic power sector. When a customer asked us to install a 12 megawatt peak capacity solar power plant in one-quarter the usual time, we had no choice but to rise to the challenge. Failure to meet the deadline would result in higher rates and undermine the project's viability. It was a real race against time. We had one week to put together a 120-person team with members from eight operating units and then 20 days to install and commission the plant. ”

/ Laurent Gilardino,  
Operations Director – SPIE Sud-Est (France)



See the interview

## RENEWABLE ENERGIES

# PROMOTING natural resources



WITH OUR EXPERTISE IN PHOTOVOLTAIC ENERGY, WIND TURBINES, HYDRO-ELECTRICAL INSTALLATIONS, BIOMASS AND BIOFUELS, WE DEPLOY A FULL RANGE OF SKILLS IN RENEWABLE ENERGIES THAT EXTENDS FROM LEGAL, ADMINISTRATIVE AND FINANCIAL ASPECTS TO OPERATIONS AND EQUIPMENT MAINTENANCE.

### OUR OBJECTIVES

- ✓ DELIVER THE BEST EXPERTISE
- ✓ DEVELOP CUSTOMISED SERVICES
- ✓ SUPPORT INDUSTRY OPERATORS

SPIE and renewable  
energies



**A**ccording to the European Union, renewable energy sources are expected to account for 20% of the total energy mix by 2020. This target requires a culture change in the way energy is produced and used. At SPIE, we support that change thanks to our strong regional presence and commitment to forward-looking technologies. Our priorities include integrating renewable energies into manufacturing and service-sector

projects as well as into community development strategies.

### A EUROPEAN LEADER IN GREEN ENERGY

We have been involved in renewable energies for years, supporting large-scale European projects to deploy photovoltaic solar power plants, offshore wind farms, biofuel production facilities and new-generation biomass plants and to

renovate hydroelectric dams. In Les Mées, in France's Alpes-de-Haute-Provence region, the country's largest photovoltaic plant was inaugurated in 2010. Featuring 55,000 panels and covering 25 hectares, the plant is equipped with state-of-the-art electrical installations provided by SPIE and Schneider and has annual output of five million kWh. Other projects during the year involved energy produced by biomass cogeneration, which is used to power the



## Let's integrate nature into our projects.

To sustainably equip the Chancy-Pougny hydroelectric plant on the Franco-Swiss border, we had to meet challenges that involved not only energy production but also an environmental strategy for the entire Upper Rhone valley that allowed local fauna to migrate. That's why we built a fish ladder with attraction water at the lower end provided by a 400 kilowatt micro-power station. ”

/ Daniel Cheze,  
Sales and Marketing Manager  
Water and the Environment SPIE Sud-Est (France)



See the interview

# 13,000 MW

According to the European Photovoltaic Industry Association, that's the number of solar megawatts installed throughout Europe in 2010 bringing the total to 28,000 megawatts, enough to produce electricity for approximately 10 million homes.

01



01. Photovoltaic panels with annual production capacity of 200,000 kWh installed on the roof of a building for the Copsolfruit cooperative.

02. Green Office®, Bouygues Immobilier's large-scale positive energy building project in Meudon near Paris, for which energy is produced through biomass cogeneration.



new Green Office® positive energy building, as well as our participation in a European offshore wind turbine project in the North Sea.

### SOLUTIONS TAILORED TO INDUSTRY NEEDS

Whether manufacturing or service-sector facilities, local or regional authorities, or businesses, homes or farms, all clients must have access to renewable energy adapted to their specific needs. For farm operations, for example, the challenge is to reduce energy dependence while also finding ways to generate additional income. In Brittany's Morbihan region, SPIE installed two photovoltaic plants on

the roof of a farm building. The solar panels will generate revenue for farmers while reducing carbon dioxide emissions by more than 1,600 tonnes over a 20-year period.

### PARTNERING ENERGY INDUSTRY PLAYERS

To support electricity sector operators, SPIE has developed skills and capabilities aligned with industry quality, safety and environmental protection standards. In the area of hydraulic power production, for example, the Group can provide customers with decentralised, nearly continuous production using micro turbines. This is the case with the Gave


d'Oloron in the Pyrénées, where the installation of a 400 kilowatt hydroelectric plant ensures the production of clean energy while protecting local salmon thanks to fish ladders that help the river-migrating species swim around dams. Other solutions have been deployed to transport electricity produced by new energies. In 2010, SPIE helped to build a 20/90 kilovolt step-up transformer substation for ERDF in the Aube, in eastern France. The substation is intended to transmit energy from wind farms throughout the Champagne-Ardenne region, where communities have installed a total of 25 turbines producing two megawatts of energy.




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# HOW TO ENHANCE PERFORMANCE WHILE REDUCING CARBON EMISSIONS



- ✓ SERVICE-SECTOR BUILDINGS
- ✓ INDUSTRIAL FACILITIES
- ✓ COMMUNICATION SYSTEMS  
AND IT FACILITIES MANAGEMENT



## Let's generate real energy savings.

To showcase the value added of our outsourcing services to the OCP Group, we pledged to significantly reduce energy use at the company's headquarters. First, we had to ensure the effective management of the technical and logistical resources to be deployed. Delivering a high-performance solution involves choosing the right skills, improving the organisation, managing the installations with computer-assisted maintenance management tools, deploying our expertise in risk analysis, renovating technical equipment and upgrading the data circuit. Our customer is very satisfied after the initial trial year and wants to pursue the partnership. „

/ Alia Kaddari,  
Multi-technical Maintenance  
Project Manager – SPIE Maroc



See the interview

## SERVICE-SECTOR BUILDINGS

# IMPROVING building performance



AT SPIE, WE SUPPORT INDUSTRY PLAYERS BY HELPING THEM TO COMPLETELY RETHINK THEIR APPROACH TO BUILDING CONSTRUCTION AND OPERATIONS, WITH THE GOAL OF IMPROVING THEIR ENERGY AND ENVIRONMENTAL PERFORMANCE OVER THE LONG TERM.

### OUR OBJECTIVES

- ✓ BUILD FOR THE LONG TERM
- ✓ CAPTURE BUILDING VALUE
- ✓ OPTIMISE SERVICES

SPIE  
and the commercial  
sector



A recent European Directive has set 2020 as the date by which all new buildings must be nearly zero energy, a goal that has been integrated in most national plans. The Dutch government, for example, has signed an agreement with national construction industry representatives to reduce by half new building energy consumption by 2015. As a pioneer in helping customers improve their energy and environmental efficiency, SPIE is well positioned to further the EU's objective.

able energies, the 23,000 square-metre building will produce 64 kWh per square metre a year versus total annual energy consumption of 61 kWh per square metre, 60% less than a building that complies with France's 2005 thermal regulation standard. Leveraging their ability to deliver environmental design, user comfort and sustainable solutions, our teams will ensure energy production through biomass cogeneration using vegetable oil and install natural ventilation networks as well as ceiling coverings with integrated heater tarps.

before preliminary audits can be carried out and complete refurbishing can begin. In this environment, SPIE is helping its customers to rigorously comply with heating regulations and obtain energy performance certificates for all kinds of buildings, whether office towers, apartment buildings, decentralised sites, shopping malls or historic landmarks. The past year's projects included the renovation of the site occupied by the Tour Montparnasse in Paris, the rehabilitation of the Palais des Congrès in Strasbourg, and installation upgrades at the Université de la Sorbonne.

### A SUSTAINABLE CONSTRUCTION MODEL

In line with its commitment to developing innovative solutions for service-sector customers, SPIE has partnered Bouygues Immobilier's Green Office® in Meudon, France's first large-scale positive energy office building. Using only renew-

### RENOVATING AND MODERNISING SERVICE-SECTOR BUILDINGS

Europe's aging service-sector buildings present a major challenge. In France, with 850 million square metres in need of renovation, special legal, organisational and tax arrangements will be required

### A NEW VISION OF ENERGY PERFORMANCE

Regardless of the chosen benchmark, the goal is to ensure an easy-to-implement, cost-efficient, long-term building management solution. That's why the energy performance contracts recommended in

**26**  
HOUSING  
UNITS  
built to French  
BBC energy  
standards.

### WELCOME TO THE ECO-CITIZEN RESIDENCE

One of France's first passive buildings, the Eco-Citizen apartment complex in Colmar offers lower operating costs, resident well-being and respect for the environment. This apartment building, whose 26 units comply with France's BBC-Effinergie energy standards, leverages our expertise in photovoltaic installations, which ranges from help in choosing top-quality PV modules, module mounting structures, inverters and other materials (with a ISO 9002-certified performance guarantee) to remote installation monitoring and advice in selecting the best financing solution.





See the interview

## Let's target the best energy-efficiency solutions.

It was during a presentation of technical installations at one of our pharmaceutical customers that we identified the area with the greatest potential for energy savings – a 34,000-square-metre locale for storing finished products, which had to be kept within a specific temperature range. The solution enabled us to modernise and optimise the heating system by changing the fan unit, installing a variable speed drive and re-engineering the control device. It also made it easier to upgrade the installation with a new high-performance cooling system.”

/ Laurent Fouillet,  
Director of Development, Environmental  
Engineering Department – SPIE Ouest-Centre  
(France)

the 2006 European Directive are expected to gradually become a key component of maintenance contracts. SPIE is the first company in France to have signed this type of contract, which may include energy performance audits, a long-term commitment to energy savings and reduced carbon emissions, the implementation of an ISO 14001 or EMAS-type environmental management system and the deployment of a monitoring and verification plan. The Group is also a pioneer

in applying France's HQE Exploitation® environmental label, which aims to certify superior operating performance in terms of a building's impact on the environment and on the comfort and health of its occupants. This approach was used for the nearly 50,000-square-metre Terra Nova building in Île-de-France, even though the offices were built to comply only with France's 2000 thermal regulation standard.



See the interview



## Let's create new types of buildings.

Bouygues Immobilier's Green Office® is ten years ahead of the recommendations made at the Grenelle environmental conference. The highly ambitious project involves a positive energy building for which our electricity and automation engineers developed a solution enabling the co-generators to maintain an optimal balance between the amount of hot water and electrical power produced. This means the building's needs are constantly monitored so that maximum use can be made of renewable energies. A programmable automaton measures temperatures, flows and power using sensors with calibration certificates. A touchscreen ensures monitoring of all production parameters including power, heat and electrical energy, temperature, pressure and alarm systems. The perfect installation management tool, the system ushers in a new era in air-conditioning.”

/ Pierre Chauveau,  
Technical Director, Service Sector Capabilities –  
SPIE Île-de-France Nord-Ouest (France)



## INDUSTRIAL FACILITIES

# ENHANCING production methods



PRESENT IN MOST SECTORS OF INDUSTRY, SPIE CAN DELIVER A RANGE OF CAPABILITIES, METHODS AND RESOURCES THAT HELP TO IMPROVE PRODUCTIVITY, REDUCE ENERGY USE AND PROTECT THE ENVIRONMENT.

### OUR OBJECTIVES

- ✓ IMPROVE INDUSTRIAL EFFICIENCY
- ✓ EQUIP PRODUCTION FACILITIES
- ✓ REDUCE ENVIRONMENTAL IMPACT

### SAFETY ON THE PRODUCTION LINE

In the oil, chemicals and environmental sectors, for example, our industrial analysts are responsible for controlling finished products, ensuring real-time process safety and monitoring environmental emissions. Developed at the SPIE Technology Institute, these skills are intended to support the most complex industrial projects using a fully automated system for selecting production line samples.

**T**o meet the double imperative of regulatory compliance and enhanced competitiveness, SPIE offers solutions tailored to each sector of industry. These may range from equipping production facilities in line with HQE® industry certification standards to optimising utilities and processes. An approach that focuses on energy and environmental performance has achieved reductions of up to 50%.



### GREATER PRODUCTIVITY GAINS

From mechanical and automation devices to industrial data processing, customers want to improve their performance across the entire production chain. In the field of aviation, for example, SPIE has worked with Airbus at the assembly plant for the future A350 in Toulouse to develop a new orbital drilling system that is synchronised with the engine pylon assembly line. This approach is intended to increase productivity by 30% to 40% while reducing non-quality risks. Another example involves the use of variable-speed drives on pump, fans and motors to reduce energy consumption by 10% to 50%. To increase capacity at a wastewater treatment plant in France's Aquitaine region, SPIE developed a system with 21 automation devices that manage high and low

voltage networks and power 270 motors, of which 70 equipped with variable-speed drives. Today, the plant ranks as one of Europe's most efficient wastewater treatment facilities.

### CAPTURE PRODUCTION FACILITY VALUE

Whether for designing or renovating production units, our approach takes into consideration each facility's specific characteristics. For Guerbet, a French manufacturer of contrast agents used in medical imaging, the challenge was to build a new 3,000-square-metre pharmaceutical unit that complied with the project's high standards. These included a clean-concept ventilation system, high-level qualification of equipment prior to commissioning and the installa-

SPIE  
and industry



# 300,000

fewer tonnes of CO<sub>2</sub> emissions a year from the Buggenum power plant in the Netherlands, which uses 22% renewable energies to generate electricity.

01



See the interview

## Let's develop innovative industrial processes.

Industrial automation helps to reconcile productivity and environmental protection. In the steel industry, we pioneered by developing EMPERE, an entirely digital electrode regulation system for electric arc furnaces. The advantage of this system is that it significantly enhances productivity while also sharply reducing power consumption. With more than 200 of these systems already commissioned worldwide, we're continuing to pursue innovative paths, with the support of ArcelorMittal Research teams, our steel industry customers and a number of engineering schools.

/ Xavier Daubignard,  
Agency Director - SPIE Est (France)  
with the participation of Martial Martig,  
Steel Department Manager - SPIE Est (France)

02



**01.** Sheet metal heat treatment installation downstream from the furnace, for Arcelor Mittal Industeel in Le Creusot.

**02.** Orbital drilling system for the load-bearing framework of the engine pylon for the future Airbus A350.

**03.** Processing and recycling of 150,000 tonnes of carbon dioxide emitted by Chimie Ineos Oxide in Zwijndrecht, Belgium.



03

tion of a fresh air treatment unit and ten recycled air treatment units capable of handling 250,000 cubic metres an hour and requiring 35 tonnes of ducts.

### SOLUTIONS FOR THE ENVIRONMENT

Accounting for nearly 33% of greenhouse gas emissions and 50% of primary energy consumption, industry is especially vulnerable to fluctuations in energy and carbon credit prices. SPIE has developed solutions that can be immediately applied in such situations. In the Netherlands, for example, the Group conducted

design studies and installed a new gasification system on a 250-megawatt electrical power plant. The process, which converts carbonaceous materials into carbon monoxide and hydrogen, improves coal-burning efficiency. It can also convert a wide range of biomass and organic materials into gas. Lastly, unlike traditional coal burning, the solution produces no ash. This means there is no need for reprocessing, which is complicated by the fact that the ash contains high levels of heavy metals, radionuclides and other toxic products. The programme has produced tangible benefits, using 22% renewable energies to generate electricity and reducing CO<sub>2</sub> emissions by 300,000 tonnes a year.



See the interview  
with William Valente,  
Multidisciplinary  
Project Manager  
SPIE Sud-Est (France)

### TESTING RESEARCH FEASIBILITY

In France's Chemicals Valley near Lyon, SPIE has brought together the skills and capabilities needed to develop demonstrators for applied research. Operating as small-scale plants, these pilot units study innovative processes for producing renewable energy and capturing carbon dioxide, backed by extensive expertise in instrumentation and control systems and safety devices. SPIE is a member of Axelera, an environmental chemistry innovation cluster that supports projects around the world.





See the interview

## Let's rework traditional data centres.

With data centre energy consumption set to increase by 300% over the next 40 years, our service-sector customers are faced with a critical challenge. The deployment of a new generation of data centres, whose key components are dynamic cooling and heat recovery systems, presents a forward-looking solution for managing energy and environmental issues. Our engineers designed this solution according to an integrated ecological approach. The different components are assembled offsite then transported to the desired location. They can be moved at any time.

/ George Adams,  
Engineering Director – SPIE UK



## COMMUNICATION SYSTEMS AND IT FACILITIES MANAGEMENT

# STREAMLINING organisations



THANKS TO ITS ABILITY TO DELIVER RELIABLE, EASY-TO-USE COMMUNICATION TECHNOLOGIES, SPIE CAN MEET THE NEEDS OF BUSINESSES AND GOVERNMENT AUTHORITIES LOOKING TO COMMUNICATE MORE EFFECTIVELY.

### OUR OBJECTIVES

- ✓ DEVELOP AND STREAMLINE OPERATIONS
- ✓ REDUCE OVERALL COSTS
- ✓ DEPLOY GREEN IT SOLUTIONS

SPIE and communication systems



Installation of IT systems in adult training centres in central France.

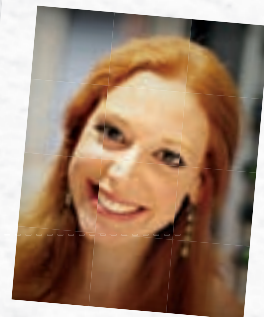
Communication systems are completely reworking how organisations operate through the convergence of IT equipment, infrastructure networks and telecommunication systems. Today, the change is accelerating, with the development of such fields as information service outsourcing, unified communication and cloud computing. By delivering solutions that offer high-performance, upgradability and environmental protection, SPIE is helping a large number of companies and government agencies to make the transition.

### A NEW VISION OF OPERATIONS

Companies today want to promote telecommuting, develop videoconferencing, enhance productivity and facilitate mobility and communication. For Interlek, which has 300 employees in France and 24,000 around the world, SPIE developed an innovative unified communication solution at the company's site in France. It includes advanced user functions, such as click a call, personalised handsets, instant messaging and document sharing. Because our solu-



# QUESTIONS FOR... LAURE VAN DER HAUWAERT CONSULTING, UNIFIED COMMUNICATION, LOCAL COMMUNITY & GREEN IT SERVICES MANAGER – SPIE COMMUNICATIONS



## What's the purpose of Green IT?

Information and communication technologies account for 2% of greenhouse gas emissions and over 13% of electricity use in France. To reduce energy consumption and the carbon footprint, we apply a very simple formula: 1 kWh invested in Green IT equals energy savings of 5 to 10 kWh.

## How do you accomplish that?

We can optimise information system power use, for example,

by managing laptops and shutting them down automatically or by virtualising data centre servers and applications, instead of installing physical servers. We also design architectures that require less equipment as well as remote access and videoconference systems that eliminate unnecessary travel. In addition, we play an advisory role, for example, by verifying that the customer's request is useful and by providing training in the eco-responsible use of office systems.

## Besides financial benefits, what other advantages does Green IT offer?

The company's reputation is of course enhanced by the application of green policies. In addition, there is a change how systems are used and employees behave. For example, once employees have seen a full-scale videoconference room with very good sound quality, teamwork tends to improve. In addition, Green IT can promote inter-generational cooperation

and gender parity while reducing travel-related accidents. All of these developments make a significant impact on people's working lives.

tion, which is based on Cisco IP technology, made communication more flexible and efficient, the customer's US information systems teams opted for it as well. Today, SPIE is winning new customers with solutions designed to reduce travel time, generate costs savings and apply the principles of sustainable development.

## DATA CENTRES TO ENHANCE OVERALL EFFICIENCY

Faced with the rapid rise in data volume and the obsolescence of traditional infrastructure, data processing centres have become indispensable. At SPIE, we deliver solutions tailored to technologi-

cal challenges (studies, electrical and climate-control installations, maintenance, electronic security, etc.) as well as to energy-efficiency and environmental goals. In the United Kingdom, which is a strategic market in this sector, the Group has developed special skills in environmentally friendly data processing solutions. One example is the new Cap Gemini data centre in Swindon – an international benchmark – that features an energy-efficient dynamic cooling system, offsite construction based on entirely modular design and pre-delivery equipment validation. The project delivers a power usage effectiveness rating of just 1.2, compared with best industry practices of around 1.5.

## OUTSOURCING INFORMATION SYSTEMS

IT outsourcing is intended not only to reduce costs and improve data security but also to transform the information system and its processes to improve performance. France's Ministry of Foreign and European Affairs contracted with SPIE to provide comprehensive management of its desktop environment and support for all of its information, telephone and network systems. This solution has led to a new approach for managing performance that integrates quality criteria beginning in the project start-up phase. Special attention has been made to skills management (with training plans and an e-learning platform) and to a process of continuous improvement, in particular through an overhaul of the document base.



01



02

01. Electricity, air-conditioning and multi-technical maintenance for the SFR data centre in Trappes, near Paris.
02. Cable infrastructure, telecommunications network and onsite facilities management for France's Ministry of Foreign and European Affairs for the 25th Africa-France summit meeting in Nice.



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# HOW TO PROMOTE WELL-BEING IN TODAY'S MORE ACTIVE WORLD



- ✓ URBAN LIVING
- ✓ HEALTHCARE
- ✓ EDUCATION & LEISURE



See the interview

## Let's upgrade our transport systems.

The priority given to tramways and buses represents a remarkable step forward for public services, as do intelligent systems that provide travellers with visual and spoken information. Increasing transport speed helps to attract more travellers. At the same time, technological developments are reducing our customers' maintenance costs. With our colleagues in France, we developed a new more cost-effective system based on radio connections that today has been deployed on 50 tramways and at 55 intersections along the Belgian coast. „

/ Christian Deleener,  
Business Development Manager – SPIE Belgium

## Let's provide residents with peace of mind.

When installing video surveillance equipment, the needs of the city and its inhabitants must be given top priority. Video surveillance is not an end in itself; rather it's a technical tool designed to discourage acts of delinquency. Our role is to deliver solutions that respond to a range of needs with advanced technologies, including full HD video, virtualisation and 3G mobile networks. We also provide local officials with solutions that enable them to more efficiently managing public safety while respecting citizens' privacy. ”

/ Steve Lohr,  
Sales and Marketing Manager, Urban Security – SPIE Est (France)



See the interview

## URBAN LIVING

# CREATE liveable cities



WHEN CITIES ARE RATED FOR THEIR QUALITY OF LIFE, INFRASTRUCTURE CRITERIA PLAY A DETERMINING ROLE. THANKS TO ITS EXPERTISE IN POWER AND WATER SUPPLY, INFORMATION SYSTEMS, AND MASS TRANSIT, SPIE IS ADDRESSING THE NEEDS OF A LARGE NUMBER OF CITIES ACROSS EUROPE.

### OUR OBJECTIVES

- ✓ EQUIP URBAN AREAS
- ✓ PROMOTE QUALITY OF LIFE
- ✓ RESPOND TO SAFETY CHALLENGES



SPIE and local  
communities

**E**nsuring the harmonious development of our cities calls for an integrated approach to urban policies in such areas as revitalising neighbourhoods, improving public transportation and deploying services that enhance residents' quality of life and safety. To support municipal authorities, SPIE provides long-term aligned programmes that leverage innovative technical solutions.

### A SUSTAINABLE VISION OF THE CITY

New urban solutions involve a deep-seated change in the importance given to residents' comfort and the problems they may encounter in their day-to-day lives. At SPIE, we're firmly focused on accessibility issues. For instance, we provide transport operators with information panels that can be used by the vision-impaired. We're also committed to developing non-polluting vehicles

through strategic partnerships and to becoming a benchmark in alternative modes of transportation. Taking the same approach to urban installations, our teams deliver infrastructure solutions (public lighting systems, burying of power lines, fibre optic networks) that from the outset take into account resident well-being, for example, by identifying poorly lit areas of the city.



See the interview

## Let's implement climate-energy plans.

It's not enough just to provide customers with ways to improve their energy efficiency. We must be certain that our recommendations will deliver real, immediate benefits in terms of energy savings and reduced greenhouse gas emissions. That's why before proposing our solution to the Isère General Council, we pre-tested it at our head offices in Feyzin. Our audit of 200 secondary schools and government buildings enabled us to identify necessary upgrades and their cost and to immediately begin reducing consumption of gas, water, electricity and other resources. ”

/ Yannick Kopec,  
Technical Maintenance and Management Department Manager –  
SPIE Sud-Est (France)



**01. Electrical engineering for Terra Botanica, an amusement and botanical park in Angers.**

**02. Deployment of FTTH networks for Swisscom in Switzerland.**

02

# 3x20

The EU Climate and Energy Package's goal for 2020 is to reduce greenhouse gas emissions by 20% and primary energy consumption by 20% while using renewable sources to generate 20% of energy consumed.

### CONNECTING OFFICIALS AND THEIR CONSTITUENTS

From upgrading telecom networks to installing neighbourhood WiFi terminals, SPIE's urban development projects respond to information and communication challenges. For municipal authorities in Arcueil near Paris, the Group will gradually converge telephone and information systems with the goal of providing residents with enhanced public services. The project also has an important environmental dimension since it includes a Green IT solution to facilitate communication between Town Hall and various urban sites. Lastly, service quality will be continuous and secure thanks to the creation of virtual local area networks and other measures that will ensure uninterrupted communication in the event of breakdowns.

### SAFER PUBLIC AREAS

SPIE offers a range of highly innovative, urban video surveillance solutions, including dome and other types of camera installations, video transmission via the IP network and surveillance centres. For municipal authorities in Argenteuil, our teams set up a wireless High Performance Radio LAN network that is easy to use and inexpensive to maintain.

Another innovation is the VigiCité urban security solution developed for local communities and transport operators. In addition to its technical features, VigiCité focuses on the entire security chain through partnerships with specialised associations, engineering and design firms, the national video surveillance commission, urban security agents and other concerned parties.



## HEALTHCARE

# SUPPORTING healthcare establishments



TO MEET THE NEEDS OF HEALTHCARE PROFESSIONALS, SPIE DEPLOYS ITS EXPERTISE FOR BUILDING AND INFRASTRUCTURE UPGRADE PROJECTS. THE GOAL IS TO ENHANCE THE COMFORT AND WELL-BEING OF PATIENTS AND STAFF ALIKE WHILE REDUCING COSTS.

### OUR OBJECTIVES

- ✓ CAPTURE THE VALUE OF HOSPITALS AND CLINICS
- ✓ REDUCE OVERALL COSTS
- ✓ MANAGE INSTALLATIONS

**A**t a time when life expectancy is increasing and long-term care is on the rise, results-oriented healthcare plans have been launched in Europe to improve care and control public spending. Attentive to the needs of healthcare managers, we at SPIE are responding to these challenges by leveraging synergies among our businesses, generating economies of scale and supporting national programmes like France's Hospital Plan 2012.

### A FOCUS ON QUALITY AND COMPLIANCE

For hospital construction and renovation projects, SPIE deploys an organisation capable of responding to customer expectations in the best conditions. At the new Scorff Hospital in Lorient (Brittany), one of our teams has been at work since 2008 on a project that is scheduled to run through April 2012. Team members must adjust to a detailed plan that includes the logistics building (restaurant, kitchen, workshops), the various wards (out patient units, radio-

therapy, medical imaging, post-anaesthesia care units) and the ten operating theatres as well as scanner and MRI units. They also must take into account changes in standards and regulations and provide the necessary traceability. To support Eiffage, SPIE has launched construction of the 800-bed Cité Sanitaire Nazairienne hospital, where the challenge is to manage the risk of contamination in the plumbing systems. Our teams' expertise also extends to the management of air quality and cleanroom equipment.

**01. Deployment of a full IP convergence network at Hôpital Foch in Suresnes.**

**02. Renovation of environmental engineering and fluids management systems at the Louis Pasteur Medical Centre in Dole.**



# QUESTIONS FOR...

**ISABELLE KUHN** ARCHITECTURE, CONSULTING AND  
SALES DEVELOPMENT MANAGER – SPIE COMMUNICATIONS

See the  
interview



## What are hospitals and clinics looking for?

With the deployment of fee scheduling reforms and the Hospital Plan 2012, healthcare establishments have introduced paperless patient records and automated their processes. Now they want to become more attractive. This has created an “e-health” challenge, requiring the use of digital production, transmission, management and information-sharing tools that enhance patient comfort while also delivering more closely adapted, cost-effective care solutions.

## What solution can you offer?

We have a range of solutions. The first involves upgrading the information system, which means renovating infrastructure by introducing high-speed networks, virtual processes, and new mobility and storage solutions. Once these foundations have been laid, unified communications, online teamwork and other new work methods must be deployed. This improves care provider productivity while offering patients an array of services that enhance their comfort.

Lastly, new inter-hospital practices can be implemented, such as telemedicine, to improve the quality of care and make it more accessible.

## Can you give an example?

At the Douai Medical Centre in northern France, we helped teams on an online consultation project involving doctors, patients and care providers. This is a truly innovative solution that combines videoconferences, medical devices and business process applications. The environmental benefits are also considerable.

Looking forward, we can imagine applications combining triple play and telemedicine services to deliver hospital care at home.

## THE FAST-GROWING COMMUNICATIONS SEGMENT

As a member of the European Telemedicine Consortium, SPIE is committed to improving patient service and care provider efficiency. Current improvements focus on a total reorganisation of information systems to enable direct access to personal medical records, remote consultations to avoid the need for patients to travel, and communication among various regional healthcare units. In 2010, SPIE was chosen to oversee the deployment of France’s largest full-IP project in a state-of-the-art building at Hôpital Foch in Suresnes, near Paris. The network will be available to some 2,500 users, plus patients who in the long

term may have access to triple-play broadband service. In addition, all hospital buildings will be equipped with WiFi so that new mobility and online teamwork services can be added at a later date.

## SUPPORTING TECHNICAL INNOVATION

For years, SPIE has deployed its technological excellence to serve healthcare operators. Examples include the installation of a new-generation cyclotron at

Hôpital Saint-Louis in Paris and the provision of multi-technical services for Cancéropôle in Toulouse. The Group also delivers advanced energy-efficiency solutions designed to secure energy supply and optimise consumption. These centralised technical management systems offer a host of benefits since energy gains are obtained by deploying a set of variables that users can configure to their specific operating environments, such as weather conditions, periods when the premises are not in use or special team needs.



## Let's manage energy installations differently.

Hospital energy management involves safety, comfort and cost-reduction issues. That's why our centralised technical management solution must be adapted point by point to the establishment's requirements. This could mean restructuring existing systems, guaranteeing energy efficiency and operating safety, or deploying a flexible, sustainable platform without interrupting hospital operations. Our solution meets these requirements, thanks to a control program that can handle 10,000 data points in real or delayed time. Agents are more efficient since they receive regular reports via e-mail about event alarms, operating times and energy consumption. „

/ Nicolas Batbedat,  
Energy, Industry and Environment Business Manager –  
SPIE Ouest-Centre (France)



See the interview



See the interview



### Let's demonstrate initiative in our businesses.

To install lighting systems some 20 metres above the floor of the BMX Centre in Manchester, scaffolding was out of the question. It would have interfered with other teams working on the site and would also have been dangerous in this heavily used cycling arena. We held long discussions with project managers before reaching a joint decision to modify the construction programme. A permanent system using a gantry was set up, to ensure safe access to the lighting systems and facilitate maintenance in the future. The solution was installed while limiting disturbing noise, dust and vibrations so that our national cycling team could continue training without problem. „

/ Mike McAdam,  
Business Development Manager – SPIE Matthew Hall (UK)

## EDUCATION AND LEISURE

# PROMOTING constituent fulfilment



WITH TODAY'S EMPHASIS ON ENVIRONMENTAL AWARENESS, CULTURAL DIVERSITY, NEW SPORTS AND REMOTE LEARNING OPPORTUNITIES, EDUCATION AND LEISURE ACTIVITIES ARE PART OF A NEW LIFESTYLE THAT SPIE SUPPORTS THROUGH ALL OF ITS BUSINESSES.

### OUR OBJECTIVES

- ✓ CREATE SUSTAINABLE STRUCTURES
- ✓ OPTIMISE COMMUNICATIONS
- ✓ SUPPORT INITIATIVES

### ILLUMINATING THE LOUVRE'S ARTWORKS

To showcase the works of art in the Louvre's Galerie des Sept Mètres, each painting is illuminated with a 150-lux lighting scheme, regardless of the level of exterior lighting. SPIE reconfigured the room's artificial and natural lighting sources to reduce both air-conditioning and lighting costs. As a result, visitors can view these treasures of Italian painting – in particular the masters of the Quattrocento – in a whole new light.

European educational policies are designed to meet two requirements: ensuring lifetime learning opportunities and providing the means for people to achieve fulfilment through a range of activities.

In its regional operations, SPIE supports this trend in many ways, from creating new infrastructure to deploying information systems.

### SPECIALISED SKILLS IN COMMUNITY STRUCTURES

Whether for stadiums or sports buildings, cultural facilities, schools, universities, theme parks or tourist centres,

SPIE offers a host of services that may extend to integrated facilities management. In the United Kingdom, the Group was chosen to renovate the Crystal Palace National Sports Centre, in a project involving most of the Centre's installations. SPIE's responsibilities include changing boilers, pumps and pipes, providing electrical power and lighting systems, and enlarging the swimming pool to prepare for the 2012 Olympic Games in London. In France, SPIE is providing customised services for Terra Botanica, an amusement and botanical park to open in Angers. Our teams have adapted their environmental engineering skills to the situation, which involves the installation of special smoke venting systems,





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**01. Design, construction, commissioning and maintenance of the Lyon higher education research (LYRES) network.**

**02. Renovation of the Saint-Gervais skating rink in the French Alps and installation of 1,244 square metres of solar panels on the roof.**

**03. Installation of the network hub, security systems, information infrastructure, servers and workstations for the enormous Rocher de Palmer music hall in Bordeaux, which comprises 6,700 square metres of stages and studios.**

**04. Electricity, air-conditioning, plumbing, solar energy, sensors, access control and centralised technical control for the Picasso Museum in Barcelona.**

**05. Audits and an improvement plan to enhance the energy performance of boiler rooms in Bordeaux's primary schools and kindergartens.**

air fresheners to accompany an "odorama" film presentation and an ice wall for cryptophyte plants.

### DEVELOPING KNOWLEDGE NETWORKS

Major players in developing Internet use in France, universities are still on the cutting edge of communication technologies. Since 2004, SPIE has partnered the LYRES higher education project that connects Lyon's three main universities and the area's leading business schools. In all, nearly 50 sites are linked to the network developed by SPIE. This enables them to share information and access

the Renater and Giant networks, thereby facilitating international exchanges about education and research. The solution is based on a 40-Gbps optical loop that can be enhanced to 320 Gbps and easily adapted thanks to its software, which eliminates the need for onsite service calls.

### CREATING NEW CULTURAL FACILITIES

Cultural projects call for increasingly innovative approaches, as rigid facilities are being replaced by modular structures that can be adapted to artistic initiatives. With its 67,000 square metres

of stages and studios, the Rocher de Palmer music hall in Bordeaux illustrates this trend. SPIE is responsible for designing a network hub capable of managing a range of audio and high-definition video flows. This fibre optic network will support an architecture that is destined to become a unique permanent fixture in France, dedicated to world culture. A truly digital stage, the venue is kept in working order all year long, thanks to customised facilities management services.



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# HOW TO BUILD THE FUTURE WHILE PRESERVING THE PAST



- ✓ HISTORY OF THE SPIE GROUP
- ✓ FROM SPIE TO SPIE 2.0
- ✓ OUR THANKS



Ernest Goüin

### Ernest Goüin, Born in 1815,

founded a limited partnership company specialised in railroad equipment and infrastructure in 1846, which he later named Société de Construction des Batignolles.

FROM 1836 TO 2010

# HISTORY of the SPIE Group

SCB, SCHNEIDER AND SPIE: THREE COMPANIES AND THREE CULTURES THAT IN THE LATE 1960s CAME TOGETHER AFTER MANY YEARS, TO TOGETHER PURSUE THEIR ADVENTURE ALONGSIDE OTHER EUROPEAN COMPANIES THAT HAVE SINCE JOINED THEM. MORE THAN 150 YEARS OF HISTORY THAT HAS TAKEN THEM FROM THE AGE OF IRON AND STEAM THROUGH THE AGE OF ELECTRICITY TO THE ERA OF BROADBAND NETWORKS.

01. Eugène Schneider, who in 1836, with his brother Adolphe, created the Group that was to bear their name.

02. Locomotive belonging to Compagnie des Chemins de Fer de Bône-Guelma, with three coupled axles.

03. Beaumont tunnelling machine (1882), used in the first attempt to drill a tunnel under the English Channel.

04. Creation of Société Parisienne pour l'Industrie des Chemins de Fer et des Tramways Électriques.

05. Stock certificate for Compagnie du Métropolitain de Paris.


06. Baron Edouard Empain, who founded SPIE in 1900.

07. Hassi Messaoud pipeline.

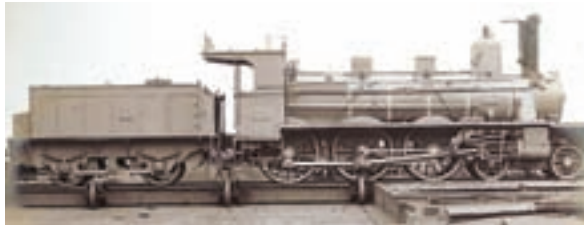
08. Rio de la Plata dam in Puerto Rico.

09. Caracas Metro, commissioned in 1983.


01




02




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08



09



1836

Foundation of Schneider, the company that later became CITRA.

1846

Foundation of Établissements Ernest Gouin et Cie, which would later change its name to Société de Construction des Batignolles (SCB).

1900

Creation of Société Parisienne pour l'Industrie des Chemins de Fer et des Tramways Électriques, which in 1946 became Société Parisienne pour l'Industrie Électrique (SPIE).

1968

Merger of Société de Construction des Batignolles and SPIE to create Spie Batignolles.

1969

Empain takes control of Schneider. Spie Batignolles becomes a unit within the new Empain-Schneider group.

1972

CITRA is absorbed by Spie Batignolles.



## THE SPIE LOGO OVER THE YEARS



### 1981

Beginning of the industrial and financial restructuring of Empain-Schneider. The Empain family withdraws from the Group, which changes its name to Schneider. Spie Batignolles remains a subsidiary.

### 1982

Acquisition of Trindel and creation of the Electricity and Nuclear Division.

### 1997

Schneider sells Spie Batignolles to its employees, with help from the British part of the Group, AMEC. The Group takes the name SPIE S.A. in 1998, while the name Spie Batignolles is used exclusively for the construction business.

### 2003

SPIE S.A. becomes a wholly owned subsidiary of AMEC under the name AMEC SPIE and sells the Spie Batignolles construction business.

### 2006

Acquired by PAI Partners, AMEC SPIE takes back its traditional name, SPIE.

### 2007-2010

SPIE acquires more than 50 European companies representing over €1 billion in annual revenue.



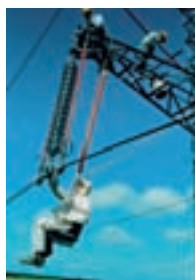
History

01



01. Railway tunnel under the English Channel (1984-1994).

02



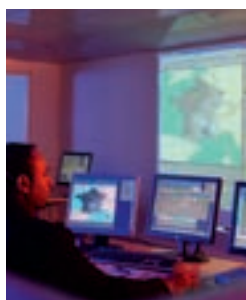
02. Acquisition of Trindel (1982): work on a high voltage line.

03



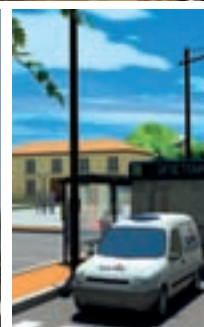
03. Chad-Cameroon pipeline.

04. Acquisition of Matra Nortel Communications Distribution, which is to become SPIE Communications (2000).



04

05



07



05. SPIE displays its new logo (2006).

06. Acquisition of Matthew Hall (2007).

07. Launch of MySPIE, an online 3D virtual world (2008).



## SPIE, SHARING A VISION FOR THE FUTURE

# From SPIE to **SPIE 2.0**

THE SECOND EDITION OF *UNE HISTOIRE DE SPIE, NÂÎTRE ET RENAÎTRE\** RECOUNTS THE STORY OF SPIE IN A HIGHLY ORIGINAL FASHION.



[histoire.spie.com](http://histoire.spie.com)

**WRITTEN BY JEAN MONVILLE**, former Chairman of SPIE, with a preface by Gauthier Louette, the Group's Chairman and Chief Executive Officer, the second edition of *Une Histoire de SPIE, nâître et renaître\** (A History of SPIE, Birth and Rebirth), published in December 2010 (first edition released in 2004), is truly a "hyper" edition in every sense of the word. A hyperbook, it contains quick response codes. Smartphone users can scan the codes to access hypercontent from the web (audio, video, photos, websites, animated features, etc.) that supplement the written text and enhance their reading experience.



<http://histoire.spie.com>: a virtual interactive online version.

\* The book is only available in French.



See the video  
*When a book  
meets technology*



Become a fan  
of the book's  
Facebook page

## Let's imagine new multichannel communication tools.

For the first time, a single book brings together all the latest editorial and multimedia technological advances. Combining the digital technologies developed as part of an integrated print-web-mobile e-communication strategy deployed in recent years by SPIE for all publications (brochure, in-house magazine, Annual Report, etc.), the project represents an experience that is unrivalled in today's editorial ecosystem. Telephones are with us all the time, and the smartphone is certainly the key component of mobile Internet services. It represents the ideal gateway between the virtual and physical worlds and its success has also spurred the development of mobile applications. Fun and convenient, these applications are much in demand and are very useful for brands that want to build their image, increase awareness and improve customer loyalty. Published by Michel de Maule and released in book stores on 20 January 2011, this hyper-edition hails the Group's return in 2006 as a fully operational company proudly displaying its traditional name, SPIE. Showcasing both the history of SPIE and the future of books, the work demonstrates that digital and print versions are not contradictory but can work together to create an exciting new hybrid medium.”

/ Pascal Omnès,  
Communications Director, SPIE Group

### A HIGH-TECH E-BOOK ACCESSIBLE TO EVERYONE

The book is also available in a virtual interactive media version that can be downloaded for free at [histoire.spie.com](http://histoire.spie.com). Designed for use on PCs, Macs, iPad and Android tablets, smartphones, touch-screen devices and most other technical platforms, the book also features upgradable functions, such as digital content access for the handicapped and a Web 2.0 version. The book's content can be shared *via* social networks and its Facebook page creates a space where the readers' community can share their thoughts and impressions. Other innovations include 3D real-time animation

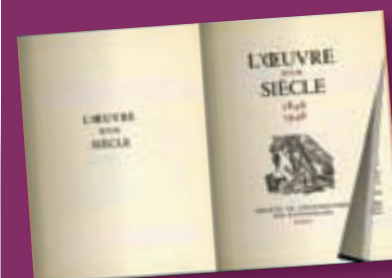
that guides the reader step by step in a hyperreader process and a webcam-enhanced reality experience that showcases the author as he presents his book.

### A DIGITAL KEY TO ACCESS THE OFFLINE VERSION

Thanks to a bookmark that serves as a digital key, purchases can access the [2gobook.spie.com](http://2gobook.spie.com) platform where they can download an offline version adapted to the medium of their choice.



## BRINGING THE PAST TO LIFE



The online version of the book opens the doors of a virtual library comprised of previously unavailable historic documents about the Group that have been digitised especially for the project. Using interactive iconography, readers can turn the pages of some 60 unpublished documents from the Group's archives, illustrated with photos.



Access *L'Œuvre d'un siècle* (1946)

## SPIE, SHARING A VISION FOR THE FUTURE

# Our thanks

THANK YOU FOR LENDING YOUR WORDS AND YOUR FACES TO ENLIVEN THIS ANNUAL REPORT AND MAKE IT MORE REAL, FOR SHARING WITH US YOUR OPTIMISM AND PASSION FOR YOUR JOB, AND FOR REPRESENTING OUR GROUP, ITS VALUES AND ITS VISION FOR THE FUTURE.

From left  
to right, top  
to bottom

**1 GEORGE ADAMS**  
Engineering Director  
SPIE UK

**2 NICOLAS BATBEDAT**  
Energy, Industry  
and Environment  
Business Manager  
SPIE Ouest-Centre

**3 PATRICE BECHE**  
Lighting Project  
Development Manager  
SPIE Est

**4 CHRISTIAN BUYWID**  
Department Manager  
SPIE Île-de-France  
Nord-Ouest

**5 PIERRE CHAUVEAU**  
Technical Director  
SPIE Île-de-France  
Nord-Ouest

**6 DANIEL CHEZE**  
Sales and Marketing Manager,  
Water and the Environment  
SPIE Sud-Est

**7 XAVIER DAUBIGNARD**  
Agency Director  
SPIE Est

**8 DOMINIQUE DECLERCO**  
Director, Sales and  
Marketing Development  
SPIE Nucléaire

**9 CHRISTIAN DELEENER**  
Business Development Manager  
SPIE Belgium

**10 RENAUD DIGOIN DANZIN**  
Board Director Strategy  
& Development  
SPIE UK

**11 LUCIE DUTOYA**  
Ergonomic designer  
SPIE Île-de-France  
Nord-Ouest

**12 STÉPHANE ÉVAIN**  
Director, VALDELUM  
PPP Project  
SPIE Ouest-Centre

**13 LAURENT FOUILLET**  
Director of Development,  
Environmental  
Engineering Department  
SPIE Ouest-Centre

**14 LAURENT GILARDINO**  
Operations Director  
SPIE Sud-Est

**15 WILLEM VAN DER GRAAF**  
Managing Director  
SPIE Controlec  
Engineering B.V.

**16 DAVID GUILLON**  
Operations Director  
SPIE Nucléaire

**17 LAURE VAN DER HAUWAERT**  
Development Manager,  
Green IT, Consulting and  
Unified Communications  
SPIE Communications





## PRODUCTION TEAM PHOTOS AND VIDEOS

- Philippe Bauduin (photographer)
- Philippe Blanchard (video producer)
- Valérie Labrousse (journalist)
- Pauline Mallard (video producer)
- Dimitri Kalioris (photographer)
- Yves Chanoît (photographer)
- Frédérik Bogaert (photographer)
- Éric Aveel (photographer).



From left  
to right, top  
to bottom

### 18 PAUL DE JACQUELOT

Director of Operations  
Development and Resources  
SPIE Île-de-France  
Nord-Ouest

### 19 ALIA KADDARI

Multi-technical Maintenance  
Project Manager  
SPIE Maroc

### 20 YANNICK KOPEC

Technical Maintenance  
and Management  
Department Manager  
SPIE Sud-Est

### 21 ISABELLE KUHN

Architecture, Consulting and  
Sales Development Manager  
SPIE Communications

### 22 STEVE LOHR

Sales and Marketing  
Manager Urban Security  
SPIE Est

### 23 ANNE LOISELEUX

Multimedia Communication  
Officer and Webmaster,  
SPIE Group

### 24 GILLES LONQUEU

Business Manager  
Asia Pacific Area  
SPIE Oil & Gas Services

### 25 JEAN-YVES DE LUCA

Purchasing Manager,  
SPIE Group

### 26 JEAN LUCAS

Sustainable Development  
Director, SPIE Group

### 27 MARIE-PIERRE MACCARIO

Department Manager  
Information and Transport  
systems  
SPIE Sud-Est

### 28 CHRISTOPHE MASSON

Purchasing Director  
SPIE Est

### 29 MIKE MCADAM

Business Development  
Manager  
SPIE UK

### 30 PASCAL OMNÈS

Communications Director  
SPIE Group

### 31 NATHALIE OTTINO

Human Resources Manager  
SPIE Ouest-Centre

### 32 WILLIAM VALENTE

Multidisciplinary  
Project Manager  
SPIE Sud-Est

### 33 DIDIER VANDEN BROUCKE

Director  
SPIE Belgium Industrie

### 34 PATRICK VIAL

Transportation  
Development Manager  
SPIE Sud- Ouest

### 35 OLIVIER VINCENT

Director, Quality  
and Operating Resources  
& Systems  
SPIE Sud-Est



You can access the full employee interviews on your mobile phone by scanning the codes next to the photograph of each team member throughout the report. Instructions on how to use the codes can be found on the inside front cover.



# CORPORATE DIRECTORY

## FRANCE

### SPIE SA

Parc Saint-Christophe  
FRA-95863 CERGY-PONTOISE CEDEX  
Tel.: +33 (0)1 34 24 30 00  
[www.spie.com](http://www.spie.com)  
[www.myspie.eu](http://www.myspie.eu)

### SPIE Île-de-France Nord-Ouest

28 bis, boulevard Ornano  
FRA-93287 SAINT-DENIS CEDEX  
Tel.: +33 (0)1 48 13 42 42  
Fax: +33 (0)1 48 13 45 99

### SPIE Est

2, route de Lingolsheim  
BP 70330 – Geispolsheim - Gare  
FRA-67411 ILLKIRCH CEDEX  
Tel.: +33 (0)3 88 67 56 00  
Fax: +33 (0)3 88 67 40 33

### SPIE Sud-Est

4, avenue Jean-Jaurès  
TSA 700 17  
FRA-69551 FEYZIN CEDEX  
Tel.: +33 (0)4 72 21 12 00  
Fax: +33 (0)4 78 70 60 43

### SPIE Ouest-Centre

7, rue Julius et Ethel Rosenberg  
BP 90263  
FRA-44818 SAINT-HERBLAIN CEDEX  
Tel.: +33 (0)2 40 67 06 06  
Fax: +33 (0)2 40 63 48 78

### SPIE Sud-Ouest

70, chemin de Payssat  
ZI Montaudran – BP 34056  
FRA-31029 TOULOUSE CEDEX 4  
Tel.: +33 (0)5 61 36 75 75  
Fax: +33 (0)5 61 36 74 70

### SPIE Communications

53, boulevard Stalingrad  
FRA-92240 MALAKOFF CEDEX  
Tel.: +33 (0)1 41 46 41 46  
Fax: +33 (0)1 41 46 41 47  
[www.spiecom.com](http://www.spiecom.com)

### SPIE Oil & Gas Services

Parc Saint-Christophe – Pôle Edison  
FRA-95861 CERGY-PONTOISE CEDEX  
Tel.: +33 (0)1 34 22 59 00  
Fax: +33 (0)1 34 22 51 69  
[www.spieogs.com](http://www.spieogs.com)

## SPIE Nucléaire

Parc Saint-Christophe - Pôle Galilée  
FRA-95865 CERGY-PONTOISE CEDEX  
Tel.: +33 (0)1 34 24 47 93  
Fax: +33 (0)1 34 24 47 40

## GERMANY

### SPIE Deutschland System Integration

Ruschgraben 135  
DEU-76139 KARLSRUHE  
Tel.: (49)721 9632 0  
Fax: (49)721 9632 168  
[www.spie-de.com](http://www.spie-de.com)

## BELGIUM

### SPIE Benelux

Digue du Canal 112 Vaartdijk  
BEL-1070 BRUXELLES – BRUSSEL  
Tel.: (32)2 529 73 00  
Fax: (32)2 529 73 71  
[www.spie-be.com](http://www.spie-be.com)

## SPAIN

### SPIE de Mantenimiento y Montaje, S.A.

HOLDING  
Gran Via, 8-10 2<sup>na</sup> Planta  
ESP-08902 HOSPITALET DE LLOBREGAT  
BARCELONE  
Tel.: (34)93 508 51 00  
Fax: (34)93 508 51 35  
[www.spie-es.com](http://www.spie-es.com)

## MOROCCO

### SPIE Maroc

Route d'El Jadida PK 374-815, Km 13,5  
Commune rurale Oulad Azzouz  
Province de Nouaceur  
20190 CASABLANCA - MAROC  
Tel.: (212)5 22 65 92 00  
Fax: (212)5 22 65 93 00  
[www.elecam.ma](http://www.elecam.ma)

## NETHERLANDS

### SPIE Nederland

Huifakkerstraat 15  
NLD-4815 PN BREDA  
Tel.: (31)76 544 54 44  
Fax: (31)76 571 04 30  
[www.spie-nl.com](http://www.spie-nl.com)

## PORTUGAL

### TecnoSPIE Headquarters

Estrada do Outeiro de Polima,  
Lote A – Abóboda  
PRT-2785 – 521 SAO DOMINGOS  
DE RANA (Lisbon)  
Tel.: (351) 21 448 12 00  
Fax: (351) 21 448 12 10  
[www.spie-pt.com](http://www.spie-pt.com)

## UNITED KINGDOM

### SPIE UK

7-14 Great Dover Street  
GB-LONDON SE1 4YR  
Tel.: (44) 020 7089 7350  
Fax: (44) 020 7089 7351

### SPIE Matthew Hall

7-14 Great Dover Street  
GB-LONDON SE1 4YR  
Tel.: (44) 020 7089 7350  
Fax: (44) 020 7089 7351  
[www.spiemathewhall.com](http://www.spiemathewhall.com)

### SPIE WHS

21 Allensway – Thornaby  
STOCKTON-ON-TEES TS17 9HA  
Tel.: (44) 01 64 276 9085  
Fax: (44) 01 64 276 1137  
[www.spiewhs.com](http://www.spiewhs.com)

## SWITZERLAND

### SPIE Suisse

3, chemin des Léchères  
CHE 1217 MEYRIN  
Tel.: (41)22 719 88 88  
Fax: (41)22 989 08 89

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MySPIE 3D illustrations: BEEBUZZINESS.

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## **SPIE SA**

Parc Saint-Christophe  
95863 CERGY-PONTOISE cedex  
FRANCE  
Tel.: +33 (0)1 34 24 30 00  
[www.spie.com](http://www.spie.com)  
[www.myspie.eu](http://www.myspie.eu)



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