

OPEN UP ACCELERATE GROW

ACTIVITY AND
CORPORATE SOCIAL
RESPONSIBILITY REPORT



2017

spie batignolles

spiebatignolles.fr

CONTENTS

PROFILE	P.02-03	SUPERVISORY BOARD	P.12-13
FOREWORD BY THE CHAIRMAN OF THE EXECUTIVE BOARD	P.04-05	GROUP EXECUTIVE MANAGEMENT	P.14-15
HIGHLIGHTS	P.06-09		
RESULTS AND KEY FIGURES	P.10-11		

OPEN UP



COLLABORATIVE APPROACH	P.18
LOCAL OPERATIONS	P.20
PROJECTS	P.24
MAJOR PROJECTS	P.28
INTERNATIONAL	P.30

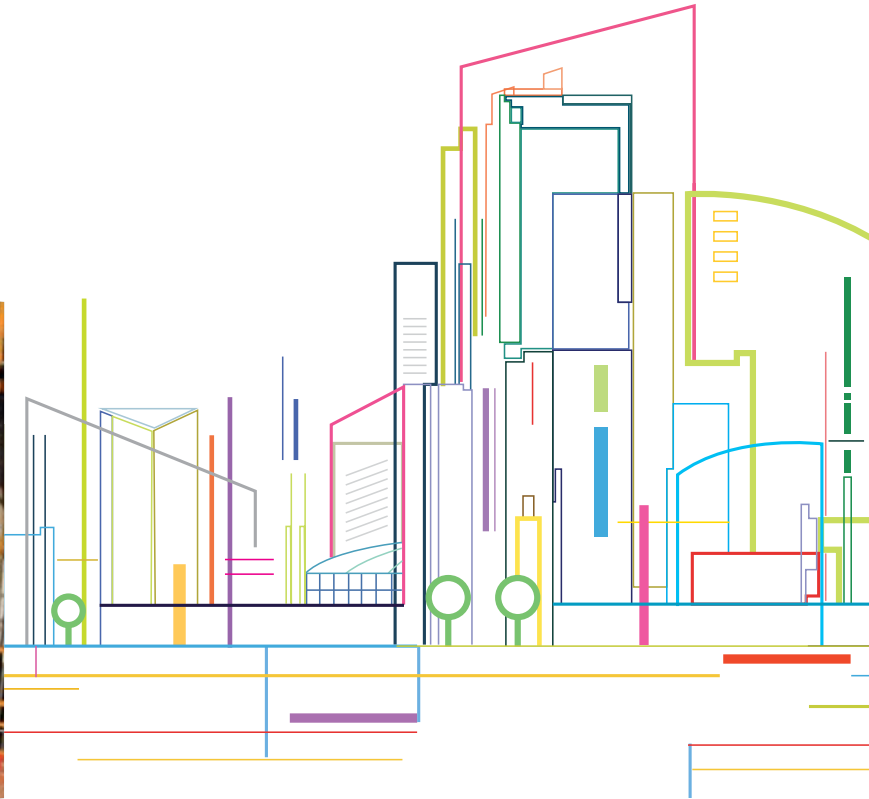
ACCELERATE



INNOVATION	P.34
ENVIRONMENT	P.40



GROW



SAFETY	P. 50
HEALTH AND QUALITY OF WORKING LIFE	P. 52
SKILLS DEVELOPMENT	P. 54
SPIE BATIGNOLLES FOUNDATION	P. 61

NON-FINANCIAL INDICATORS	P. 62
EXTRACT FROM THE CONSOLIDATED FINANCIAL STATEMENTS	P. 64

6 areas of expertise



PUBLIC WORKS

- Earthworks
- Roads
- Urban infrastructure
- Pipework
- Manufacture of asphalt surfacing
- Quarries and materials recycling centres
- Road testbed laboratories



CONSTRUCTION

- Design
- New build
- Refurbishment
- Interior fit-out
- Repair and Maintenance



ENERGY

- Electrical and HVAC engineering
- Energy networks
- Railway infrastructure
- Industrial fluids
- Multi-technical maintenance



CIVIL ENGINEERING & FOUNDATIONS

- Underground engineering works
- Engineered structures
- Industrial projects
- Local operations
- Structural reinforcement and special works
- Special foundations



PROPERTY DEVELOPMENT

- Real estate transactions
- Property development
- Public-Private Partnership



CONCESSIONS

- Design and operation of car parks and aquatic centres

€1.8 bn
turnover in 2017

+
100 business
units

7,069
employees in 2017

spie batignolles

SPIE BATIGNOLLES, CONSTRUCTION WITH A FOCUS ON USE

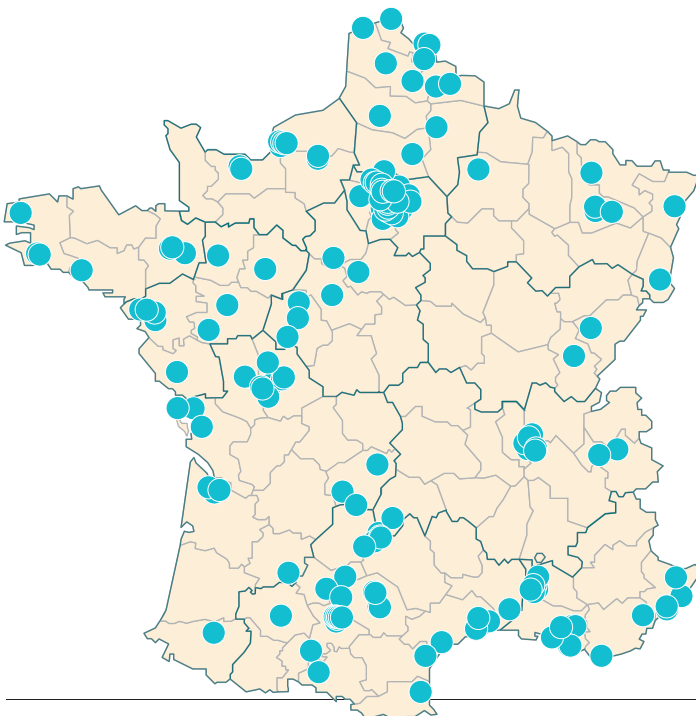
Spie batignolles is an independently-owned group that is a major player in construction, infrastructure and services. Our six main areas of activity encompass all sectors of the industry, in France and internationally.

As an advocate of an innovative and open approach to construction, Spie batignolles uses a collaborative approach built on a culture of listening and dialogue that is shared by every one of its teams, co-creating value with and for its clients.

The synergies between its various business lines and its ability to embrace innovative thinking from inside as well as outside the Group enable it to design high quality structures, perfectly matched to uses and users and fully aligned with the challenges facing its clients and society as a whole.

Committed to maintaining quality of life at work, the Group is committed to ensuring the health, safety and professional development of its employees.

170 locations
in France



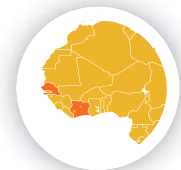
9 international
locations



• Europe



• Middle-East



• Africa

- Infra Tunnel (Switzerland)
- Mast Grundbau (Germany)
- Spie batignolles Portugal
- Spie fondations UK Ltd (England)
- Spie batignolles international Côte d'Ivoire
- Spie batignolles international Abu Dhabi
- Spie batignolles international Dubai
- Spie batignolles international Qatar



CONSTRUCTION

Construction services from Spie batignolles include **design, construction, refurbishment, maintenance and fit-out** for office, industrial and residential buildings for the public and private sectors. This global offering is structured into three segments: projects, major projects and local operations. Spie batignolles can always rely on the range of skills of the 6 dedicated business units that together form a dense network of construction experts positioned to intervene anywhere in France.

ENTITIES

- SPIE BATIGNOLLES NORD
 - Spie batignolles est
 - Karpinski
 - Abscis Bertin
- SPIE BATIGNOLLES ILE-DE-FRANCE
 - Spie batignolles TMB
- OUTAREX
 - Entreprise Boyer
- GROUPE SPR
 - Créatis
 - Spie partesia
 - DBS
 - France Sols
 - Sedib
 - SPR bâtiment industrie

○ SPIE BATIGNOLLES GRAND OUEST

- Spie batignolles sud-ouest
- Bâtir France Ingénierie
- Defontaine Construction
- HPB

○ SPIE BATIGNOLLES SUD-EST

- Spie batignolles tondella
- Médiante

WORKFORCE

2,342
employees



ENERGY

Spie batignolles énergie is a global contractor offering a **complete line-up of energy-related skills and associated services**: electrical engineering, HVAC engineering, industrial fluids, railway infrastructure and energy networks. Our teams work on new installations as well as renovations, much of it delivered as part of local operations, particularly for the maintenance of technical installations.

ENTITIES

- SPIE BATIGNOLLES ÉNERGIE
 - Borja
 - Farasse Fluides
 - Patricola
 - Sesar
 - Sogintel
 - Sopac
 - Souchon
 - Spie batignolles solutions industrielles

WORKFORCE

858
employees



EARTHWORKS

A leading earthworks and drainage engineering contractor, **Valérian** is involved in **infrastructure projects for roads, motorways, railways, towns and cities, airports and waterways**. From design stage to executing works, Valérian works on a number of major national infrastructure projects as well as enjoying an excellent reputation for local works, delivered via its six regional divisions.

ENTITY

○ VALÉRIAN

WORKFORCE

546
employees



ROADS

Spie batignolles provides services to the road industry through the public works expertise offered by **Malet**, piloting and delivering **major road infrastructure projects**. Thanks to its network of local branches and subsidiaries, the Group also delivers a full range of flexible and rapid **local operations to the public and private sectors**.

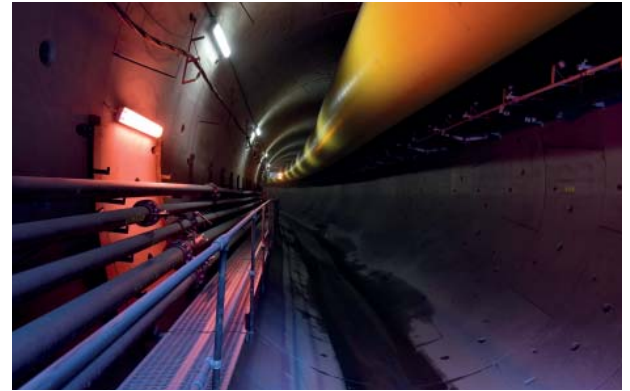
ENTITIES

○ MALET

- Bellin TP
- BTP Recyclage
- Carceller
- Carrières des Minières
- Carrière Soum
- Deguil
- EATP
- Grégory
- Nardelli TP
- Ré TP
- Rey Betbeder
- Grémair
- Sablières et Carrières de la Madeleine
- PL Favier
- Dumas
- Blondet
- Rie
- Carrières de la Burbanche, Arandon, Courtenay

WORKFORCE

1,410
employees



CIVIL ENGINEERING

Spie batignolles génie civil comprises operational business units that design and build complex projects for **underground engineering works, engineered structures and industrial constructions** in France and internationally. The technical expertise offered by its specialist business lines, the constant search for solutions as innovative as they are personal, and its teams' universally acknowledged project management skills all combine to ensure it delivers structures that fully satisfy the client's expectations.

ENTITIES

○ SPIE BATIGNOLLES GÉNIE CIVIL

- Spie batignolles technologies

WORKFORCE

862
employees



FOUNDATIONS

A key player in the field of special foundations throughout France and internationally, **Spie batignolles fondations** designs and delivers **deep foundations, retaining structures, underpinning, ground anchors and ground treatment**. The expertise of its design office and the R&D efforts of its equipment division mean it has the capability to optimise technical solutions and adapt its equipment as needed. The company is well-known for its expertise in civil engineering and major infrastructure work, especially on underground structures, as well as for its work in the construction field.

ENTITY

○ SPIE BATIGNOLLES FONDATIONS

WORKFORCE

633
employees



PROPERTY DEVELOPMENT

Spie batignolles immobilier, the first project owner to be ISO 9001 certified, **has a 25-year track record delivering ambitious and forward-looking developments** in all fields: offices, hotels, housing, retail and public-private partnerships. A partner in territorial and regional development, it works with local government to co-create value and co-build towns for the 21st century.

ENTITIES

○ SPIE BATIGNOLLES IMMOBILIER

• Kalelithos
Grand Paris

WORKFORCE

19

employees



CONCESSIONS

Spie batignolles concessions is growing its network centred on two specialities: **aquatic centres** under the Espacéo brand and **car parks** under the Autocité brand. A project owner working alongside local authorities for design-build services for these publically-owned facilities, the business unit also provides tailored operational management. Its resolutely customer-centric approach makes Spie batignolles concessions a reliable partner for local authorities.

ENTITIES

○ SPIE BATIGNOLLES CONCESSIONS

• Autocité
• Espacéo

WORKFORCE

239

employees

FOREWORD



We set out to combine today with tomorrow, people with the environment, innovation with growth, construction with new uses.

Jean-Charles ROBIN
Chairman of the Executive Board



What does a leading player in the 21st century construction and civil engineering industry look like?

That is the question Spie batignolles is determined to answer, in the form of the 2018-2022 strategic plan announced at the end of 2017. After several recent years of strong underlying growth, we felt the time had come to look further ahead, to prepare for our future by setting out the framework that will enable us to write new chapters and embody, tomorrow even more than today, **our vision of strategic independence and excellence across all our business lines.**

We have, of course, set ourselves a number of goals: €3 billion revenues by 2022, with 1,000 new hires annually and improved margins. But beyond the numbers it's about our ambition to put in place a durable business model founded on our vision of cross-disciplinary construction at the service of society. It's a model that can be summed in using three words: **OPEN UP. ACCELERATE. GROW.**



OPEN UP means looking at the world and society as they are now, in all their richness and complexity. This involves both **a better understanding of the challenges facing our clients**, achieved through ceaseless dialogue with all stakeholders, and the ability to look beyond the construction phase of any particular structure, looking at how it will operate over a timespan of fifty years or more.

To be open is to move beyond the tightly focused mindset of a construction industry player, thinking instead in terms of **a global group able to deliver added value across the complete value chain**. For Spie batignolles, this openness is seen in a drive to concentrate on end users and the uses the structures we build will be put to, helping to co-create value with and on behalf of our clients.

But this can only be achieved if we are structured efficiently and **ready for the challenges ahead**. In 2017, this led us to revise our client strategy to centre around five hubs: local operations, projects, major projects, international and new business lines. Combining responsiveness with efficiency, this new organisation will enable us to deliver ever more finely calibrated responses to each project, supporting the rapid changes sweeping today's society.

ACCELERATE means keeping pace with our fast-moving times, rising to meet every new challenge as it emerges. We are living in an age of environmental and social emergencies. A wait-and-see policy is unthinkable in times like these which is why, as a group with many years' commitment to **ambitious CSR targets**, we have been able to improve our processes to deliver enhanced efficiency.

Our markets too are also experiencing unprecedented technical and technological acceleration. The multiple innovations disrupting our traditional business lines and challenging our habits require us to exhibit unwavering responsiveness and adaptability if we are to continue to **guarantee our clients the highest levels of service**. From BIM, to Lean, to Design Thinking, Spie batignolles will always be at the forefront of new thinking, **rolling out the new tools and methods that are revolutionising our business** – whether in terms of how structures are designed or how projects, work sites and teams are managed.

Innovation is in our DNA and we are **constantly trying to outdo ourselves**. Our greatest assets are the well-founded reputation our teams have for their expertise and the excellence we deliver through each of our business lines. But we also understand when and how to call on skills from outside the Group to complement our approach to **global problem-solving for the benefit of our clients**. The large number of partnerships with forward-looking start-ups that were sealed over the course of 2017 are perfect illustrations of our determination to advance, progress and grow.

GROW means asserting our determination to remain a leading force in construction and civil engineering, and giving ourselves the means to achieve this, in France as well as internationally. This involves retaining our capacity to **work on projects of all types and sizes** whilst also developing our **local works solutions**, providing a wider range of services delivered through an ever denser network of local branches. This is a global vision delivered at the level closest to the ground, allowing us to tailor our service to match our clients' needs as closely as possible.

Spie batignolles does this by investing massively in its people. We will continue to strengthen our teams, **supporting the development of new career pathways for our existing staff as well as welcoming new talents, skills and business lines**. These may be digitally-centred business lines yet to be invented, or more traditional activities that complement and extend our current offerings, in just the same way as in the past we extended our activities to include energy, earthworks and roadbuilding. Our efforts over 2017 to enhance our employer branding will make us more attractive, and we will also be continuing our external growth policy, seeking to identify acquisitions that share our values and attitude.

This is what it is to be a strong group in the 21st century. The challenge is to **combine today with tomorrow**, people with the environment, innovation with growth, construction with new uses. Our road map is clear; it is ambitious and centred on our clients, partners and people. It will deliver the sustainability and strategic independence that are the hallmark of Spie batignolles.

12 MONTHS OF SUCCESS, DARING AND COMMITMENT

SUSTAINED EXTERNAL GROWTH

With eight new acquisitions in 2017 and early 2018, Spie batignolles continued its policy of seeking external growth opportunities in the form of companies that offer complementary expertise in similar markets, as well as sharing its values, working methods and commitment to clients.

- **Abscis Bertin**
Construction and refurbishment of housing, office and industrial buildings
- **Defontaine construction**
Construction
- **Farasse Fluides**
HVAC engineering and plumbing
- **Groupe Sesar**
Electrical, HVAC engineering and associated services
- **HPB**
Structural work
- **Kalelithos Grand Paris**
Property development
- **Patricola**
Technical installations for buildings
- **PL Favier**
Roads and networks

BURJ 2020 (DUBAI) 7 MAJOR TOWERS AS PART OF THE UNIVERSAL EXHIBITION



- **Client:** DMCC (Dubai Multi Commodities Centre)
- **Business unit:** Mast Piling and Foundations Contracting LLC (subsidiary of Mast Grundbau GmbH)

- **Subject:** Design-build for special foundations and site preparation work for the first of seven towers, to include a shopping mall, hotel and apartments for a total site

footprint of 1.3 hectares, part of a development that occupies 10.6 hectares

- **Construction period:** June 2017 - May 2018

WE SUPPORT



SPIE BATIGNOLLES SIGNS UP TO THE UN GLOBAL COMPACT

The Group joined 9,000 other companies from 170 nations, all committed to bearing their share of worldwide responsibility by signing up to **The 10 Principles** that address issues surrounding the protection of human rights, respect for international labour laws, protection of the environment and the fight against corruption.

A HIGH-PERFORMANCE AQUATIC LEISURE PARK IN VALENCE



- **Client:** Valence Romans local authority
- **Business Units:** Espacéo (project owner), Spie batignolles sud-est (representative of the design-build joint venture)
- **Subject:** Work to extend and renovate the Caneton swimming pool — 863 sq. m of pools spread across four zones focused on fun for all the family. A **project with high energy and environmental performance**, 38% of energy from renewables, as well as ground source heat pumps, green roof and energy recovery systems.
- **Delivery:** 2019



CONSTRUCTION AWARD FOR THE GREYSHIELD® PROCESS

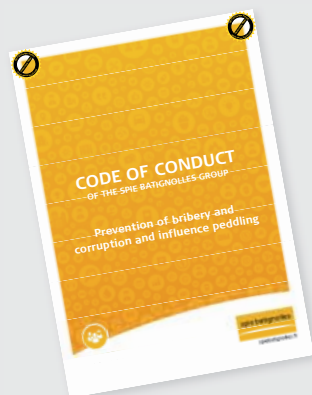
This innovative concrete developed by Spie batignolles génie civil and EuroMC won 1st prize in the category for Technical solutions: construction products, materials, systems - manufacturing. Greyshield® provides electromagnetic shielding for secure premises at a reasonable cost.

SIGNATURE OF THE TARGET BIM 2022 CHARTER

In signing the Target BIM 2022 Charter, Spie batignolles signalled its commitment to supporting digital transformation in the construction industry by **systematically building in line with BIM principles.**

ZERO TOLERANCE

Building on its 2016 Ethical charter, and reflecting the requirements of France's Sapin II law, in 2017 Spie batignolles implemented a **code of conduct for Prevention of bribery and corruption and influence peddling** and appointed an anti-corruption and ethics officer.



FULL SPEED AHEAD FOR THE GRAND PARIS EXPRESS

In 2017, Spie batignolles génie civil and Spie batignolles fondations won **two parts of the contracts for the Line 15 south metro line** (T3C Fort d'Issy-Vanves-Clamart tunnel, and T2D Noisy-Champs station), as well as the contract for the **construction of the Clichy-Saint-Ouen metro station** as part of the Line 14 extension.



BARJAC PROJECT WINS THE 2017 ACCIDENT PREVENTION CHALLENGE FROM GRID OPERATOR RTE



- **Client:** RTE
- **Business unit:** Spie batignolles fondations
- **Subject:** Foundation reinforcements to ensure structural safety of the 225kV Barjac to Pied-de-Borne power transmission line in southern France. The setting up of the access route to reach the site, **located in rugged terrain of great environmental sensitivity**, not only helped us to reach the Zéro Accident Target in 2017 but was also praised by the managers of this Natura 2000 protected zone.



SPIE BATIGNOLLES BACKS THE R20 GREEN FUND FOR WOMEN

The Group joined Regions of Climate Action (R20) in 2017. Founded by Arnold Schwarzenegger to combat global warming, this independent NGO established, among other initiatives, its Green Fund to **support women in Africa who are actively engaged in the fight against climate change.**

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SHARED IDENTITY

In a process designed to **strengthen its global brand**, Spie batignolles decided to harmonise the names of its various business units. All subsidiaries will in future also display the group logo, strengthening unity and a shared sense of identity.

RESULTS AND KEY FIGURES

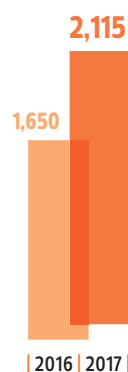
AS AT 31 DECEMBER, 2017

Consolidated group results

Revenue (€M)



Order intake (€M)



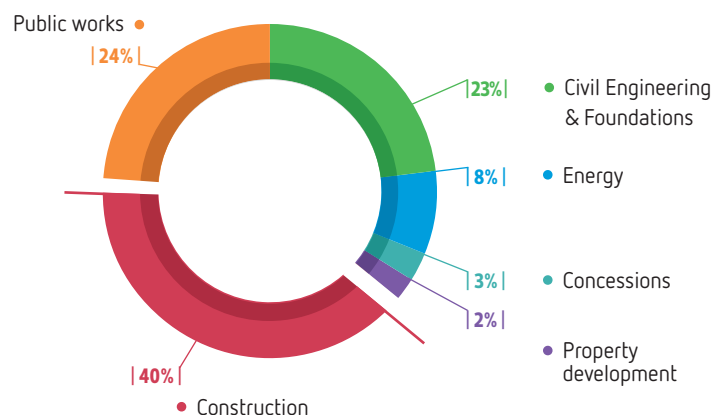
Operating profit (%)



Forward orders (€M)

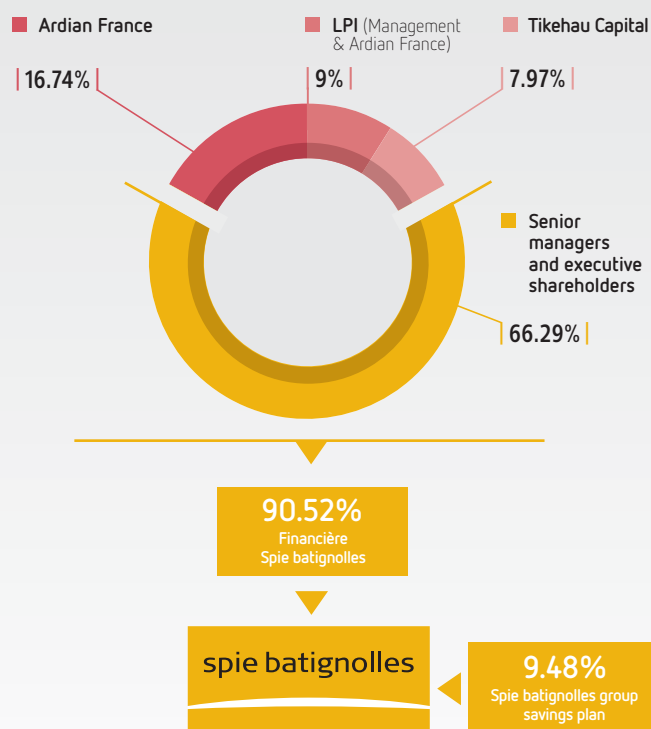


Revenue by operating division



Share ownership

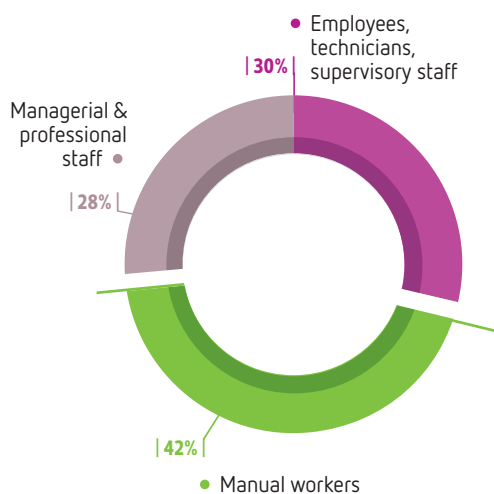
Since 2003 Spie batignolles has underlined its independent status by implementing a strategy aimed at creating a high level of share ownership among employees and executives, which guarantees the independence, sustainability and stability of the Group.



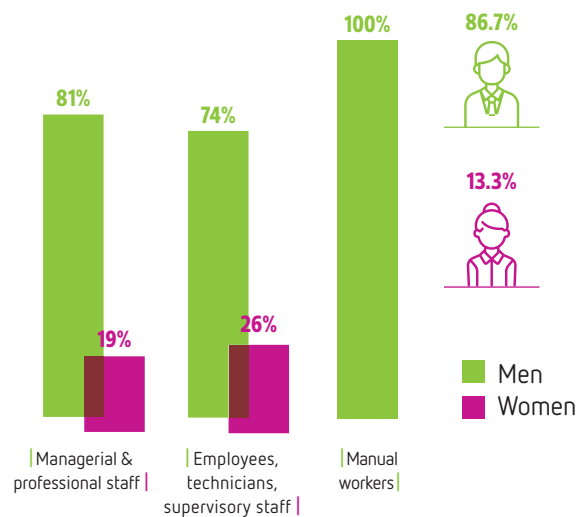
Workforce

Workforce by grade

Total workforce worldwide
(excluding trainees)

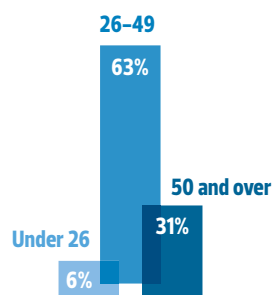


Breakdown of employees by gender and grade



Breakdown of employees by age range

Permanent employees (France only)



€1.8 bn
turnover in 2017



43 years
average age



7,069
employees



12 years
average seniority



882
new recruits,
17% of them women



2.64%
of total payroll
allocated to training

SUPERVISORY BOARD

Representing Spie batignolles' shareholders, the Supervisory Board approves the strategy and commitments submitted to it in terms of projects, international activities and new acquisitions. Drawing on the expertise of its members from a broad range of backgrounds, the Supervisory Board plays an active role in the Group's development. The Supervisory Board also oversees management of the Group.

"The 2018-2022 strategic plan offered an opportunity to underline the quality of the dialogue between supervisory and executive boards. Spie batignolles' growth targets match the importance of present-day challenges: our areas of focus are coherent and reflect our dynamic and innovative vision.

Our corporate project is grounded in a healthy financial situation, solid cash reserves and an order book at an all-time high. The fact that Spie batignolles is controlled by the men and women who work for it is definitely a positive in terms of ensuring its independence and growth over the coming years."

François-Xavier CLÉDAT

Chairman of the Supervisory Board



Spie batignolles can rely on its sound financial situation, stable shareholder base and the support of its Supervisory Board to meet the goals set out in its strategic plan for 2018-2022.





01 • François-Xavier CLÉDAT
Chairman

02 • Caroline PIHAN
Senior Investment Manager,
permanent representative
of Ardian France

03 • Maurice NEYME
General Secretary of the
Spie batignolles Foundation

04 • Valérie BOUYEYRON
Development Director,
Présance®, workforce
representative

05 • Guillaume BENHAMOU
Director and permanent
representative
of Tikehau Capital

06 • Corinne DARU
Administrative and Finance
Director, representing
employee shareholders
with an interest in the FCPE
(company mutual fund)

07 • Alexis LAVAILLOTE
Director of Ardian France

08 • François DAVID
Advisor

09 • Jean-Pascal CLÉDAT
Chief Executive Officer
of Mansartis Finance

10 • Anne-Sophie DUCROIZET
Independent director

11 • Maxime PETIET
Independent director

GROUP EXECUTIVE MANAGEMENT

Spie batignolles' management bodies are guarantors of the Group's strategy: the Executive Board sets out overarching strategic priorities and the Executive Committee defines and implements the Group's operational strategy. Together, they deliver seamless and efficient decision-making as well as ensuring the smooth operation of the cross-disciplinary processes that underpin the Group's performance.

MANAGEMENT BOARD*

Chaired by Jean Charles Robin, the Executive Board is collectively responsible for the control and management of Spie Batignolles, working together with the various governance bodies. It exercises the highest level of authority to manage the Group and act in its name. It puts forward proposals to the Supervisory Board concerning overall strategic direction and main operational priorities.



* as at 11 July 2018

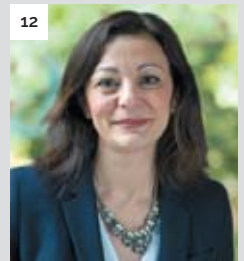
○ **Jean-Charles ROBIN**
Chairman of the Executive Board

○ **Patrick ZULIAN**
Member of the Management Board
Chairman, Construction and Energy



EXECUTIVE COMMITTEE
(including members of the Executive Board)

The Executive Committee works with the Executive Board to define and implement the Group's operational strategy.



01 • Franck AILLOUD
Chairman,
Spie batignolles
immobilier

02 • Jean-Charles ANDRÉOLI
CEO,
Spie batignolles
fondations

03 • Philippe BADUEL
Head of Human
Resources

04 • Philippe BAMAS
CEO,
Spie batignolles
île-de-france

05 • Éric BLANC
CEO, Outarex

06 • Pascal CHAPOUIL
CEO,
Spie batignolles
énergie

07 • Émile CHÉBIB
CEO, SPR Group

08 • François JULLEMIER
CEO,
Spie batignolles
nord and sud-est

09 • André LEYDER
Administrative and
Finance Director

10 • Pierre LUCAT
CEO, Valérian

11 • François MAILLARD
Director Property
Development and
Real Estate

12 • Lou MARTINEZ SANCHO
Innovation Director

13 • Jacques MESSICAT
Deputy CEO,
Spie batignolles
île-de-france

14 • Benoît MONCADE
CEO,
Spie batignolles
génie civil

15 • Olivier RIBEREAU-GAYON
Chairman,
Spie batignolles
grand ouest

16 • Loïc TAULEMESSE
CEO, Malet

■ **Thierry LE FRIANT**
Public works advisor
to the chairman



| Carpe Diem tower,
La Défense



OPEN UP

As a full-service, global construction company, Spie batignolles' approach to projects is resolutely focused on the uses and operability of everything it delivers. To achieve this it uses a carefully tailored support process that encompasses every stage of a project's lifecycle, from pre-design to maintenance, and including construction and delivery. This proactive approach involves listening carefully to clients, a cross-disciplinary attitude to deploying our expertise, a dense network of local branches and the desire to provide every client, in France as well as further afield, with a unique experience.



P.18 | COLLABORATIVE
APPROACH

P.24 | PROJECTS

P.30 | INTERNATIONAL

P.20 | LOCAL
OPERATIONS

P.28 | MAJOR
PROJECTS

COLLABORATIVE APPROACH TO EVERY PROJECT

Spie batignolles supports every project with the same professionalism and collaborative mindset. The Group calls on the full set of skills required, both in-house and from third parties, using a process of ongoing dialogue to co-create value and deliver an enhanced client experience.

Placing clients and uses at the centre of its projects

In order to design the most appropriate solutions to the challenges on the ground, Spie batignolles systematically creates a collaborative framework that places client expectations and needs at the centre of every project.

Every project is analysed using a prospective approach and helps to co-create value by adapting as early as possible to the uses of the future building or infrastructure. **Spie batignolles delivers permanent dialogue with all its stakeholders, along with tailored solutions and renowned expertise,** particularly in project management and local works.

We have used this approach in a fully cross-disciplinary way since 2016, deploying it operationally across three categories: **local operations, projects and major projects.**

Cross-disciplinary analysis, local action

Spie batignolles deploys skills from **all its areas of expertise to meet its clients' needs**, whether in France or abroad. This cross-disciplinary approach is built around its teams' expertise and dense local network: whether delivered via subsidiary offices or local works branches, Spie batignolles offers a dense national coverage that enables it to deliver solutions that are efficient, innovative and targeted to reflect each specific set of circumstances.

Its dense network means that the Group is in close touch with the **current state of territorial development in France**: emergence of major regional metropolitan centres; increasing cooperation between municipalities; new policies for industrial development, innovation and reconversion; new urban lifestyles and new forms of mobility, and so on.

All of these issues bring in their wake profound changes to decision-making processes and circuits, as much as for private contracts as public ones. Spie batignolles works to support these changes through **continuous constructive dialogue** with all the local actors.

Synergies between business lines deliver a global offering

Spie batignolles' global offering is based on complementarity and **synergy between its various business lines and areas of expertise**: construction, energy, property development, public works, concessions, civil engineering and foundations. This is how the Group creates custom solutions that generate added value, from project design through to operation and maintenance, and including every phase of the construction process.

Spie batignolles is committed to constantly expanding its range of offerings and expertise, and will continue to **incorporate complementary new business lines and skills.**

268

client
surveys
in 2017



Foundation stone-laying ceremony at Campusea, La Défense, Gecina

Spie batignolles' collaborative approach places clients' expectations and usage needs right at the centre of every project.



DELIVERING A SUCCESSFUL CLIENT EXPERIENCE

For Spie batignolles, client experience is a natural extension of a **partnership-driven mindset**. The Group works in a spirit of open dialogue that fosters the critical mutual understanding needed when starting to design each new project. On the ground, this approach is managed and delivered by a single contact person who engages clients in **continuous dialogue**.

During the course of 2017 the Group tested a number of possibilities to improve the client experience, focusing on potentially sensitive issues identified after consulting with clients and our teams in the field: launching an operation, managing subcontractors, dealing with defects, and so on. Tools to **enhance client satisfaction throughout the lifecycle of a project** were tested at a dozen pilot sites, and will be rolled out more widely during 2018.



| Hospital car park, Aix-en-Provence

NETWORK WITH DEEP LOCAL ROOTS

Spie batignolles' extensive territorial coverage enables the Group to deliver its skills and solutions to meet its clients' needs for local operations, including upkeep, maintenance, landscaping and equipping new areas, optimisation of premises, accessibility upgrades for buildings open to the public, and much more.

Delivering solutions closely matching clients' needs

Operating from 170 locations across France, Spie batignolles offers a **dense local network**, which means it is available wherever its clients are, meeting their demands for an ever more global service. We are constantly strengthening our local network to increase our speed of day-to-day responsiveness and ensure that we are able to support new clients and territories. In 2017, the Group opened **12 new local works branches** - 7 for construction and 5 for energy. Spie batignolles' **active external growth policy** also plays a significant role in strengthening its local network. Acquisitions of companies such as Sesar and Abscis Bertin in 2017 strengthened the Group's regional presence.

Local, specialised and multi-disciplinary

Every local branch offers more than just **specific skills in a particular speciality**; they are also gateways to the full spectrum of Spie batignolles' local works services. Our three networks- construction, energy and public works - work hand-in-hand to ensure that all our clients benefit from immediate responses and high levels of service - irrespective of their problem or location.

The natural synergies between its various local networks enable the Group to offer **custom multi-site multi-expertise solutions**: in 2017, our energy and construction teams pooled their knowledge and experience to design a maintenance solution for France's chain of Orange stores, on behalf of ISS Group.



170

locations
in France

Almost
30%

of Spie Batignolles'
revenues



AT A GLANCE

- **Client:** Orange
- **Business units:** Spie batignolles énergie, Sesar services
- **Subject:** Maintenance services for technical installations and second fix at its 200 stores in southern and western France.

GLOBAL MAINTENANCE CONTRACT WITH ORANGE FOR SOUTH AND WEST FRANCE

Specialist in multi-site and multi-technical maintenance services, Spie batignolles énergie and its Sesar services subsidiary work at over 2000 sites in France, delivering everything from day-to-day upkeep to fully outsourced maintenance. They deal with around 30,000 call-outs a year, working with a varied selection of clients from industries such as retail, fast-food, temporary employment agencies, banking and telephony. At the end of 2017, telephone operator Orange awarded the Group a contract

for all technical installation and second fix maintenance at its 200 stores in southern and western France. This is a global contract: establishing contracts with contractors, managing day-to-day requests for interventions and directing the approved contractors, managing accountancy services for all repair invoices, ensuring monthly operational and financial reporting to the client. Over 800 interventions have already taken place over the first quarter of the year.



| Le Metropolitan, JP Morgan bank

Dedicated solutions, committed teams

Over the years, Spie batignolles has developed a **full range of high added value local works services**. These offers and services, which can be tailored to each specific client demand and the problems they need to address, mean we can tackle every issue with optimal responsiveness and adaptability. They are rolled out as close as possible to the field and to our clients by the women and men from Spie batignolles, who are always alert, trained and committed to delivering a successful project every time.

- **présence® : Proximity in action**

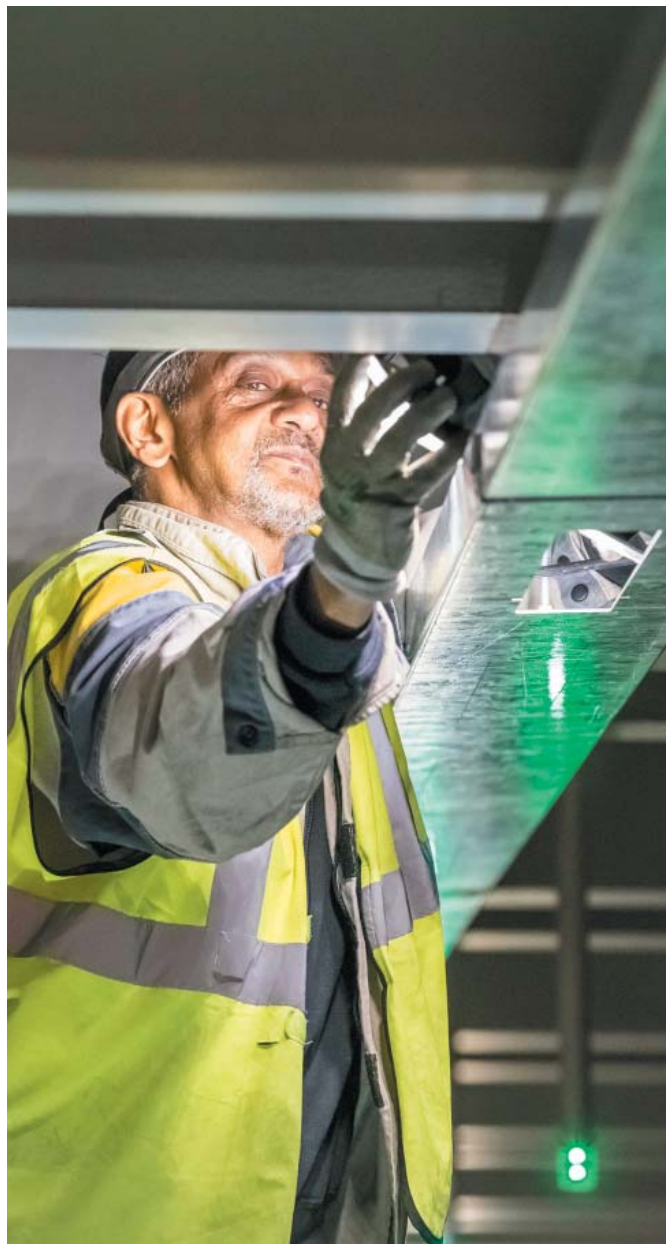
Présance® is Spie batignolles' all-trades local works brand and service offering. Built around a network of dedicated branches throughout France, it delivers **exceptional quality of service for the maintenance and upkeep of sites and buildings**. Whether the site is occupied, vacant or sensitive, whether the work is occasional, regular or involves a call-off contract, Présance® teams have the in-house expertise needed to provide most building and civil engineering services, quickly and efficiently.

- **Maintenance® & Services : Multi-technical expertise**

Spie batignolles offers a comprehensive line-up of specialist maintenance and repair services. **The teams at Spie batignolles énergie** use their expertise in multi-technical maintenance and technical, energy and environmental engineering to optimise the overall performance of buildings. They look at buildings, installations and user needs to deliver improved operational efficiency.

- **Public works maintenance**

The local works teams at Malet and Valérian (highways and miscellaneous networks, road surfacing, drainage, earthworks and water utility engineering) working from numerous local sites are at work every day maintaining and creating new urban and inter-urban infrastructures and facilities.



Intervention by the Maintenance and Services® teams on behalf of ADP Group

NEW PRODUCTS, NEW SERVICES

In addition to its historical activities, Spie batignolles continues to innovate, offering its clients new products and services. Tested during 2017 at several work sites in the wake of the acquisition of Sesar, **the Sesar services platform** optimises maintenance interventions across our network of brands by simplifying and computerising call-out requests.

And for maintenance and upkeep, **AGRECO products** developed by Malet make reprofiling road surfaces cheaper and faster, as well as offering a driver experience comparable to hot-mix asphalt concrete. A variant, dubbed **AGRECO+**, also saves natural resources by reusing asphalt aggregates.



AT A GLANCE

- Client: Butachimie
- Business unit: Présance®, Mulhouse
- Task: Provision of general services for maintenance, upkeep and repair



CHALAMPÉ: FIFTY YEARS OF TRUST

For almost 50 years, the Présance® branch in Mulhouse has been providing day-to-day services to the Chalampé site in Haut-Rhin, home to the Butachimie and Solvay polyamide manufacturing plants. A 10-strong team is responsible for routine maintenance, from **building maintenance** to installing fencing, including managing roadways and signage, maintaining the water networks as well as snow-clearing and urgent repairs. With its extensive civil engineering expertise, the Mulhouse Présance® branch is also regularly chosen to carry out **projects to extend and upgrade** the site, such as installing new utility networks for the construction of a new building or extensions to existing networks. This is a partnership that has stood the test of time, based on trust, expertise and responsiveness.

Arcangela MASTRANGELO,
Civil engineering account manager, Butachimie

I've been working at this site for 18 years, and during that time Présance® has always been one of our go-to contractors. The relationship is almost like being part of the same family: because we share the same high standards and professionalism, we have built up a trusting relationship over the years. The teams take in what we tell them and are also quick to make suggestions, the workers are very diligent and the supervisors attentive to every detail, particularly health and safety, and the managers make sure they have what they need; this all makes a big difference in the field.

STRUCTURALLY IMPORTANT PROJECTS FOR TOWNS AND TERRITORIES

Whatever the type of building or infrastructure, the teams from Spie batignolles work in a spirit of partnership, using their dedicated solutions and comprehensive specialist knowledge to improve and enhance the fluidity and efficiency of every project.



Résidence Jean Zay, Métropole du Grand Paris EPT, Vallée Sud Grand Paris

A unique approach with unvarying high standards for every project

As the cornerstone of Spie batignolles' activities, **projects involve all teams from all Group business units**, salesforce to workforce, design engineering to aftersales support. Whether it's building a hotel or a swimming pool, fully refitting an office block, building a metro station or widening a motorway, the work sites might be very different but they will all have a big impact, be it on a company, neighbourhood, town or region.

And because every structure is unique, **Spie batignolles co-designs the most efficient possible solution with its clients**, managing its worksites using a well-proven methodology.

Technical expertise that creates added value

The teams at Spie batignolles are **well-known for their expertise in a wide range of advanced techniques**, such as foundations, tunnelling, energy performance for buildings, optimisation of residential work sites and working at sensitive industrial sites.

This expertise, in combination with our unwavering commitment to continuous improvement, delivers an **ability to innovate and put forward novel solutions** that generate added value for all. Every project is an opportunity to make fast and efficient tests of the techniques that will become standard in the near future (full-BIM work sites, new construction methods, new materials, etc.).

Specialist in global contracts

Design-build, public sector global performance contracts, partnership contracts, public service delegation, and concessions: over the past decade Spie batignolles has been designing, building and operating all manner of global contracts, covering buildings as well as infrastructures.

The Group offers an approach based on global cost, guaranteeing good energy management and low consumption, long lifespans for its structures and installations, and all with a firm focus on functions and new uses. This mindset allows our teams to **develop turnkey projects**, providing the mix of services that matches the client's needs and choices. For example, Espacéo provides full-service development of aquatic centres, acting as operator and commercial manager, either as a public-private partnership or under a global performance contract. Reflecting the change to a service-led economy, financed projects (partnership contracts and concessions) are a way to align uses more closely with payment methods.

300

clients on
average
each year

55%

of Spie batignolles'
revenues

BIM KEEPS TIGHT DEADLINES UNDER CONTROL

Spie batignolles nord is currently delivering Khéops in Amiens on behalf of Procter & Gamble, a project with a very tight deadline. For the **design and construction of its new logistics centre**, which will house offices as well as a 10,000 sq. m. warehouse, the US giant was determined to make use of advanced digital modelling. Known as 7D BIM, it includes maintenance as the seventh dimension. All design processes and construction designs were created using digital modelling, with all project partners and contractors involved at an early stage. Spie batignolles nord coordinated the entire process, paving the way to **streamlined decision-making** with construction work commencing the instant the design phase was completed – vital to meeting the client's deadlines.

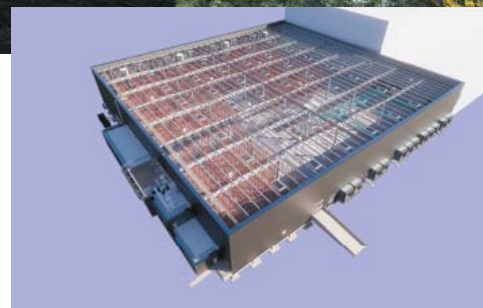
AT A GLANCE

- **Client:**
Procter & Gamble
- **Business unit:**
Spie batignolles nord
- **Subject:** Design-build using BIM for a 10,000 sq. m. logistics and office building in Amiens (59)
- **Delivery:** 2019



Rémi MELLOT,
E-business project leader,
Procter & Gamble

We share a digital vision of how our respective businesses will develop in the future [...]. The big advantage with Spie batignolles is that as a general contractor it has the ability to coordinate all the trades involved at this complex work site. This means that BIM really comes into its own – it's a tool you can't afford to ignore.



Specialist offers

Spie batignolles delivers its know-how via dedicated solutions matched to specific sets of issues and carefully defined areas of activities. These products and services enrich its global offering and complement the responses it designs for every project.

concertance®:

committed to value co-creation

Our Concertance® offering is a partnership approach based on trust, transparency and information, the idea being to **work with the client to co-design and co-build the project that most closely aligns with its needs**. The approach is coordinated by a specially assigned project leader who sets up a structured project mode organisation from the initial stages to ensure all economic, social and environmental opportunities are fully integrated.



Lumiroute®: optimised road lighting

Lumiroute® is an innovative process co-developed by Malet and Spie batignolles énergie with lighting specialist Thorn. It uses reflective road surfaces to **reduce energy consumption of street lighting**. It adjusts lighting while maintaining sufficient light levels, providing average energy savings of 60 to 70%, depending on the location, over a 24-month operational period.

GreyShield®:

concrete to combat electromagnetic radiation

The fruit of a partnership between Spie batignolles génie civil and EuroMC, a company that specialises in electromagnetic compatibility and protection, Greyshield® is a concrete with unique properties that offers **a new way to build-in shielding for buildings**.

Intended to protect new-builds from electromagnetic radiation, concrete walls absorb high frequency radiation and deliver the shielding needed for secure government premises, IT facilities and research laboratories.



PROPERTY DEVELOPMENT: ACCLAIMED EXPERTISE

Working via its Spie batignolles immobilier brand, Spie batignolles delivers a **global offering in property development, sales and financial structuring**, for all types of clients and a broad spectrum of buildings: public and private housing, offices, tourism and hotels, retail, etc. In 2017, Spie batignolles continued to drive its growth through its regional locations, in Lille, Bordeaux and Marseille, especially with several major hotel developments in Ile-de-France, including the delivery of the 350-room Holiday Inn® at Roissy CDG airport.





AT A GLANCE

- **Client:** Intercontinental Hotels Group
- **Business units:** Spie batignolles immobilier, Spie batignolles ile-de-france
- **Task:** Development and construction of France's largest Holiday Inn®
- **Delivery:** April 2018

FRANCE'S LARGEST HOLIDAY INN® OPENS ITS DOORS

10,000 sq. m., 7 floors, 305 new-generation guest rooms, lounge bar, coworking space and meeting rooms: the Holiday Inn® Express 3-star Paris-CDG Airport is as outsize as its surroundings, reflecting ever rising passenger numbers at France's busiest airport.

The hotel is located close to Terminal 1 and is one of France and Europe's largest Holiday Inn® hotels. It was completed in large part thanks to **the expertise of Spie batignolles immobilier for the property development side and Spie batignolles ile-de-france for the construction.** The project was run in cooperation with a variety of actors from the property development and hotel industries working together, enabling them to **put together a differentiated hotel offering** aligned both with changing patterns in the hotel market and the development ambitions for Roissy airport city's western hub.



MAJOR PROJECTS SHAPING THE FUTURE

Unique multi-expertise combinations, extremely lengthy build times, coordination between several countries, legal restrictions, harsh working conditions, workforce mobility, etc., are some of the challenges the Group has to meet. Spie batignolles deploys a specialist approach to its management of major infrastructure and building projects to find solutions to the extremely complex problems its clients face.

Over

€200 M
in 2017

12

major
projects
in progress

Support for the most complex work sites

Some out-size projects require similarly exceptional structures to be put in place. Well-known for its professionalism and uncompromising approach to design and construction, Spie batignolles was keen to ensure it provides the same concentration of expertise and quality of delivery when working on large-scale projects and the complex problems they involve. The Group therefore set about designing the **processes needed to task and coordinate all the requisite resources**, be these in-house or from outside.

Spie batignolles often works several years' in advance, making a meticulous analysis of every project to ensure that its response matches the need and that it has put together the right mix of skills. The Group's expertise in designing complex legal and financial arrangements is also much in evidence during these vital preparatory stages.

Two dedicated hubs and a cross-disciplinary organisation

Spie batignolles' major projects division is organised into two dedicated hubs: buildings and infrastructure. The hubs are supported by a comprehensive

cross-disciplinary organisation to **pilot and coordinate major projects and their complex ecosystems**, as well as to assess their risks from every angle. A multi-disciplinary team drawing on the Group's core expertise, and from outside the Group where required, is set up from the earliest project phase.

This process of creating pathways between multiple areas of expertise enables us to create value in a fully client-centred manner, taking as much time as is needed to discuss and understand every aspect of the challenges.

The dedicated project team is involved **at every stage of the project lifecycle**, from design to delivery, and including operating and maintaining the structure. Dedicated project teams are regularly monitored by our HR department to ensure that sufficient numbers of staff are deployed, with additional staff or training supplied as and when necessary.

Spie batignolles never makes technical compromises, and the same is true of the financial component of every project. It is always ready to use its network to help its clients, in particular in the search for alternative sources of financing.

AT A GLANCE

- **Client:**
Groupe MGEN
- **Business unit:**
Spie batignolles
île-de-france
- **Subject:** All-trades
work on the future
Institut MGEN in
La Verrière (78)
- **Delivery:** end of 2019



WORKING WITH TIGHT DEADLINES

Spie batignolles île-de-france won a design-build contract for the future Institut MGEN in La Verrière to the west of Paris, which will house four specialist medical units and 504 patient beds in modernised surroundings. The technical solutions put forward **significantly cut the time needed to deliver the work** and will ensure that mental health services can continue at the site of the former facility while work is underway, before patients are transferred to the new facility, which will be certified to HQE® 2008 for healthcare establishments.

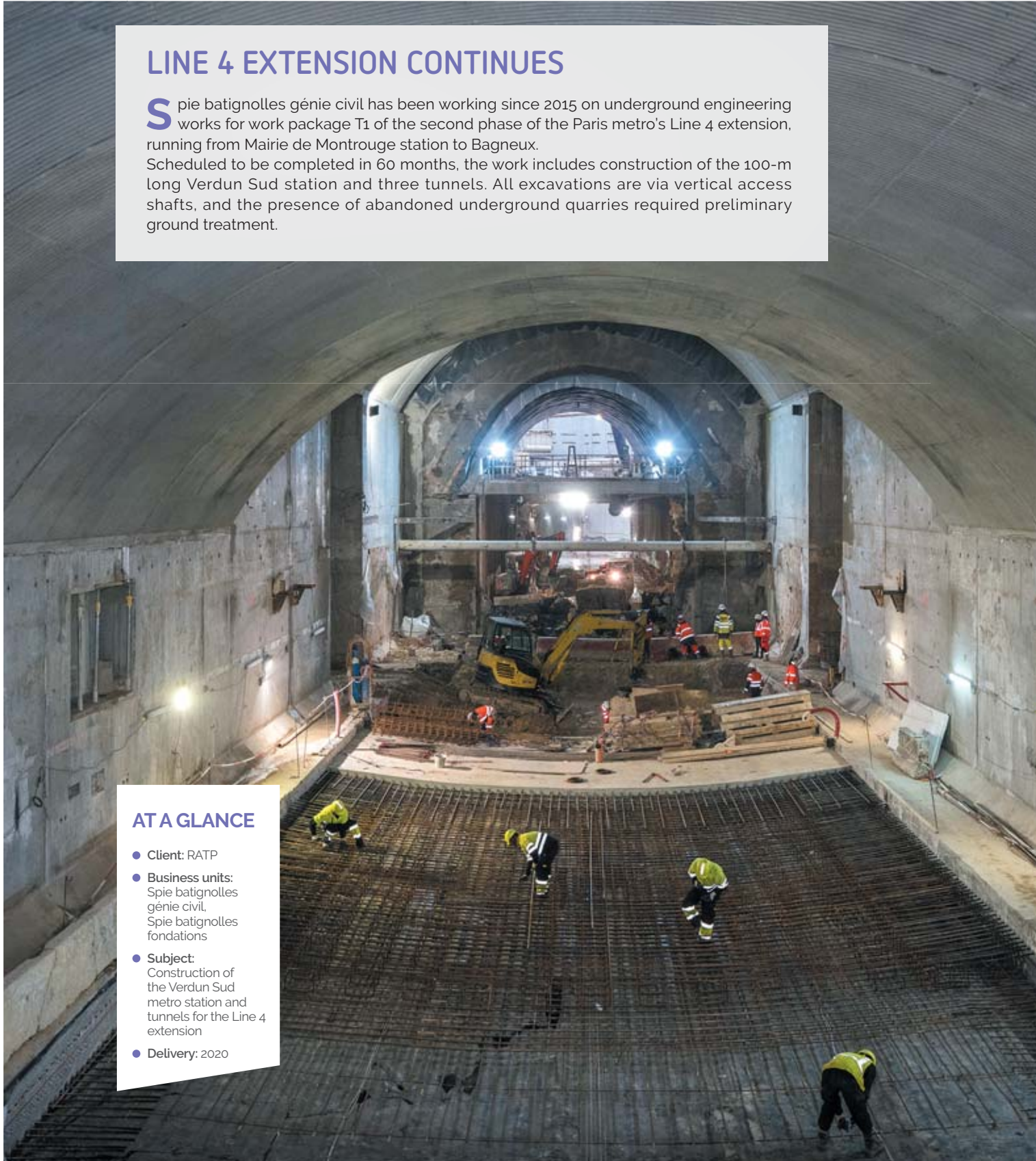


LINE 4 EXTENSION CONTINUES

Spie batignolles génie civil has been working since 2015 on underground engineering works for work package T1 of the second phase of the Paris metro's Line 4 extension, running from Mairie de Montrouge station to Bagneux. Scheduled to be completed in 60 months, the work includes construction of the 100-m long Verdun Sud station and three tunnels. All excavations are via vertical access shafts, and the presence of abandoned underground quarries required preliminary ground treatment.

AT A GLANCE

- **Client:** RATP
- **Business units:** Spie batignolles génie civil, Spie batignolles fondations
- **Subject:** Construction of the Verdun Sud metro station and tunnels for the Line 4 extension
- **Delivery:** 2020



INTERNATIONAL BUSINESS IS BOOMING

With a threefold increase in confirmed orders, 2017 was a landmark year for Spie batignolles' international business. The Group continues to expand its activities in Europe, Africa and the Middle East, supported by its French-based skills, regional presence and newly strengthened identity.

The Middle East: a known and respected presence in the region

In 2017, Spie batignolles saw its activities thrive in the Middle East, specifically **in Qatar and the United Arab Emirates**, reflecting the Group's strategic decision to stay close to its clients in the region. Thanks to its well-established offices, deep insights into local challenges and an ability to deliver cost-effective added-value alternative solutions, the Group has emerged as **a key player for major infrastructure projects**, including the Dubai Water Canal, sub-surface stations for the Doha metro, foundations built under offshore conditions at Upper Zakum and an extension to the ENOC refinery in Dubai.

These projects give the Group the opportunity to deploy a multidisciplinary approach, with Spie batignolles foundations regularly supported by other business units, such as Spie batignolles génie civil for the construction of several pedestrian access tunnels in the Doha metro.

The Group was also selected to provide preparatory works, retaining structures and deep foundations for the Burj Tower, the **showpiece monument of the 2020 Dubai Universal Exposition**.

Africa: acclaimed expertise across multiple business lines

The creation of Spie batignolles Côte d'Ivoire in 2016 was a step change in the Group's development in this key sub-Saharan industrial hub. A no less successful 2017 saw the group signing the contract to **renovate the foundations of the Félix Houphouët-Boigny road-rail bridge** in Abidjan. For their part, the teams from Malet continued their unflagging work on the **taxiway extension at Abidjan airport**.

This ability to successfully deliver multidisciplinary projects while using a methodology adapted to specific local conditions is one of the Group's major strengths, and it is currently studying several projects in a number of countries.

Acquisitions: targeted strategy in Europe and North America

With a goal of achieving a **€250-million-euro turnover internationally by 2022**, Spie batignolles plans to consolidate development via its network of local offices and the deployment of its French-based skills in new markets as well as a strategy focused on external growth opportunities.

Several potential acquisitions are currently being studied, mainly **in Europe, where the Group posted good results in 2017**: in Switzerland, with contracts signed for two tunnels (in Lausanne and Valais), Germany and the UK. The Group is also actively examining the possibility of acquisitions on other continents of businesses with a similar profile: companies with multiple business lines and strong local roots, solid experience and a specialist approach that is compatible with the Group's values.

2017 saw numerous confirmed orders in Switzerland, Africa and the Middle East. The Group enjoys an increasingly strong international reputation, thanks to our skills, methodology and ability to deliver tailored solutions to the most complex projects.

€135 M
international
orders confirmed
in 2017

9 international
locations



Gilles DARRIAU

General Manager
of Abidjan airport (Aéria)

As the client, we particularly liked Spie batignolles' commitment to listening to our needs as part of a partnership approach where everybody communicates openly and honestly. Their teams were always on hand, and their skills, their ability to set up their work site quickly and the ease with which they collaborated with local teams were all clear advantages when we moved to the works phase.



AT A GLANCE

- Awarding authority: Republic of Côte d'Ivoire
- Owner: Aéria
- Owner representative: Sodexam
- Business units: Spie batignolles Côte d'Ivoire (representative), Malet (technical management)
- Site: work to extend the apron and create new taxiways
- Delivery: second half of 2018



ABIDJAN'S FÉLIX HOUPHOUËT-BOIGNY AIRPORT GROWS WINGS

The 49-week renovation and extension programme at Abidjan's Félix-Houphouët-Boigny airport started in July 2017. Spie batignolles was selected to deliver a number of **works to extend the apron and create new ground movement corridors**, including a new aircraft taxiway, designed to provide increased capacity so that the airport can handle more arrivals and departures.

The joint venture represented by Spie batignolles Côte d'Ivoire was responsible for three work packages: earthworks, surfacing and drainage, and guidance and lighting. The Malet teams' strong commitment and expertise in airport works, as well as the international development team's perseverance, are at the heart of **this collective success**, alongside the invaluable cross-departmental input from the Group's legal, administrative and finance teams.



Clichy-Saint-Ouen metro station,
Line 14, RATP

ACCELERATE

A dynamic group in step with the times. For Spie batignolles, a 21st-century business has to keep in touch with changes in society so that it can anticipate new developments and keep improving the support it provides to its clients – whatever the project or problem. From setting out an ambitious innovation policy to strengthening its commitments to protecting the environment, the Group is always ready to challenge its fundamentals and call on the specialists it needs to help reach the goals it has set itself.



P.34 | INNOVATION

P.40 | ENVIRONMENT

BOOSTING AND REINVENTING INNOVATION

Innovation is the cornerstone of Spie batignolles' strategies. Determined to expand and enhance its practices and corporate culture, in 2017 the Group rolled out a proactive, ambitious and actionable innovation strategy.

Spie batignolles is an outward-focused business

Innovation is not about lucky breaks or empty posturing. In an industry undergoing sweeping changes, Spie batignolles has always embraced the values that innovation represents. Innovation, as a reflection of our company's aspirations, **gives meaning to Spie batignolles' business lines, creates value with and for its clients, and offers a differentiated user experience.**

The Group achieves this by paying close attention to every change in our ecosystem and drawing on our ability to question ourselves, adapt to changes in our industry and constantly embrace new ideas that improve our processes. Every project is a chance for Spie batignolles to collect **data on the current climate in the construction and civil engineering sector**, its business lines and its clients. To innovate is also to understand how best to source, store, analyse and process this data, so that we can identify new ideas for continuous improvements and, in time, new services, offers and products for our clients.

Three pillars underpinning a global approach

Spie batignolles' approach to innovation is founded on **3 complementary cross-disciplinary pillars** that reinforce the Group's fundamentals and help us to make pragmatic and constant progress:

- **Open innovation**, or the ability to spot innovative new ideas from inside as well as outside our business units and incorporate them into our projects. Whether this involves seeking out new skills via agreements with start-ups, higher education institutions or other businesses, or rolling out best practices from one business unit across the entire Group, Spie batignolles works with a constantly changing open ecosystem to reinvent construction, day after day.

To innovate is to bring even more meaning to our areas of expertise, creating value with and on behalf of our clients by offering a differentiated user experience.

- **Societal innovation**, most clearly seen in the Group's long-standing proactive approach to CSR and our numerous initiatives to anticipate new uses, promote energy transition and provide responses to issues raised by new forms of mobility and the increasing use of short supply chains. In 2017, Spie batignolles signed up to partner R20 (Regions of Climate Action), the NGO founded by Arnold Schwarzenegger that set up a Green Fund for Women to support women in Africa who are actively engaged in the fight against climate change in a part of the world where their role can be decisive.
- **Managerial innovation**, meaning the capacity to devise new, increasingly flexible and cross-disciplinary management practices. With an ever-more complex economic context and the constant changes sweeping our areas of expertise, agility and adaptability are vital if lasting growth is to be achieved. For Spie batignolles, the challenge is to use ever-more robust collaborative processes to rethink interactions internally/in-house and with our clients, partners and all stakeholders in a project. Five group sessions were established in 2017 to broaden our collective thinking about specific issues.

A dedicated department

To accompany the **major operational goals** set out in the Group's strategy, in 2017 Spie batignolles set up a dedicated innovation department tasked with **fostering new ideas**, ensuring they are **rolled out in the field** by our business units, and strengthening the Group's **expanded innovation ecosystem**.

The department's collaborative approach is supported by several group-wide representative bodies: an **innovation committee** extended to include external partners; a **technical and operational network** covering all technical and operational directors from our business units, and a **working group focused on digital transformation**, a major project currently being deployed.

These bodies met regularly during 2017, approving the Group's overall innovation strategies, deciding on partnerships to establish and experiments to support, tracking initial feedback and adopting a forward-looking approach.



Lumiroute®, La Teste de Buch (southwest France)



INNOVATING TODAY AND TOMORROW

Innovating means managing the present while also looking ahead one, five or ten years into the future. Determined to make innovation a **lever for long-term operational performance**, Spie batignolles constantly re-examines all its tools and processes, using 3 innovation archetypes to define the different phases of its approach:

- **work site improvements for today ("now")**, innovative initiatives that have been underway in the Group for several years and now need to be ramped up (BIM, energy efficiency, process digitisation, reduction in paper use, etc.);
- **new solutions and services** to roll out in the short to medium term ("**new**") in order to improve the client experience and broaden or augment the expertise of the Group's business lines. In 2017, this included works on connected structures (new local work offers, geolocation and guidance services, better energy management, etc.);
- **setting up a comprehensive and innovative ecosystem** over the medium to long term ("**next**"), based on techniques and processes currently still on trial and that demand a significant integration effort if they are to deliver genuine added value to projects (fast prototyping, additive manufacturing, new materials, collaborative robotics, etc.).



DELIVERING AN OPEN AND ACTIONABLE ECOSYSTEM

Spie batignolles' approach to innovation is open and collaborative. The Group is determined to enhance its offers and solutions, driven by its in-house expertise supported by an innovative managerial approach, and by skill sets from outside the business.

Accelerate transformation of the Group

With a corporate culture that has always valued daring and in-house initiatives, Spie batignolles is adamant that it will play its role as a 21st century business to the full, capable of **accelerating its transformation** by delivering a renewed client experience and reducing its solutions' time to market. This goal is rooted in Design Thinking, an approach that **places uses and people at the centre of the research process** to design quickly implementable solutions tailored to specific needs. This working methodology was extended in 2017 through use of fast prototyping that makes it possible to **test new solutions and processes under real-life conditions**.

Operational feedback is faster and more concrete, helping us to align uses with processes and tools and thus deliver a **far more effective and operational large-scale roll-out**.

A wider collaborative approach

Every day the construction industry embraces additional techniques and technologies from other spheres, digital in particular. Spie batignolles relies on both **in-house expertise and external skills** to drive its thought process about the changes sweeping its industry and business lines.

This open and collaborative approach enables all stakeholders to join in a wider collective effort:

- **teams from Spie batignolles**, backed by a strong managerial innovation policy that emphasises in-house initiatives and supports upskilling among staff;
- **Spie batignolles' historical contractors and partners**, stakeholders the Group is determined to help progress by sharing its best practices and standards with them in a spirit of heightened quality;
- **innovative start-ups** that have developed specific solutions for the construction industry or designed a particularly unique offer which Spie batignolles sees as having a real-life application in its business lines;
- **industrial groups**, whose expertise makes it possible to create value added solutions and services as well as offer unique initiatives, such as 24 Hours of Innovation run by Hutchinson, the leading provider of vibration control, fluid management and precision sealing systems. This challenge for businesses and students gave 150 young people a chance to look afresh at problems set by partner companies and offer new solutions to them;
- **higher education institutions**, specialising in training future construction and civil engineering professionals, among others: the École Supérieure des Travaux Publics (ESTP) and Instituts Nationaux de Sciences Appliquées (INSA) in Toulouse, Strasbourg and Lyon, as well as the École des Ponts, Supélec and ESITC Cachan. A project to create an innovative product was also run with students from ESSEC, CentraleSupélec and Strate École de design, in partnership with Schoolab (see page 56).





START-UP ACCELERATORS: HIGH-SPEED INNOVATION

Determined to rapidly roll out innovative solutions and offers, in 2017 Spie batignolles invested in several **start-up accelerator programmes**, in partnership with BNP Paribas (WAI), BPI France and L'Observatoire Com Media.

The Spie batignolles teams met with over 30 start-ups in 2017 during sessions that combined technology presentations with group discussions and co-innovation. These meetings provided a forum for discussing the different but often complementary expert visions, and devising experiments with 6 specialist companies in a range of fields including augmented reality, work site oversight, mobile apps and digital training.

3 collaborations
with start-up
accelerators

6 experiments
launched

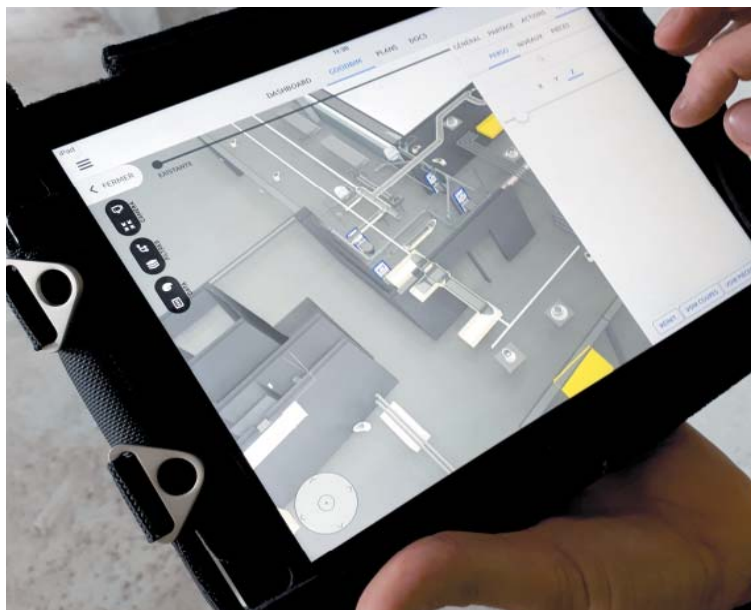
33
start-ups
met

*Design Thinking enables
Spie batignolles to
deliver solutions that
are rapidly actionable
and tailored to specific
requirements and uses.*



AT THE HEART OF THE DIGITAL TRANSFORMATION

To support its growth ambitions and respond to the new challenges impacting the construction sector, Spie batignolles has undertaken a wide-ranging review designed to accelerate its digital transformation across all its areas of expertise and business units.



Data, key to getting to know clients

The ever-more fundamental place digital occupies in all areas of construction opens the door to new possibilities, as much in terms of designing, delivering and monitoring projects as maintaining and operating structures. At the crossroads of all these transformations, **data management** is a critical area that Spie batignolles chose to invest in over 2017, rethinking the ways that it collects, stores and analyses data at Group level. The aim is of course to achieve greater granularity in analysis of clients' needs so that we can **offer ever more innovative and targeted solutions**.

Lean construction, actionable continuous improvement

Data management also feeds into the **continuous improvement process**, known as Lean Construction, that Spie batignolles is rolling out at certain work sites. Improved feedback from the field makes it possible to improve delivery quality for every project by identifying obstacles and all types of waste, such as inappropriate processes, needless journeys and unnecessary add-ons.

The process also relies on **switching to connected work sites** with embedded digital tools, such as tablet computers and RFID sensors, and providing access to more extensive and reliable data. This generates additional performance indicators which are analysed to identify areas where improvements can be made and define action plans.

Digital boosts our teams' performance

Beyond simply collecting data, Spie batignolles is also working to **ramp up integration of digital into its teams' working methods**, a process that is generating immediate and quantifiable results. In addition, the Group is embarking on a push towards paperless working, aiming to dramatically cut paper use by digitising and simplifying administrative procedures at every level. This is a real driver for improvements when you realise that the average site manager spends 35% of their time filling in forms.

In 2017, Spie batignolles also continued to **issue tablet computers used for work site monitoring** and launched a knowledge management process designed to improve in-house skill sharing across the Group's business units and areas of expertise.

BIM enters its operational phase

Integration of BIM (Building Information Modelling) into business line processes and Spie batignolles project management continued throughout 2017. A particular focus was placed on how digital modelling can **deliver added value to work site managers and workers**, as well as improving the time-cost-quality triangle for projects. Pilot work sites were used to assess the relevance of the methods and tools designed to improve efficiency, integration of subcontractors and access to a unified, dynamic and multi-view information source.

In November 2017 at the Batimat exhibition, the Group signed up to the **"Objective BIM 2022" voluntary Charter supporting the digital transformation of the construction sector**, alongside 50 other industry players, including private and public sector clients, general contractors and trade federations, and in the presence of Jacques Mézard, France's minister for territorial cohesion.



Guillaume CLAUDE

Quantity surveyor, designer - Malet

These experiments gave us an opportunity to better evaluate the limitations and advantages of augmented reality. Overlaying the model onto the actual surroundings gives a far better sense of the overall work site, making it easier to view the areas where improvements are needed. The tool makes communication between all stakeholders in the project far simpler. However, there are a number of prerequisites we need to incorporate before rolling out this technology more widely.

SPIE BATIGNOLLES TURNS TO AUGMENTED REALITY WITH BLOC IN BLOC

In 2017 Spie batignolles teamed up with Bloc in Bloc, a start-up from northern France, to experiment with augmented reality at several work sites and test the advantages of overlaying the BIM model onto real-life surroundings. A specialist in augmented reality, Bloc in Bloc has created a number of digital tools that would work very well in construction and civil engineering settings: tablet computers are used at work sites to allow digital images to be overlaid and help site teams to **increase site productivity by spotting mistakes early**. Tablets computers also improve communication between the project's various stakeholders.

Several tests with buildings and public works were run by teams from Spie batignolles nord, Spie batignolles génie civil and Malet, as well as the first full immersion tests at the Le Creuset AWB work site, run as a 100%-BIM operation, and at a public works site in Bruguères. This initial raft of experiments made it possible to **assess the technology's limitations and identify the requirements for its wider roll-out**. Further tests will be run over the course of 2018.



THE ENVIRONMENT: CENTRAL TO EVERYTHING WE THINK AND DO

Spie batignolles' environmental policy is one of the Group's core strategic priorities and is applied at field level. The responsibility of every employee, the policy sets out to be ambitious yet deliverable, focusing on avoiding wasting resources, reducing the negative impacts of work sites, and protecting biodiversity and the environment.



Network and tools to raise awareness and guide teams

In order to better deploy its environmental policy in the field, Spie batignolles has set up a **network of prevention specialists focused on preventing risks and making sure that correct procedures are followed**. The network's members are employees as well as outside contributors, and they have access to a range of tools that help them multiply the impact of the Group's environmental policy:

- **in-house environmental audits and work site visits**, used to ensure that best practices are followed in the field, remind people of the correct procedures when necessary, and spot potential risks and areas for improvement;
- **depollution kits** provided at work sites closest to any potential risk. Over 1,600 employees were trained in their use in 2017;
- **awareness-raising sessions** – the *Minutes Spie batignolles* site meetings – as well as **specific training modules** led by in-house environmental experts or specialist outside organisations.

Applied to the work site

At the beginning of every project, Spie batignolles presents the **main environmental challenges at the site** to all the participants and the **protective measures employed as a result**. The Group also deploys high-performance solutions that make it possible to create less expensive structures with a lower environmental impact, whether during the work phase or when operating buildings.

And because there is no such thing as zero risk, in 2017 Spie batignolles renegotiated the insurance cover under its risk management policy. Its insurance covers the Group for **all damage caused to the environment** and has been tailored to major projects such as Grand Paris as well as some of its international projects, by taking out local insurance to meet each country's specific regulatory requirements.

Supporting and accelerating energy transition

Whether during construction or renovation, production or operation, energy efficiency is a core daily concern for all the teams at Spie batignolles. Every single Group business unit is working to deliver energy transition in the field, with the **reduction of CO₂ emission thresholds** for our vehicles to cut the energy consumed, development of **products suitable for low-temperature or cold application** which use less energy, such as the bituminous asphalts developed by Malet, advanced integration of **renewable energies**, resale of energy produced by wood-fired boilers at Espacéo aquatic centres, and establishment of a **Smart Building** team at Spie batignolles énergie.

500

Minutes
site meetings
on the
environment
in 2017

1,600

employees
trained to use
depollution kits
in 2017



AT A GLANCE

- **Client:** Office Public de l'Habitat Montreuillois
- **Business unit:** Outarex
- **Subject:** construction of a Passivhaus certified block
- **Delivery:** mid-2018

PASSIVHAUS CERTIFIED BUILDINGS

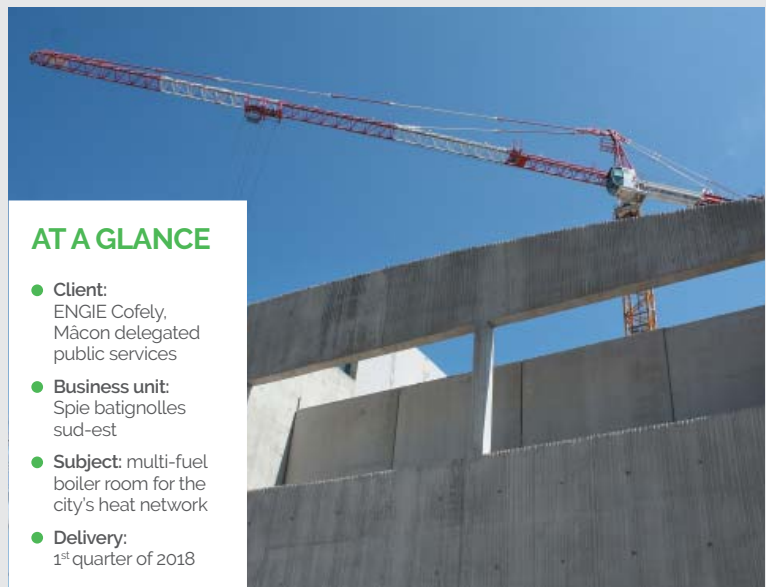
Outarex won a contract in 2017 from the Office Public de l'Habitat Montreuillois to deliver a mixed (rental and subsidised first-time buyer) property programme quite unlike any others. The 56 housing units and the retail premises at the Belvédère development in Montreuil will all receive the Passivhaus certification, **one of the strictest energy efficiency standards** since it requires annual heating demand not to exceed 15 kWh, four times lower than the BBC (Bâtiment Basse Consommation) standard. To reach this performance level, the two blocks will feature wood-aluminium triple-glazing, wooden facades with extensive built-in insulation, a green roof and solar panels for hot water.

MULTI-FUEL BOILER ROOM DELIVERED IN RECORD TIME

It took just four months for Spie batignolles sud-est to erect the building in Mâcon, eastern France, housing large multi-fuel boiler room and its eight heating systems (two biomass boilers, two gas boilers, two mixed gas-heating oil boilers and a two-turbine combined heat and power system). Completing this **complex piece of civil engineering** was a feat of technical and organisational prowess: no prefabricated elements were used for the 15-metre walls, and perfect synchronisation with the teams from ENGIE Cofely was vital from the start as the building could only be closed once all the large items of equipment had been installed.

AT A GLANCE

- **Client:** ENGIE Cofely, Mâcon delegated public services
- **Business unit:** Spie batignolles sud-est
- **Subject:** multi-fuel boiler room for the city's heat network
- **Delivery:** 1st quarter of 2018



CONTROLLING USE OF ENERGY AND RAW MATERIALS

Spie batignolles is committed to an active resource management policy, covering its contractors and partners, with the optimising, recycling and recovering of raw materials and waste, limiting of water and electricity consumption, and reduction of greenhouse gas emissions.

Resource and waste recovery

Spie batignolles has established a **comprehensive waste recovery system** that covers everything from sorting to final disposal and treatment. Waste records are maintained to ensure traceability and all our practices are shared with everybody involved at work sites.

In 2017, the Group-wide **waste recovery rate** averaged 73%, up from 55% in 2016. These excellent results are tribute to the work put in over the last few years by Spie batignolles to promote prevention, management, recycling and elimination of waste generated at work sites.

Group business units are also developing **solutions to reuse, recycle or recover raw materials from work sites, or the waste that they generate**.

For example, Malet launched AGRECO+, an asphalt made from road scalpings. Valérien set up TERREDURABLE, a programme financed by the French National Research Agency (ANR) that has identified ways to improve materials reuse during work, particularly earthworks.

Improved management of energy consumption

One of the priorities in Spie batignolles' environmental policy is managing and cutting consumption of electricity and water used in the course of the Group's activities. This objective is tackled by means of several initiatives during construction and operation alike. Equipment and **systems for regulating water use** (welfare units, watering systems, etc.) are deployed at all work sites. Temporary drainage basins are used to store and reuse rainwater in the preparation of materials and for dampening tracks used by site vehicles. A number of work sites are provided with **kiosks fitted with photovoltaic panels** that can run lighting and water pumps.

And the innovative design of Espacéo aquatic centres considerably limits water use to around 115 litres per bather versus a French average of 180 litres.

Accurate tracking of greenhouse gas emissions

Every Spie batignolles business unit carries out **annual greenhouse gas emissions audits**. This provides an overview of the Group's activities, with consolidated emissions as defined by regulations amounting to 58,162 tCO₂eq in 2017, up from 56,490 tCO₂eq in 2016 – primarily caused by an increase in tunnelling activities. Certain business units train their teams to drive in an environmentally-sensitive manner, which delivers significant fuel savings and reductions in CO₂ emissions.

As of 1 January 2018, Spie batignolles adopted a new **work travel policy** that applies to all sites employing over 100 people and located in an area with an integrated urban transport plan. This policy aims to streamline the travels of all employees and visitors to and from these sites.

73%
of waste
recovered
in 2017
(up from 55%
in 2016)

PROMOTING THE CIRCULAR ECONOMY



In 2017, Spie batignolles signed a **partnership with the National Circular Economy Institute** (Institut national de l'économie circulaire). Its membership representing businesses, local government, non-profit associations and universities, the institute's mission is to promote the circular economy and foster its development. In particular, the Group will look into solutions that deliver reduced consumption of natural resources and raw materials, as well as optimising the amount of waste generated. A working group has been set up to examine initial implementation of these solutions as part of its public works and construction activities.



AT A GLANCE

- **Client:** ESID Lyon
- **Business unit:** Spie batignolles sud-est
- **Subject:** France's largest concentrated solar power plant to power a heat network
- **Delivery:** 2017



A NEW TECHNOLOGY SOLAR POWER PLANT

In 2017, Spie batignolles sud-est took part in work to upgrade power installations at the Saint-Christol d'Albion military base in southern France, the highlight being commissioning **France's largest array of solar collectors used to power a heat network**. A total of 160 mirror-finish parabolic trough collectors were installed, cutting CO₂ emissions by over 90%.

As well as conducting the topographical survey and layout for the solar array, Spie batignolles sud-est provided **trenching work for fluid networks to the array, permanent fencing and the access gateway**. In-house design engineering resources were involved from the outset. The network now in place provides heat and hot water to 50 buildings.

A BREEAM® WORK SITE FOR LIDL

Just like all the new-builds ordered by Lidl, its new logistics platform and regional head office in western France have to comply with BREEAM® (Building Research Environmental Assessment Method) certification standards. In order to meet the criteria used by this **method for evaluating a building's energy performance**, Malet's Bordeaux branch, responsible for delivering earthworks, roadworks and networks, drew on synergies with Group agencies in Poitiers and Agen to offer low-impact solutions, including inert waste recycled locally, and asphalt containing up to 30% recycled materials. It also prioritised working with companies with ISO 14001 certification and using locally-sourced materials covered by an environmental inspection.



AT A GLANCE

- **Client:** Eiffage Constructions for LIDL
- **Business unit:** Malet, Bordeaux branch
- **Subject:** construction of Lidl's new logistics platform and regional head office in western France
- **Delivery:** end of 2018

INTEGRATED WORK SITES THAT RESPECT THEIR NEIGHBOURS

Spie batignolles uses constructive dialogue and adapts its methods and tools at every stage of a project in order to minimise impacts for local residents and the environment.

Determined to reduce nuisance

Because noise, dust and road congestion are the primary sources of tension during building, Spie batignolles holds **constructive discussions with local residents** prior to starting work.

Open meetings with local residents are arranged regularly and a variety of communication tools, such as posters, letters and flyers, are used throughout the works process.

The Group relies on multiple solutions to **adapt each site to local geographical, urban and meteorological conditions**, thereby reducing nuisance in towns and cities (acoustic hoardings, noise meters and regular dust removal from vehicles) and all major work sites (tracks and roads kept watered, acoustic barriers and anti-noise screens).

Discharges limited as far as possible

Spie batignolles is committed to controlling and **reducing discharges from its work sites** into the air, waterways or soil. The Group performs an environmental analysis prior to starting work at a site, seeking to identify potential impacts of its activities and avoiding the risk of leaks and spillages

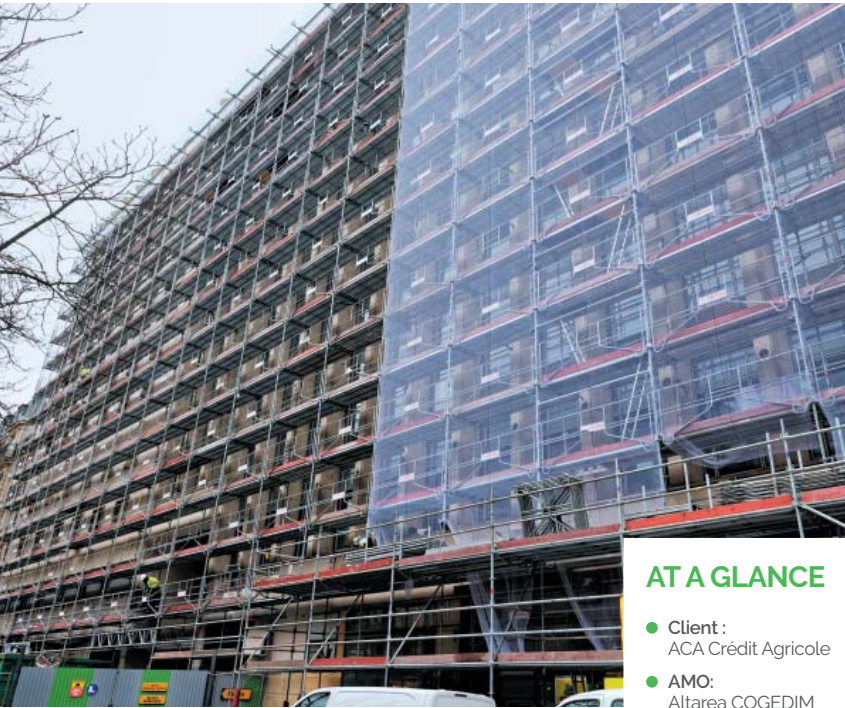
of dangerous products by taking appropriate preventative measures.

The Group systematically ensures **containment of equipment** that has the potential to cause ground or water pollution at work sites it manages: such items are placed on containment decks and sheltered from the rain and heat sources. Retention tanks and sealed maintenance zones are also installed to permit **recovery of waste water and discharge water**. Finally, products previously identified as harmful to the environment have been replaced with more environmentally-friendly solutions, such as fully plant-based formwork release oils and organic products.

Every work site is adapted to local geographical, urban and meteorological conditions in order to reduce nuisance to nearby residents and damage to the environment.



| Foundation barrettes, ZAC Paris Rive Gauche, SEMAPA



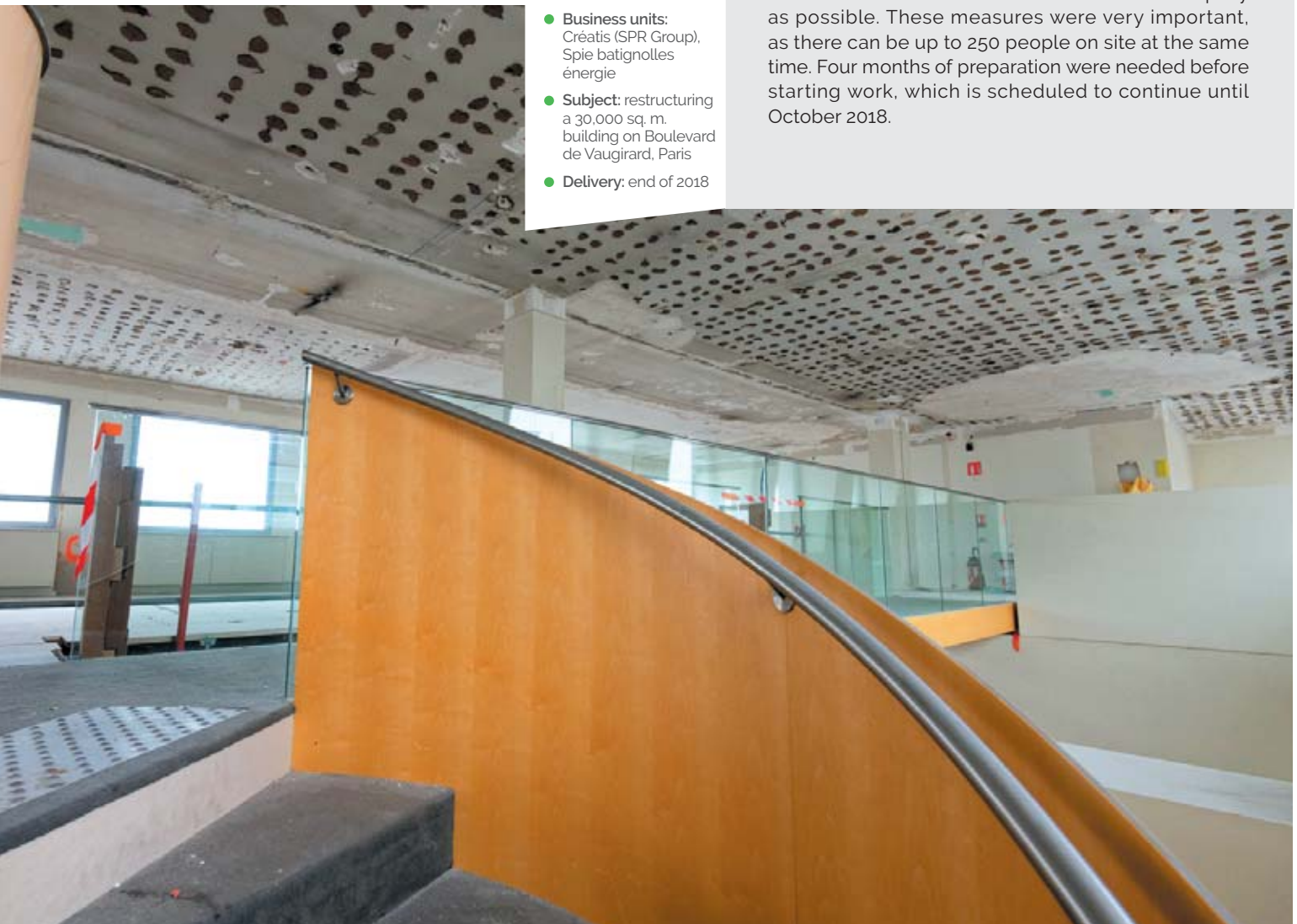
A MAJOR WORK SITE IN THE HEART OF PARIS

Créatis demonstrated exceptional organisational skills in 2017 with its work on the restructuring of an eight-story building with four basement levels for a total surface area in excess of 30,000 sq. m. on Boulevard de Vaugirard in central Paris, next to Gare Montparnasse railway station. This work in one of Paris' historic districts presented **a number of difficulties**, as the site is partially occupied by a post office and adjoins the postal museum.

As well as scheduling works around the post office's opening hours and operational imperatives, particular attention was also paid to limiting noise nuisance and maximising dialogue with locals. A **noise monitoring system** was installed to identify any occurrences of excessive noise and allow action to be taken as rapidly as possible. These measures were very important, as there can be up to 250 people on site at the same time. Four months of preparation were needed before starting work, which is scheduled to continue until October 2018.

AT A GLANCE

- **Client :**
ACA Crédit Agricole
- **AMO:**
Altarea COGEDIM
- **Business units:**
Créatis (SPR Group),
Spie batignolles
énergie
- **Subject:** restructuring
a 30,000 sq. m.
building on Boulevard
de Vaugirard, Paris
- **Delivery:** end of 2018



PROTECTING BIODIVERSITY

Spie batignolles is determined to preserve biodiversity and the environment at all sites where its work sites are located. This involves prior planning and the active involvement of all our partners in the field.



OFFSETTING SITE IMPACTS

In Nantes, **Spie batignolles grand ouest** has rolled out a number of initiatives to offset site impacts at the Centre Scientifique et Technique du Bâtiment site. Because several trees had to be uprooted as part of the work, a **tree and shrub replanting programme** was scheduled as part of a programme known as Pur Hexagone. The programme brings together growers and landowners who want to develop their growing practices to include agroforestry.

Spie batignolles will offset 150 tCO₂ eq of the site's carbon footprint by helping to preserve the San Martin forest in Amazonia, a REDD+ certified forestry protection project.

Upstream environmental analysis

Spie batignolles undertakes an environmental analysis prior to starting work, which may include creating a **map of environmental sensitivity**. This makes it easier to plan the appropriate protective measures and resources depending on the Significant Environmental Aspects identified. Upstream impact studies may also be carried out to look at all aspects of biodiversity and the environment, including changes to the landscape, and the impact on plants, wildlife or the aquatic environment.

A broader partnership approach

The Spie batignolles teams call on proven specialist skills provided by ecologists, regulators and local environmental associations to run **targeted actions during operations in environmentally-sensitive zones** (Natura 2000, Natural Zones of Ecological, Flora and Fauna Interest, etc.).

Each of these sites is subject to a precise methodology and additional precautions, such as **wildlife corridors**, special fences to prevent wildlife entering construction sites, and the planning of works to **avoid animals' nesting and breeding seasons**.

Spie batignolles is also delighted to run one-off initiatives whenever a request is made locally. In 2017, Malet restored a gravel pit in Castelnau d'Estretefonds, close to Toulouse, **returning it to its original purpose**. Malet also holds public planting days for trees and woods, attended by local residents and secondary school children, raising awareness about the diversity and fragility of local areas.



A63: WORK SITE WITH A MAJOR ENVIRONMENTAL COMPONENT

Earthworks, drainage, networks, equipment, surfacing: the various aspects of the work to widen the A63 highway that Valérian and Malet have been tasked with by client ASF are a chance for Spie batignolles to run an **ambitious work site with wide-ranging environmental implications**. Three consultancies were hired by the Group to assist environmental management for the project.

Meticulous attention to plant and wildlife

The presence of **numerous protected plants as well as invasive species** required appropriate systems to be used: seed banks from the protected plants were gathered then redistributed at a location determined with the naturalists to allow them to regrow, while the pampas grass and pokeweed were suppressed by being buried beneath the noise control berm.

When it came to wildlife, **artificial wetlands were established** to ensure the return of aquatic species including snakes, European pond turtles and European minks, otters, amphibians and southern water voles. As well as decompacting the wetland zones, geotextile barriers were laid and catches of lampreys and eels arranged with the local fishing federation.

Lastly, temporary drainage basins were created using a range of different techniques (straw-bed filters, stone filters, geotextile sediment barriers, coco filters, etc.) to treat water before discharge into the environment.

AT A GLANCE

- **Client :** ASF
- **Business units:** Valérian, Malet
- **Subject:** Biodiversity management for the A63 highway widening project
- **Delivery:** end of 2019



Maintenance and storage site, Saint Ouen, RATP





GROW

Our women and men are Spie batignolles' greatest strength. The widely acknowledged expertise of our teams, their commitment in the field alongside our clients, their ability to listen and identify the challenges then respond to them with innovative solutions have all combined to make the Group the major player it is today. Day in, day out, Spie batignolles supports the professional development of all its people, providing them with safe working conditions, making improvements to their working environments and offering them opportunities to advance their careers. The Group continues to grow together, regularly welcoming new talents, new skills and new business lines that complement our existing offers.



P.50 | SAFETY

P.52 | HEALTH AND QUALITY
OF WORKING LIFE

P.54 | SKILLS
DEVELOPMENT

P.61 | SPIE BATIGNOLLES
FOUNDATION

SAFETY IS A PRIORITY FOR US ALL

In 2017, Spie batignolles rolled out a health and safety action plan designed to strengthen awareness of its core management policies and initiate a collective drive to combine safety, quality of life at work and employee accountability.

Continuity in what we do

Our health and safety action plan, part of a continuity-focused approach, **maintained and ramped up the core safety-related measures** that Spie batignolles has been implementing for many years, including:

- *Minutes Spie batignolles* site meetings, an opportunity for team members to meet and talk about all aspects of accident prevention;
- monitoring of the Group accident prevention plan by each operational manager, with actions and results analysed monthly;
- regular safety visits to the Group's various locations and work sites;
- on-going Zéro Accident Target training courses, with 238 additional colleagues trained during the year 2017;
- Zéro Accident trophies presented to operational business units with a zero-accident record over a 12-month period.

Developing an accident prevention attitude

The Attitudes Prévention programme was unveiled in January 2018 as part of the new action plan. The programme sets out rules for all Group business



lines, the idea being to help them to make progress towards achieving the Zéro Accident Target. Presented in the form of **nine measures everybody on site must take to reduce the risk of accidents**, the rules are introduced every month during the national *Minutes Spie batignolles* and systematically presented to all new permanent or temporary employees during the safety induction briefing.

In addition to actions run at Group level, **Malet** launched in 2017 "Incontournables de la Sécurité", a communication campaign designed to encourage its employees to think in terms of accident prevention and the Zéro Accident Target by **reminding them of the rules to follow to avoid most situations where an accident risk exists**.

A total of twelve safety instructions were defined as "essential" and were widely publicised to everybody at Malet at a rate of one each day during the twelve days leading up to World Day for Safety and Health at Work on 28 April 2017. The campaign, which combined conventional posters at work sites with digital messages delivered by email and text, concluded with a *Minutes* site meeting at all locations and work sites. Malet was awarded **a bronze medal in the Information category** for this programme during the OPPBTP accident prevention awards.





SPIE BATIGNOLLES AND ITS NINE "ATTITUDES PRÉVENTION" RULES

- 1 - I know my rights and responsibilities.
- 2 - I use the designated safety routes for accessing and moving around the site.
- 3 - I never consume alcohol or drugs at work.
- 4 - I use and look after the collective protection equipment.
- 5 - I wear my PPE.
- 6 - I use tools and machinery that are certified, checked and in good condition.
- 7 - I follow handling and lifting guidelines.
- 8 - I stay alert and vigilant when moving about the site.
- 9 - My safety and my colleagues' safety are my priority.



Christophe MASSON

Lead site manager - Spie batignolles énergie

Safety is a constant concern on any work site. The "Attitudes Prévention" campaign launched by the Group is a tool that helps us in the field: we focus on the theme of the month and related documents, which form the core for the Minutes site meetings, when we discuss and remind our teams about essential safety attitudes. Everybody on site is very receptive to this approach.



14

Accident rate frequency
for all staff in 2017

238

employees trained
as part of the Zéro Accident
Target in 2017

HEALTH AND QUALITY OF WORKING LIFE: A COLLECTIVE COMMITMENT

Spie batignolles' drive to improve health and quality of life at work dates back to 2006 and its decision to actively partner with medical and accident prevention specialists. With audits of past actions and new initiatives put in place, 2017 was a chance to lay the ground for the updated Group Health Plan scheduled for 2018.

Partnership approach

Spie batignolles has been actively engaged with health and quality of working life for several years, determined to ensure that all its employees work under suitable conditions that allow them to perform their tasks without compromising their safety. Operational managers **partner with a network of professionals** (occupational health doctors, OPPBTP, Carsat, etc.) to set up actions to protect the health of our employees and improve the quality of workplace relations.

These actions are rolled out by each business unit **according to the specific problems they have to face in their areas of expertise and particular circumstances**. For example, in 2017 Spie batignolles génie civil provided mobile work benches for all its work sites in a bid to improve workers' postures and the safety of their working conditions, particularly form setters-finishers and carpenters.

Regular monitoring

From the Assises de la Santé conferences on health and workplace quality of life to annual seminars and regular meetings with a broad range of healthcare professionals, **themed meetings and events held across the Group** are a regular feature of the working lives of everybody at Spie batignolles. All the business units use a common framework to draw up an annual health report, which is then consolidated at Group level. The indicators serve to identify progress made, levers to use and goals to set for the years ahead. Results from the 2017 report will be fed into the Group Health Plan, currently being updated. **Best practices identified in each business unit will be pooled** and deployed Group-wide throughout 2018.

Action plans to improve working conditions

Training and awareness-raising actions, with a special focus on musculoskeletal disorders and the harm that can be caused by noise, vibration and dust, continued among our teams throughout 2017. Operational teams and quality, safety and environment managers work with occupational health doctors whenever necessary to optimise the layout and ease of use of workstations and equipment, both issues central to the combat waged by Spie batignolles to reduce the risks associated with difficult working conditions. Finally, actions to raise awareness about the problems of temperature extremes were also conducted in 2017: *two Minutes Spie batignolles* meetings were organised, before summer to consider the problem of working in high temperatures, and before winter addressing work during cold spells.

Towards a comprehensive agreement on workplace quality of life

A Group-wide agreement on prevention of occupational stress was introduced in 2010, making it possible to track results across the Group and within each business unit. A special committee meets each year to **examine the effectiveness of measures adopted by each business unit** before considering whether to roll them out more widely.





In 2017, Spie batignolles énergie ran **workshops looking into workplace quality of life**, examining real-life issues such as communicating to settle tensions in the workplace, managing time and priorities, or how to spot signs of stress.

A **more comprehensive agreement on the quality of working life** at Group level is also being studied: workforce representatives from all branches and functions at Spie batignolles will meet regularly during 2018 with the aim of agreeing on a plan by the end of the year.

56

working environments assessed and reorganised in 2017

21

workstation upgrades and employee redeployments in 2017

Almost

50

health meetings



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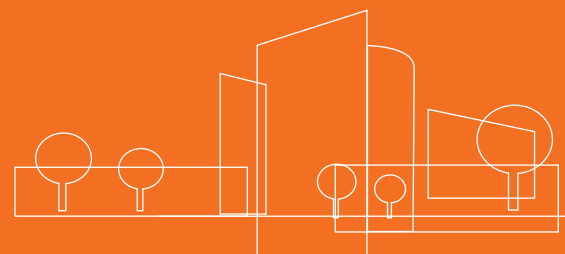
Spie batignolles
spiebatignolles.fr

PROMOTING A HEALTHY WORKPLACE

A new confidential help and support programme, dubbed **Performance Santé**, was set up during 2017 by **Spie batignolles nord** for employees in difficulty. It relies on in-house health representatives, **volunteers whose role it is to listen to and reassure employees** who ask for help and explain the programme to them.

Together they fill in a registration form, which is then used as a starting point for a session with a specialist outside counsellor. The company will also pay for a series of one-on-one sessions if the counsellor and employee feel this is needed.

A Minutes Spie batignolles meeting covered this topic in 2018 and presented the programme. This was an opportunity to raise awareness among employees, reminding them in particular that anybody can contact the health representative on their own behalf or for a colleague. A unique programme with a clear motto: health representatives who are happy to listen to you!



CAREER DEVELOPMENT WITHIN THE GROUP

Whether it is making sure that every employee has a chance to progress or that new talents are welcomed into the Group, Spie batignolles operates a people-focused human resources policy.

GPEC: new agreement to prepare for the future

A new three-year Forward Planning for Jobs and Skills (GPEC) contract – the “Cross-Generation Contract” – was signed in May 2017. In this document, Spie batignolles reaffirms its managerial ambitions in terms of supporting changes in its industry in four main ways:

- anticipating predictable changes in business lines, workforce levels and skills;
- accompanying development of new skills and geographical mobility;
- the Cross-Generation Contract, representing a commitment to bringing young people into the workplace and providing workers with career development opportunities at every stage;
- providing more information to employees, managers and their representative bodies.

This agreement applies to all staff – manual workers, administrative, technical and supervisory staff and executives – and to all Group business units.

The HR policy is regularly discussed with staff representatives during meetings of the monitoring committees, staff councils and the Group committee.

A watchdog to spot emerging trends

Set up by Spie batignolles as part of the GPEC agreement, the Occupational Watchdog provides input to the Group about changes in its business lines and skill sets, in order to **anticipate staff training and career development needs**. In 2017, the watchdog continued its work analysing changes in our business lines and markets (property and construction, energy, infrastructures and nuclear), the Group's geographical development in France and internationally, as well as issues surrounding external growth.

Fostering career development within the Group

Leading on from the work of the Occupational Watchdog, Spie batignolles actively promotes pathways for its employees to **take up different jobs and use their skills and expertise within new business units**. The *Careers and Transfer Opportunities Guide for Manual Workers* is an easy-to-use document that lists the skills required for each position and the possibilities of career development. It is currently being updated and a new edition will be released in 2018.



“Fully aware of the far-reaching changes that will sweep the construction industry, Spie batignolles prioritises career development support for its people.”



Long-term career support

- **Appraisal and Development Reviews and Professional Reviews** are annual meetings between employees, irrespective of their grade, and their line managers. These sessions are used to identify employees' career development ambitions and identify their needs for further training.
- **Skills and Development Committees (CCDs)** are made up of human resources directors and management from the various group business units. They oversee every employee's career path and look ahead to changes in the future, guided by the skills mix needed by the Group. This process concerns all operational and cross-disciplinary functions, at both the local and Group level.
- Spie batignolles works to promote **internal job mobility** for its staff, providing regular information on Group job opportunities, primarily using its intranet. Provided they have the necessary skills and qualifications, preference is given to internal candidates.



campus
spie batignolles



CAMPUS SPIE BATIGNOLLES: TRAINING IN THE FIELD IS INCREASINGLY ONLINE

Specifically dedicated to Group employees, Campus Spie batignolles is an in-house training body that helps to promote our corporate culture, **implement the Spie batignolles 'Fondamentaux' and Group values**, ultimately reinforcing and strengthening its strategy. It supports staff throughout their careers, delivering training content tailored to bolster the Group's strategy and meet new needs emerging in the market.

Campus Spie batignolles delivers content via local training units across the country, located close to the Group's sites, as well as using e-learning modules to make it easier for everybody to access training. **This mixed teaching approach** introduced three new programmes in 2017. New training courses have also been released, including a course on modelling building data called *Discovering and Understanding BIM*.

Additionally, a campaign to promote and communicate about training was launched across the Group, the idea being to present the complete training offering and identify potential volunteer trainers. A great many sessions were run by professionals from the Group who were keen to share their know-how.

TRAINING IN 2017

740

employees
trained

50

in-house
trainers

10,700

training hours
(+38% compared to 2016)

HIRING AND WELCOMING NEW TALENTS

With close to 900 new hires in 2017, Spie batignolles has taken the decision to ramp up its communication to potential new recruits in order to boost its visibility and attractiveness, with a particular focus on students. This attitude is further enhanced by extra measures to welcome and induct new hires.

Employer branding: resolutely future-forward

Anxious for a brand message that aligns with its strategy for 2018-2022 and the changes sweeping its markets, in 2017 Spie batignolles took a **fresh look at its employer branding**, determined to match the Group's image and messages with in-house perceptions and the expectations of its potential new hires. Three workshop sessions attended by 50 staff from every business unit were held during 2017, fostering a **sense of team spirit around the project**. A perceptions survey was also carried out in association with Le Lab RH, targeting 3,000 students.

A collaborative approach to recruitment

In 2017, Spie batignolles set up a recruiters' club to **forge greater cross-disciplinarity between all Group business units in terms of human resources**. At a time when the Group has set ambitious recruitment targets to sustain its growth in France and internationally, the club enables the various business units to communicate about the Group, its business lines, employer branding and message. A range of collaborative projects, focusing mainly on **testing innovative recruitment mechanisms**, have also been implemented.

The **Group Co-option Charter** has been adapted to increase the involvement of all Group employees in Spie batignolles' recruitment strategy.

Stronger presence on social media

The Group strengthened its social media presence in 2017, primarily by creating a LinkedIn careers page detailing all its job offers, which already has **almost 22,000 followers**. Weekly updates were used to improve communication on Twitter and Facebook during 2017.

Spie batignolles ambassadors at high education colleges

Spie batignolles has always maintained close ties with higher education, and in 2017 it revived its Campus Managers programme that sees **employees acting as ambassadors for the Group at their former colleges**. Every Campus Manager works with our HR team to set up special local actions (site visits, forums, open days, sports events, etc.) aiming to create a dialogue with students and encourage people to share their stories, professional experiences and centres of interest. Around a dozen staff are involved in the programme in the field and in colleges, united by a communication campaign with the slogan *Tous ambassadeurs de Spie batignolles*.





Induction, a critical stage

To ensure that every new recruit is **seamlessly integrated into the Group and fully versed in its values and "Fondamentaux"**, Spie batignolles has set up the Alliance scheme to make sure that newly hired or internally redeployed managers are guided by a dedicated mentor in addition to their manager and HR manager. Workers are mentored by an experienced employee to ease transition into their new role.



LE LAB RH: A DEDICATED ECOSYSTEM

As part of the process of looking into promoting its employer branding, Spie batignolles partnered with Le Lab RH, an ecosystem of close to 400 start-ups dedicated to innovation in the field of human resources. A perceptions study was carried out in 2017, questioning 3,000 students about their expectations in terms of their future employers (job, management, values, work-life balance, etc.) as well as their image of Spie batignolles today. The survey results will be made public in 2018 during workshops held on college campuses. The Group has also developed a business case on the attractiveness of construction and civil engineering careers, in collaboration with Paris Dauphine University. Offered to students on the Year 2 Master's in Human Resources, the study seeks to identify novel solutions to make the industry and its areas of expertise more attractive.



Partnering with Le Lab RH is a testament to Spie batignolles' core identity, capacity to listen, commitment to innovation and an open-minded approach to its environment, a mindset reflected both in its relationships with clients and its management model.



SCHOOLAB: INNOVATING WITH STUDENTS

In 2017, Spie batignolles launched a **project to create an innovative product (CPI)** with students from ESSEC, CentraleSupélec and Strate École de design, in partnership with Schoolab. This project accelerator has created a unique ecosystem to design, produce and launch innovations onto the market, and to help students prepare for their working lives by tackling projects from real life. From October 2017 to March 2018, a multi-disciplinary team of seven students experimented with Open Innovation and trained themselves in the Design Thinking method, so they could come up with innovative responses to a problem chosen by Spie batignolles. The students were guided by the teams at Schoolab (tutors, experts, entrepreneurs, etc.), and challenged and coached by Spie batignolles teams.

GENDER EQUALITY: WORKING FOR A BETTER DISTRIBUTION OF ROLES

In a traditionally male-dominated industry, for many years Spie batignolles has promoted women's access to all functions and areas of expertise within the Group. This is a proactive commitment expressed in the form of three-year plans at every business unit.



Reaffirming its strategy

In order to promote women's access to technical and operational roles as well as management functions, Spie batignolles has established **gender equality action plans and workplace agreements** at every business unit. Covering a three-year period, these plans provide indicators that are tracked, analysed and consolidated yearly, allowing the Group to regularly realign its policies in terms of recruitment, training, career advancement and pay.

The Human Resources department also works closely with the Skills and Development Committees to track the career paths of all women employed by the Group. And with **women accounting for 13.3% of the workforce as at 31 December 2017**, 23% of them in managerial, administrative, technical and supervisory roles, Spie batignolles will be ramping up its efforts in this area, a process symbolised by the appointment in 2017 of a woman to its Executive Committee.

Asmaa ABBADI, site manager,
Spie batignolles île-de-france

Being a woman in the construction industry can be an advantage, despite its reputation for sometimes being fairly unforgiving. My job requires me to plan ahead and anticipate where problems are likely to arise, to be organised and to be a manager: these are skills and behaviour habits that are as much feminine as masculine. And I was very well treated when I arrived at the site; the team are all very supportive of each other. Most importantly, this is an industry that offers plenty of opportunities for advancement, irrespective of whether you're a man or a woman.

13.3%

of the workforce
were women
in 2017

Almost

23%

of women are
in managerial,
administrative, technical
or supervisory roles



PROGRESS THROUGH EMPLOYER-EMPLOYEE DIALOGUE

Comprising 25 elected members representing all Spie batignolles' business units and fields of expertise, the Group Committee is the body responsible for continuous constructive dialogue between the management team and employee representatives.

A deep-seated culture of consultation

An incentive scheme, profit-sharing, healthcare cover, GPEC (forward planning for jobs and skills), evaluation and prevention of work-related stress: the agreements signed over the years between staff representatives and Group management **are the result of a constructive dialogue designed to help Spie batignolles and all its employees make progress.**

The regular exchanges between workforce representatives and the Human Resources department, with monitoring committees and meetings on specific topics, are all an opportunity to drive forward the process of improving working conditions across the Group, collectively as well as at the individual level, as well as a chance to make progress in other spheres, inspired in particular by initiatives launched by business units in the field.

In 2017, the Stress Prevention agreement's annual monitoring meeting highlighted **the results obtained by several business units in terms of quality of life in the workplace**, such

as the appointment of health representatives at Spie batignolles nord and the year-round theme-based workshop sessions offered by Spie batignolles énergie. A working group attended by staff representing a range of functions (managers, operationals, HR, QSE, etc.) was set up as a result of this committee, aiming to transform the Group Stress Prevention agreement into a comprehensive agreement on quality of life in the workplace.

Manuel DE CARVALHO

Group Union Coordinator, CFTC
Trade union representative,
Spie batignolles est, Site manager

For the past eight years I have witnessed, as a member of the Group Committee, the excellent dialogue that exists between workforce representatives and executive management. Whatever the subject, discussions are always frank but friendly, and our views are genuinely listened to, which in turn leads to well-balanced agreements and amendments. We put in a lot of work behind the scenes, in the business units as well as at Group level, to bring fresh insights and be a source of constructive propositions. The entire committee is currently focused on quality of life in the workplace, a process that should lead to a win-win agreement for all concerned.



PROMOTING TRANSITION INTO WORK

Every Spie batignolles business unit is committed on a daily basis to helping people who are vulnerable, unqualified or distanced from the job market to transition into work. In 2017, this process was expanded to include refugees.

An industry with real job creation opportunities

The sheer range of Spie batignolles' work sites and business lines offers a **great opportunity to construct quality pathways for transition into work**. In 2017, the rising numbers of major infrastructure projects, such as Grand Paris and major property development programmes, led to creating numerous jobs and opportunities of all types at grassroots level.

The Group offers permanent support to help these new employees to integrate successfully. An in-house mentor system is used to help people **settle in and acquire the skills needed** to fulfil their role, and every new inductee also benefits from on-going backing from specialist regional work transition and employment bodies.

A large number of vocational qualification contracts were issued in 2017, delivering training to pipe-layers, assistant formworkers, road workers and design office technicians, all skills of vital importance to the Group.

Almost
265,000 transition into work hours
completed in 2017

AGREEMENT IN SUPPORT OF A SOCIAL ECONOMY PROJECT

In 2017, **Spie batignolles amitec**, the Group's IT business unit, signed an agreement with APR2, a specialist in recycling waste electrical and electronic equipment (WEEE). Located outside Paris, this leading social economy business provides local employment to people who are disabled or experiencing difficulties in their lives. Every Group employee is encouraged to hand in their old mobile phones, which are then sent to APR2 for reuse, recycling or recovery of the raw materials found in electrical and electronic waste.



A SUCCESSFUL PROJECT TO WELCOME, INTEGRATE AND TRAIN REFUGEES

In 2017, **Spie batignolles génie civil** participated in the **first project to welcome, integrate and train refugees** in the Île-de-France region. Initiated by FNTF in partnership with construction industry employers, the national training agency and the regional prefect, the action culminated in the successful integration of two refugees as trainees on the Line 14 work site in Saint-Ouen in the outskirts of Paris.

The three-stage training course put in place (French language skills, basic knowledge and safety, working for a company) helped to ease their integration into the formwork and concreting teams, as did mentoring from the site manager. This support during their apprenticeship learning new skills led to both trainees **obtaining a diploma in civil engineering formwork** at the start of 2018.



SPIE BATIGNOLLES FOUNDATION: MULTIPLE COMMITMENTS

Since 2006, the Spie batignolles Foundation has developed and supported initiatives for transition into work through education, housing and the arts, with a focus on activities that Group employees actively participate in. In 2017, teams from across the group were asked to vote on the outreach actions they wanted to support.

Supporting the young professionals of tomorrow

Already involved in education through **direct funding to construction and engineering colleges** (ESTP, Civil Engineering at IUT Rennes, ENEPS Grenoble, etc.) and providing their students with scholarships, the Foundation rolled out a programme of support for **production schools** in 2017. In France, these are private vocational schools contracted to the State that help 15+ students to obtain CAP and Bac Pro vocational qualifications.

Tackling social exclusion and poor housing

During 2017, the Foundation expanded its partnership with the **Association Nationale des Compagnons Bâisseurs** to join their fight against social exclusion and poor housing, as well to support the public spirit of over 200 young civic service volunteers at projects in France and Europe.

It also supports **Habitat & Humanisme**, a public interest federation of 55 non-profit organisations fighting poor housing across France. Its work helps families and single people in need to find decent housing and supports them as they navigate administrative and social pitfalls, enabling them to rediscover independence and social inclusion.

Employees' commitment grows and grows

The Spie batignolles Foundation continues to **support the arts** in a variety of ways, including via its partnerships with the Cité de l'Architecture and the Auvers-sur-Oise festival and by organising concerts at the Palais Royal in Paris. It also **supports many initiatives involving Spie batignolles employees** in spheres ranging from humanitarian issues (Safe Water Cube and Running Solidarité), sports and disabilities (Courir 66) to school failure tackling (Cours Charles Péguy) and artistic expression (Saint Pierroises and Source Ituria).



SAFE WATER CUBE: DRINKING WATER FOR ALL



Over two billion people worldwide do not have access to drinking water. The Spie batignolles Foundation has chosen to support the non-profit organisation Agir Ensemble and donor Safe Water Cube, both sponsored by a member of staff. Behind the name lies an innovative concept for a mobile mechanical drinking fountain able to make all types of surface water (river, pond, well and brackish) drinkable without any added chemicals, producing 1,000 litres per hour (150,000 litres per month). The partnership aims to contribute to installing ten Safe Water Cubes in Cameroon, where 65% of the population have no access to drinking water.

NON-FINANCIAL INDICATORS

AS AT 31 DECEMBER 2017

INDICATORS	2016	2017	GOALS	2018 PRIORITY ACTIONS	PAGES
O CUSTOMER SATISFACTION					
Number of customer satisfaction surveys completed*	400	268	• Stand out via our customer relations, thanks to the quality of our offers and services that create lasting value.	• Continue the customer satisfaction surveys. • Implement action plans.	P.18
O SAFETY AT WORK					
Group accident frequency rate (FR) ^{(1) (2)}	15,8	14	• Achieve the Zéro Accident target in all business units	• Setting up the Attitudes Prévention programme • Update "Zéro Accident Target" training. • Monitoring the new Health & Safety action plan.	P.50
Group accident severity rate (SR) ⁽³⁾	1.26	1.04			
Number of employees who attended the Zéro Accident Target training course	350	238			
O HEALTH AND QUALITY OF WORKING LIFE					
Number of workstations assessed**	78	56	• 100% of workstations posing an MSD risk (musculoskeletal disorder) reconfigured. • All carcinogen, mutagen and reprotoxin (CMR) products substituted. • Monitoring the annual Health report.	• Each business unit to organise annual health meetings with local health partners. • Continue measures to improve quality of life at work. • Update the Group Health Plan.	P.52
Number of workstations adapted	21	21			
Number of employees redeployed	4	11			
Chemicals eliminated	3	10			
O CERTIFICATIONS					
% of subsidiaries with ISO 9001 certification	73%	73%	• Minimise environmental impacts. • Zéro Réserve (zero defects) at project handover.		P.42
% of subsidiaries with ISO 14001 certification	38%	38%			
O EFFICIENT USE OF RESOURCES AND RAW MATERIALS					
Greenhouse gas reporting***	56.490t CO ₂ e	58.162t CO ₂ e	• Cut Group consumption. • Use recycled and environmentally-friendly materials whenever possible.	• Continue to monitor recycling channels. • Increase the percentage of recovered materials.	P.42
Percentage of materials recovered:					
• Infrastructure	73%	81.5%			
• Construction	51%	62%			

* Customer satisfaction surveys conducted in 2017. Source: Group Development Department

** Number of working environments risk-assessed for MSDs, manual handling, postures and noise and mechanical vibration leading to the implementation of measures to improve working conditions: tools, equipment, reorganisation of the work environment, etc.

*** Source: Evaluation of greenhouse gas emissions group subsidiaries – scope: administrative premise & work sites, scopes 1 and 2

(1) FR: $\frac{\text{Number of lost-time accidents} \times 1 \text{ day} \times 1,000,000}{\text{Number of hours worked}}$

(2) Scope: Production, Administration, in all business units

(3) SR: $\frac{\text{Number of working days lost} \times 1,000}{\text{Number of hours worked}}$

Sources: QSE network and Campus Spie batignolles

INDICATORS	2016	2017	GOALS	2018 PRIORITY ACTIONS	PAGES
O TRAINING					
Percentage of total payroll allocated to training	2.53%	2.64%	• Develop career paths for all employees. • Ensure training provision is balanced across different age groups and socio-professional categories.	• Continue review of developments in trades via the occupation watchdog. • Update the Careers and Transfer Opportunities Guide for Skilled Workers.	P.55
Total number of training hours dispensed	77,161	80,340			
Training hours provided by Campus Spie batignolles	-	10,700			
O ANNUAL APPRAISAL AND DEVELOPMENT REVIEWS & PROFESSIONAL INTERVIEW					
Percentage completed by category:	77%	68%	• 100% for all categories.	• Revise all EAD materials. Draft materials in English. • Continue communicating and training relevant employees via Appraisal and Development Reviews. • Continue with the plan to roll out these reviews across the Group.	P.55
• Managerial & professional staff					
• Administrative, technical & supervisory staff					
• Manual workers					
	67%	57%			
	69%	47%			
O ALLIANCE					
Percentage of mentors/new managerial hires	48.3%	65%	Provide mentoring for all recruits: • 100% of new hires. • 100% of internal redeployments.	• Strengthen monitoring of the Alliance process.	P.57
O GENDER EQUALITY					
Percentage of women in the Group	13.3%	13.3%	• Increase the number of women occupying technical and management roles within the Group.	• Continue to assist women's access to technical and management roles (professional training, recruitment, career path monitoring).	P.58
Percentage of women hired / total hires	21.8%	16.5%			
Percentage of women who received training	19.2%	12%			
O WORK/STUDY PROGRAMMES					
Percentage of employees hired and trained through work/study programmes*	3.45%	4.1%	• Provide continued levels of support and integration for employees on work/study programmes.	• Significantly increase the number of such work the Group.	P.54
Percentage of employees hired at the end of a work/study programme	35.5%	37%			
O TRANSITION INTO WORK					
Number of hours worked on Group sites by people in job integration schemes	90,000	265,000	• Provide innovative and effective solutions for the transition into work.	• Strengthen partnerships with public and private actors involved in transition into work. • Continue to provide guidance for people on job integration schemes at our work sites.	P.60

Source: Forward Planning for Jobs and Skills (GPEC) & HR dashboards

* Scope: Business units with an average workforce of 250+. Vocational qualification contracts and apprenticeships: calculated as an annual average based on number of months worked in the year.

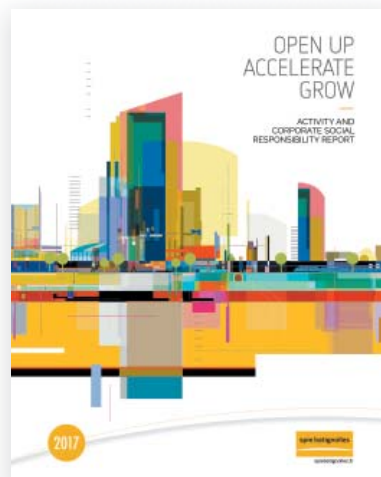
EXTRACT FROM SPIE BATIGNOLLES' CONSOLIDATED FINANCIAL STATEMENTS

AS AT 31 DECEMBER 2017

ASSETS IN € MILLIONS	
Goodwill	221.7
Intangible assets	5.4
Property, plant and equipment assets	164.7
Non-current financial assets	142.3
TOTAL NON-CURRENT ASSETS	534.1
Inventories and work-in-progress	12.3
Trade accounts receivable	721.3
Other receivables, deferred income and prepayments	215.5
Cash and cash equivalents	273.7
TOTAL CURRENT ASSETS	1,222.8
Deferred tax assets	56.3
TOTAL ASSETS	1,813.2

EQUITY & LIABILITIES IN € MILLIONS	
Share Capital	44.6
Share premium account	13.5
Consolidated reserves, Group share	105.0
Net profit, Group share	29.3
SHAREHOLDERS' EQUITY (GROUP SHARE)	192.4
Non-controlling interest	3.3
TOTAL SHAREHOLDERS' EQUITY INTERESTS	195.7
TOTAL PROVISIONS	159.8
Loans and other financial liabilities	118.6
Trade and other accounts payable	545.3
Other payables	793.9
TOTAL LIABILITIES	1,457.7
TOTAL EQUITY & LIABILITIES	1,813.2

INCOME STATEMENT ACCOUNT IN € MILLIONS	
Sales	1,801.7
Other operating income	102.6
TOTAL OPERATING INCOME	1,904.3
Purchases and external costs	1,309.8
Taxes, duties and other mandatory payments	21.0
Personnel costs	407.9
Depreciation, amortisation and provisions	89.5
Other expenses	28.4
TOTAL OPERATING EXPENSES	1,856.6
Share of profits (or loss) from joint ventures	-1.1
OPERATING PROFIT	46.7
NET FINANCIAL INCOME	-3.2
NET NON RECURRING INCOME (EXPENSE)	-1.2
PROFIT FROM CONSOLIDATED COMPANIES	42.2
Corporation tax	-15.5
Deferred taxes	+3.9
NET PROFIT OF CONSOLIDATED COMPANIES (excl. goodwill)	30.7
(allowance)/write-back for amortisation of goodwill	-1.4
Share of earnings of equity affiliates	-
TOTAL CONSOLIDATED NET PROFIT	29.3
Non-controlling interests	-0.1
NET PROFIT - GROUP SHARE	29.3
EARNINGS PER SHARE (IN EUROS)	0.66



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