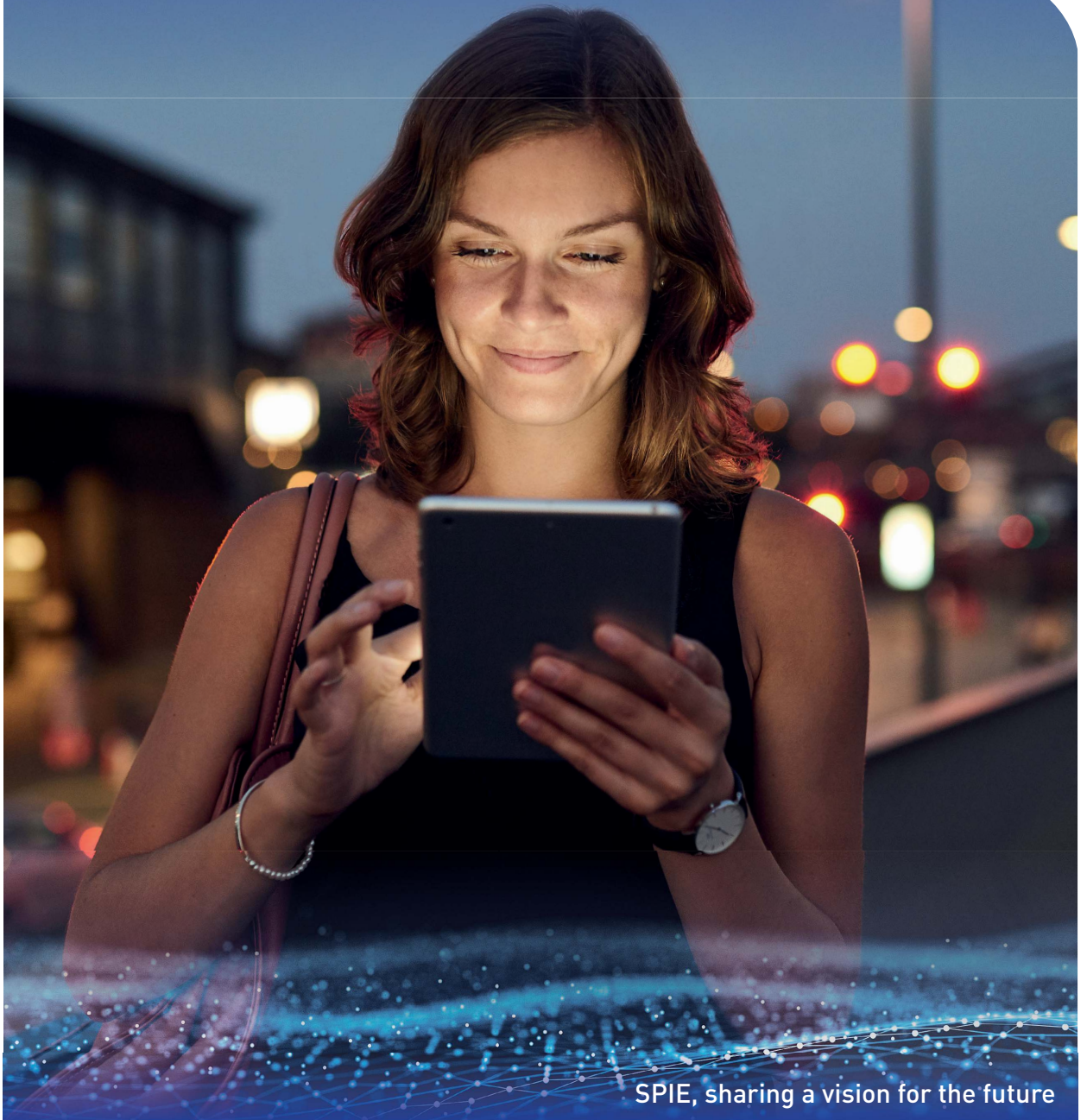


Please consider the environment
before printing this document.



Inspiration

2018 ANNUAL AND SUSTAINABLE
DEVELOPMENT REPORT



SPIE, sharing a vision for the future



SPIE'S NEW UNIFIED DIGITAL PLATFORM, SMART FM 360°, IS A PERFECT EXAMPLE OF THE WAY SERVICE ECOSYSTEMS CAN RESHAPE THE MANAGEMENT OF SERVICE-SECTOR BUILDINGS OR INDUSTRIAL FACILITIES, TO FOCUS TECHNOLOGICAL AND DIGITAL SYSTEMS ON USER COMFORT AND CONVENIENCE, TO HANDLE REAL TIME COLLECTION AND ANALYSIS OF LARGE DATA SETS, TO DEVELOP INTELLIGENT ENERGY NETWORKS, TO VIRTUALISE DATA CENTRE INFRASTRUCTURES FOR A MORE COMPACT CARBON FOOTPRINT, AND MUCH MORE.

WE ARE SPIE

As the independent European leader in multi-technical services in the areas of energy and communications, SPIE supports its customers to design, build, operate and maintain energy-efficient and environmentally-friendly facilities.

We have over 46,000 men and women committed to achieving the energy and digital transition alongside our customers.



Read the document on your smartphone.



Watch the video of SPIE's 2018 key events.



Discover SPIE in one minute.

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Energy and digital transition

Urbanisation of towns, cities and regions



URBANISATION IS DEVELOPING AT A RAPID PACE, RESULTING IN HIGHER POPULATION DENSITIES, THE EXPANSION OF URBAN AREAS, AND UPHEAVALS IN REGIONAL DEVELOPMENT

With the acceleration in urban renewal, but also the growing risks related to urban sprawl and the vulnerability of outlying areas, the challenge is to develop a coordinated long-term approach across all public and private players, from technical operators through to civil society. This movement addresses three main goals:

- Carry through the energy and digital transition for transport and energy infrastructures consistent with the growing trend toward network convergence.
- Shift the development paradigm to focus on community life and new approaches to urban development.
- Preserve natural resources and minimise the impact of human activities, by facilitating new sustainable development models.

Transition to a low-carbon economy

EXACERBATED BY INCREASING GREENHOUSE GAS EMISSIONS, GLOBAL WARMING IS AN ISSUE OF PLANETARY CONCERN

The tough new European Union target on the proportion of renewable energies by 2030 (up to 32% from an initial 27%) has intensified the challenge to assert leadership in the energy transition. Following the Paris Agreement (COP21) signed in 2016, a consensus arose among European countries on the need for a shift in the approach to climate change, based on a new, carbon-neutral economy. This would involve support for the circular economy, a change to the carbon market following the failure of the quotas policy, regulation to encourage energy efficiency and renewable energies, a shift toward eco-responsible production models, and CO₂ capture through initiatives such as revegetation of urban areas

1.5°C

the necessary limit for global warming by the end of the century, according to the IPCC report.

"If carbon emissions turn out to be as damaging as many fear, the only feasible response will be to encourage technological progress that lowers the cost of zero carbon energy sources."



Paul Romer

winner of the 2018 Nobel Prize in economics - USA

@paulromer

77% of Europeans will be living in towns or cities by 2030. Source: ONU

“Changing the city means changing the way we live. The cities that fare the best will be those that put the highest emphasis on usage and the common good.”

 **Carlos Moreno**
expert in smart cities - France
@CarlosMorenoFr



Digitalisation of technologies and services

IN TODAY'S INCREASINGLY DIGITAL WORLD, THE CRUCIAL CHALLENGE IS TO BUILD SERVICE ECOSYSTEMS THAT PRODUCE SHARED VALUE

All sectors fall under the sway of the digital transformation that marks the modern age, whether this involves reorganising value chains in industry or bridging digital divides in society. But what makes the real difference is the degree of intelligence in the services deployed. With IoT (Internet of Things) applications using smart sensors, coupled with capabilities for analysing large data sets, it becomes possible to develop digital service ecosystems addressing both users and operators. This is the case for the urban

and industrial data platforms that are changing the face of facility management, and in the process reconfigurations underlying full-scale redesign of the way organisations work.

VIRTUALISING THE REAL WORLD

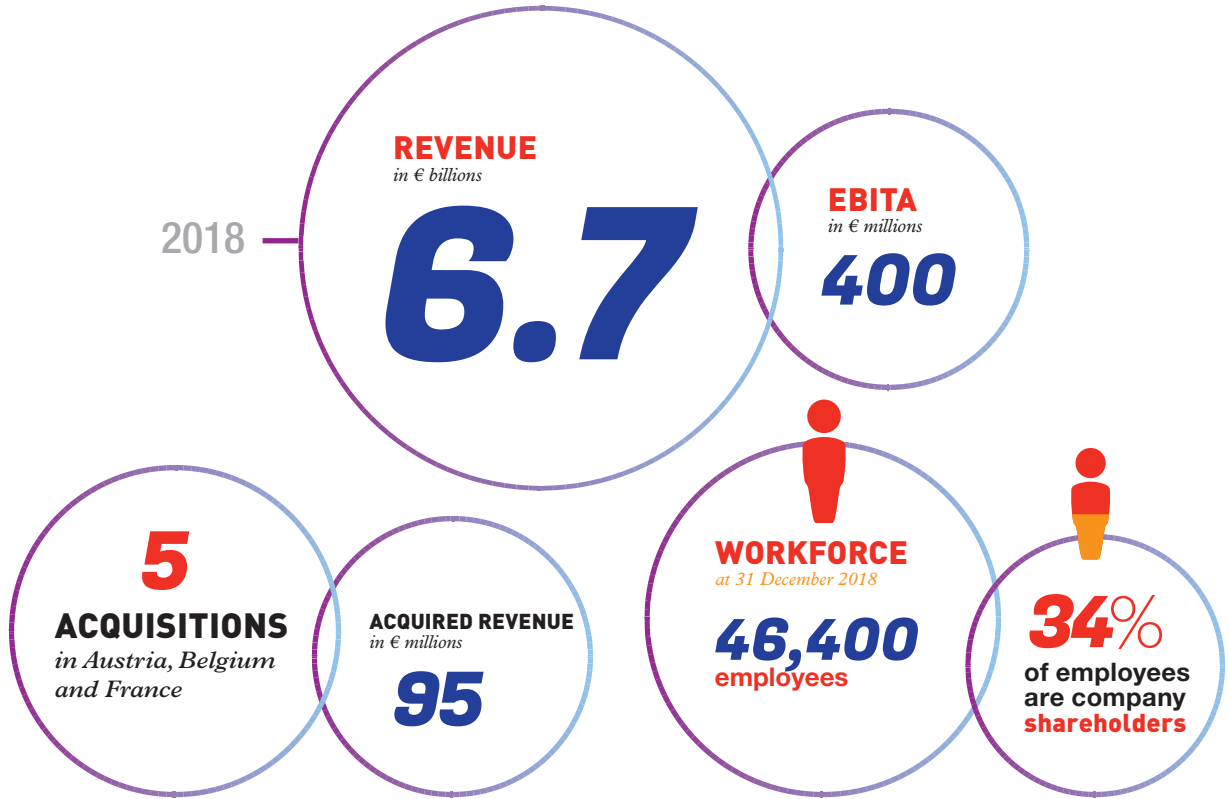
This new shared value model revolves around the virtualisation of existing systems, enabling operators to immerse themselves in the component parts (objects, structures, knowledge, etc.) and thereby work more efficiently. Examples of this are the use of augmented reality in industrial predictive maintenance and of BIM (Building Information Modelling) for optimising building lifecycle management.

65% of companies are confident about their response to disruptive technologies. Source: Digital Transformation Index

“We launched Digital Day on 21 November across the whole of Switzerland to reach the broadest possible audience on this topic.”

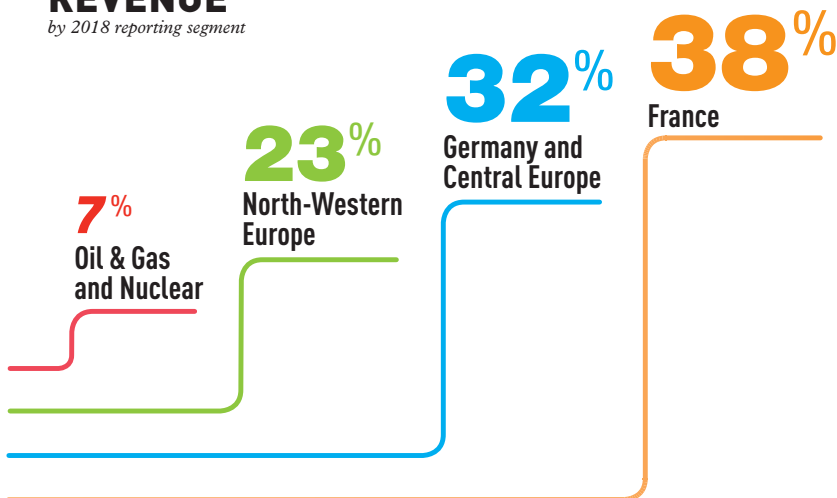
 **Marc Walder**
initiator of Digitalswitzerland
@marcwalder

Key figures



REVENUE

by 2018 reporting segment



WE ARE SPIE

We have over 46,000 men and women committed to achieving the energy and digital transition alongside our customers.

FINANCIAL YEAR 2018

PRODUCTION	EBITA	ACQUISITIONS	WORKFORCE	EMPLOYEE SHARE OWNERSHIP
6.7	400	5	46,400	34%
€ billion euros	€ million euros	in Germany, Belgium and France	employees	% SPIE employees are shareholders

SPIE is the independent European leader in multi-technical services in the areas of energy and communications.

SPIE, sharing a vision for the future

Read the 2018 results press release

www.spie.com

f t in

SPIE

European campaign presenting the 2018 results



Read the press release about our 2018 results

Smart city
Contribute to a sustainable model of urban and regional development

- Smart public lighting
- Connectivity and telecommunications
- Video protection
- Transport and mobility
- Educational and healthcare infrastructure
- Public services installations
- Water and waste treatment

Energies
Facilitate the energy transition around the world

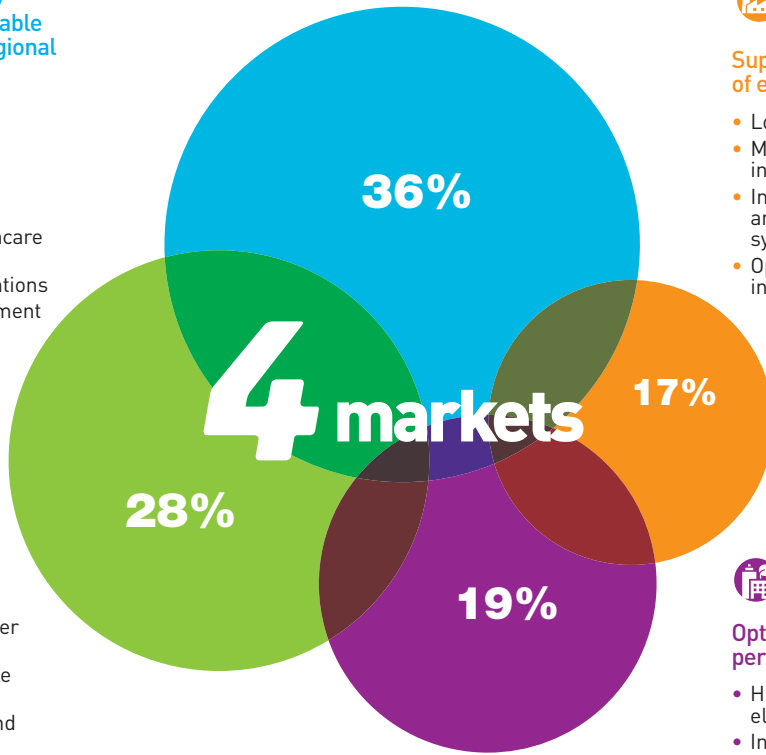
- Oil and gas extraction and production
- Nuclear cycle and power generation
- Thermal and renewable energies
- Power transmission and distribution networks

Industry services
Support the development of each industrial sector

- Local engineering
- Mechanical and electrical installations
- Instrumentation, automation and production management systems
- Optimisation of energy use in industrial processes

e-efficient buildings
Optimise long-term building performance

- Highly energy-efficient electrical and HVAC systems
- Information and communication systems
- Control and safety systems
- Multi-technical energy services



20%

Information & Communications Technology Services (ICT)

28%

Technical Facility Management (Tech FM)

34%

Mechanical & Electrical Services (M&E)

18%

Transmission & Distribution Services (T&D)

Supporting our customers' assets throughout their lifecycle

ASSET SUPPORT 83%

- Replacement
- Upgrading and modifications
- Maintenance and services



NEW FACILITIES 17%

- Engineering and supply
- Installation
- Consulting and design

CSR indicators

RESPONSIBLE PURCHASING

100%

of purchasing from the Group's strategic suppliers has been audited for CSR performance, a priority for SPIE.



FOCUS / An integral part of the Group's CSR policy, SPIE's approach to responsible purchasing relies on several ambitious objectives: 40% of purchasing must be assessed by an independent external body, and 100% of buyers must receive training in business ethics.

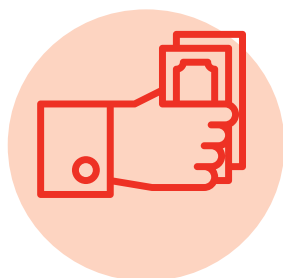
EMPLOYEE SHARE OWNERSHIP

34%

of SPIE employees own shares in the Company, well above the minimum required by the FAS IAS index (15%).



FOCUS / **SHARE FOR YOU 2018** was a success, with over 6,000 employees purchasing shares on preferential terms. The plan, which was particularly popular with new employees, brought in €21 million in share subscriptions.



Economy



Environment

VEHICLES

593

hybrid and electric vehicles in the Group's corporate fleet in 2018, with an average CO₂ emissions rate of 122 g/km.



FOCUS / In Switzerland, where sustainable mobility is a high priority, SPIE has the largest fleet of vehicles running on natural gas and biogas. The Group's Swiss subsidiary expects to avoid 21 tonnes of CO₂ emissions over the service life of its 30 SEAT Leon cars, substantially reducing harmful pollutants such as ultrafine particles and NOx.

CARBON FOOTPRINT

227^g

of CO₂ per euro of revenue (Scopes 1, 2 and 3): the Group's carbon intensity in 2017.



FOCUS / From energy efficiency to carbon capture and storage, SPIE's business lines are actively contributing to improving their customers' carbon footprints. In 2018, some 200,000 tonnes of CO₂ were avoided in Germany, thanks to the solutions rolled out.



Social

SAFETY

6.3

is the lost time injury rate at SPIE, one of the lowest in the industry.



FOCUS / In June 2018, the annual Safety Day event was held for the eighth consecutive time. Led by frontline managers, this event takes place at every subsidiary. In 2018, the main themes were work preparation phases and daily routines.

RECRUITMENT

5,386

employees, excluding the workforce from newly acquired companies, were hired in 2018: the Group has 46,400 employees overall.



FOCUS / All of the Group subsidiaries are developing partnerships with schools and universities, as illustrated in the United Kingdom by the creation of a "Future So'SPIE Ladies" workshop to raise interest among 14-18 year old girls for careers in new technologies.



GENDER EQUALITY

15%

of the managers at SPIE are women, as part of the Group-wide gender equality policy.



FOCUS / SPIE encourages gender equality at work through the "So'SPIE Ladies" network, set up in 2015 throughout its subsidiaries. The network, which is open to both men and women, is involved in a number of initiatives such as women's mentoring, special events and recruitment campaigns at job fairs and on social networks.

Society



GENERATIONS

9%

of SPIE's workforce is under 26 years old, working in businesses impacted by technological and digital disruption in an international environment.

FOCUS / To optimise its search for new potential and talent, SPIE has set up sourcing teams in its subsidiaries and strengthened its "job incubation" policy with apprenticeships, work study programmes, and local and international internships. In 2018, SPIE hired 641 new work-study employees in France and 278 in Germany, who were ably supported by tutors trained in-house.

A robust, resilient business model, anchored in the real economy

GAUTHIER LOUETTE
CHAIRMAN AND CHIEF EXECUTIVE OFFICER

SPIE IS BEGINNING 2019 WITH AN OPTIMAL STRUCTURE AND REAPING THE BENEFITS OF THE CONVERGENCE BETWEEN THE ENERGY TRANSITION AND THE DIGITAL TRANSITION.

IN 2018, YOU PURSUED THE FAR-REACHING TRANSFORMATIONS UNDERTAKEN IN 2017. HOW WOULD YOU DESCRIBE THE OUTCOMES DURING THE YEAR?

In 2018, we completed the transformations begun in 2017, primarily in Germany, France and the United Kingdom. SPIE is fully up and running, and our cash flow will no longer be impacted by restructuring costs in 2019.

In Germany, SPIE SAG's power transmission and distribution operations have been successfully integrated and we're seeing the initial benefits of marketing synergies in the e-mobility and Smart City segments. As announced, we also divested the offshore cabling activities, which made up most of the Gas & Offshore division acquired with SAG.

In France, we consolidated our local operations into a new company, SPIE France, and completed the reorganisation of our regional multi-technical activities into five national, market-focused subsidiaries.

We can already feel the effects, especially in driving a return to organic growth. The new organisation has improved our ability to address customer expectations with optimised processes and enhanced innovation capabilities.

In the United Kingdom, in a still challenging economy roiled by all the uncertainty surrounding Brexit, we effectively refocused our business portfolio by disposing of certain non-core businesses. The dedication and hard work by our local teams enabled us to hold revenue steady for the year.

After carrying out the most extensive reorganisation of its French operations in 15 years and the largest acquisition in its history, SPIE is now a very different company from what it was just three years ago. Based on these solid foundations, we've begun 2019 in very good shape, and will continue to deploy our business model and consolidate our positions as the sector's independent European leader. →



→ **HOW DID SPIE'S MAIN FINANCIAL PERFORMANCE INDICATORS DO IN 2018?**

We met our revenue, margin and cash conversion targets for the year. Consolidated revenue came in at €6.7 billion, representing a very satisfactory 9.2% increase at constant exchange rates. Organic growth stood at 2.6%. Consolidated EBITA rose to €400 million, for an EBITA margin of 6%. Lastly, the cash conversion ratio was 116%, yielding operating cash flow of €460 million. Debt was reduced by nearly €200 million and our gearing, i.e., the ratio of net debt to pro forma EBITDA, declined to 3. Revenue acquired in 2018 totalled €95 million, which was, as expected, lower than the average acquired in previous years. After a highly active bolt-on acquisitions drive in 2017, in 2018 we focused on integrating the recently acquired companies, like Ziut in the Netherlands. In 2019, we expect to return to the average annual pace of acquisitions in previous years, which would represent around €200 million in acquired revenue.

HOW WOULD YOU DESCRIBE 2018 AND WHAT WERE THE MAJOR EVENTS OF THE YEAR?

The continental European economy was and remains buoyant, especially in our two main host countries, France and Germany. In France, SPIE captured the firm growth in the industry services and network markets, particularly the fibre optic segment. We remained highly selective in the service-sector building segment, in line with our focus on margins rather than volumes. In Germany, where skills were in short supply, we deepened our relationships with existing customers, who demonstrated their confidence and loyalty by renewing a large number of multi-year maintenance contracts during the year.

In Belgium, we expanded our business portfolio with the acquisition and integration of Systémat, which is now the ICS division of SPIE Belgium and the primary source of its digital services offering. We had a very good year in the industry services and transport systems segments.

In the Netherlands, SPIE also enjoyed sustained business in the industry services and river infrastructure segments, while in the United Kingdom, the market environment remains difficult for everyone in our industry. In Switzerland, where we renewed our largest facilities management contract with the canton of Bern for a period of 15 years, business was on target in both our multi-technical activities and our digital services.

After several years of decline, our oil services business flattened out and even returned to growth in the second half, led by the award of substantial contracts in West Africa. Also in the energy segment, SPIE had a good year in nuclear power and we are still working on a large number of projects as part of the Grand Carénage refit programme for French nuclear power plants.

YOUR MARKETS ARE UNDERGOING PROFOUND CHANGE. HOW ARE YOU ADDRESSING THESE DEVELOPMENTS?

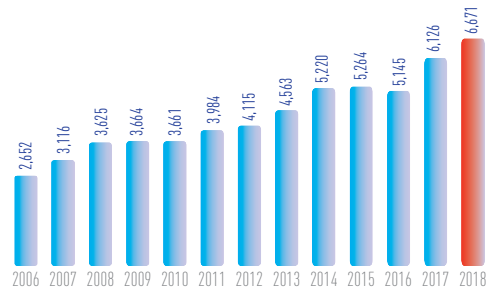
We're seeing a fast growing trend towards seamlessly integrated solutions, with approaches that are increasingly focused on new uses. At a time when data security is paramount, the convergence between the energy transition and the digital transition is now driving change across every business sector. Addressing all these issues requires a vision as a design/build systems integrator and the ability to innovate and co-build with our customers, but also with new business partners, like start-ups. Agility and speed are now the determining factors.

In addition to our leadership positions in fast-growing markets and our ability to continuously incorporate the latest technological innovations into our solutions, the power and resiliency of SPIE's business model primarily stems from the quality of our customer relationships and our commitment to working with them, over the long term, to develop, support and sustain their facilities and infrastructure.

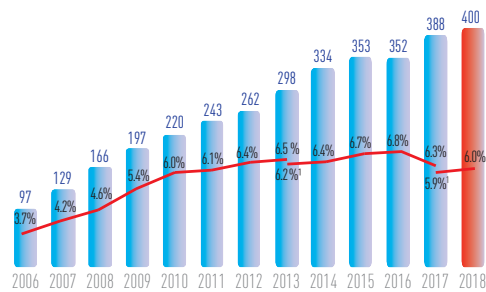
WHAT ARE THE MAIN CHALLENGES THAT SPIE HAS TO MEET TO CONTINUE GROWING ITS BUSINESS?

At a time of fast growing markets and strong demand for our services, our main challenge is managing the availability of resources and skills. We hired more than 5,000 new employees in 2018 and more than 400 joined us through acquisitions. Employee share ownership plays a critical role in building employee loyalty by giving them a real stake in the value they help to create. The fact that more than a third of SPIE employees are shareholders in the Group is a source of great pride for me, but also an enormous responsibility! Lastly, safety is a constant concern for SPIE. In 2018, we had two fatal accidents. So while our safety record, excluding acquisitions, continues to improve steadily, making SPIE one of the top performing companies in the industry, the safety of our employees and other people working on our sites remains our number one priority. •

REVENUE (M€)

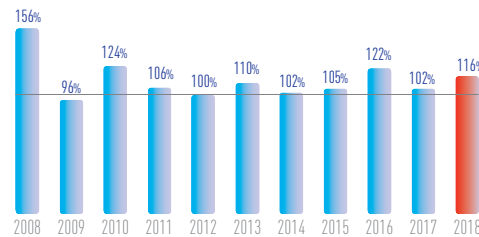


EBITA (M€)

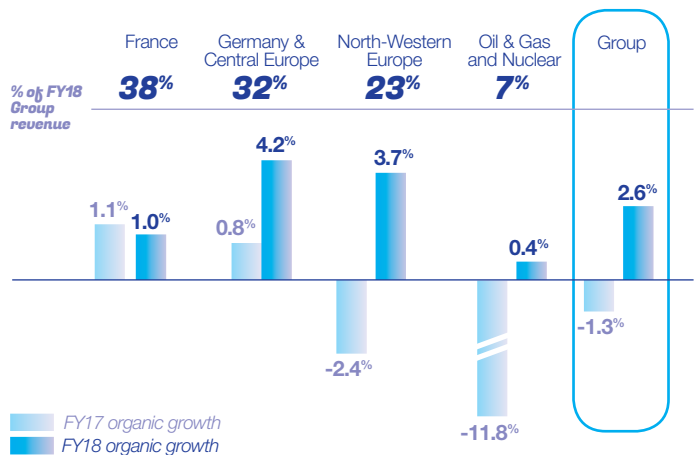


1. 2013 pro forma EBITA margin

CASH CONVERSION (%)



ORGANIC GROWTH PER REPORTING SEGMENT



Inspired in 2018 by our Group's expanding synergies across Europe



*Rob Goodhew
Managing Director,
SPIE UK*

*Yves Compañy
Managing Director,
SPIE Oil & Gas Services*

*Élisabeth Rasmussen
Human Resources Director,
SPIE*

*Olivier Domergue
Managing Director,
SPIE France*

*Pierre Savoy
Managing Director,
SPIE Switzerland*

*Jérôme Vanhove
Strategy, Development
and M&A Director,
SPIE*

A year of shared performance

2018 was marked by the development of our One SPIE approach focused on accelerating Group-wide synergies and enhancing support for customers throughout Europe. Our digitalised services were extended with the creation of two divisions in Belgium and Switzerland

addressing new ICT (information and communication technologies) and e-mobility markets. Six permanent committees, each led by a member of the Executive Committee, were set up to improve the coordination of innovation in the areas of building technologies,



*Lieve Declercq
Managing Director,
SPIE Nederland*

*Johan Dekempe
Managing Director,
SPIE Belgium*

*Pablo Ibañez
Director of Operational
Support, SPIE*

*Markus Holzke
Managing Director,
SPIE Deutschland & Zentraleuropa*

*Denis Chêne
Chief Financial Officer,
SPIE*



*Michel Delville
Chief Financial Officer,
SPIE
Since 12 March 2019*

smart city, technical facility management, information and communication technologies, industry services and digital transformation.

We also developed partnerships in all our subsidiaries, in areas including IoT (Internet of Things), Industry 4.0 and data centre solutions.

Corporate governance

Our corporate governance practices are systematically designed to ensure transparency, prevent and manage risks, and clearly define the responsibilities associated with our values.

BOARD OF DIRECTORS

SPIE SA is a limited liability company incorporated in France as a *société anonyme* and governed by a Board of Directors. Its head office is at 10 avenue de l'Entreprise, 95863 Cergy-Pontoise, France.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER
Mr Gauthier Louette

DIRECTORS

Mr Michel Bleitrach*
Former Chairman of Keolis

Mr Daniel Boscarì
employee representative, SPIE

Mr Denis Chêne
Chief Financial Officer, SPIE

Sir Peter Mason**
Director, Senior Independent Director of Subsea 7

Ms Nathalie Palladitcheff
Chairman of Ivanhoé Cambridge, Caisse de dépôt et placement du Québec

Ms Sophie Stabile*
Former managing director of HotelServices France, Accor

Ms Régine Stachelhaus*
former member of the E.On Executive Board

Ms Gabrielle Van Klaveren-Hessel
Employee representative of SPIE corporate mutual fund

Ms Tanja Rueckert*
Chairman of BOSCH Building Technologies

NON-VOTING MEMBERS

Mr Pierre Heinrichs
Caisse de dépôt et placement du Québec

FFP*
represented by Mr. Bertrand Finet, Deputy Chief Executive Officer

* Independent Director
** Senior Independent Director

EXECUTIVE COMMITTEE

The Group's Executive Committee meets regularly under the leadership of Gauthier Louette, Chairman and Chief Executive Officer. It comprises the Managing Directors of the Group's subsidiaries, along with Denis Chêne, Chief Financial Officer, Élisabeth Rasmussen, Human Resources Director, Jérôme Vanhove, Strategy, Development and M&A Director, and Pablo Ibañez, Operational Support Director. This 12-member committee defines and deploys the Company's operating strategy, coordinates initiatives at Group level and develops Company-wide synergies.

OTHER COMMITTEES

The Board of Directors has set up three committees to improve its operation and assist it in the decision-making process:

- **The Audit Committee** is responsible for monitoring issues relating to the preparation and verification of accounting and financial information.
- **The Compensation Committee** plays a very important role in the compensation of Executive Management and Directors.
- **The Appointments and Governance Committee** assists with matters pertaining to the composition of Executive Management and the Board of Directors.



2018 AGEFI Corporate Governance award

SPIE won the AGEFI (*Agence Economique et Financière*) Social Responsibility award in the Euronext SBF 80 category, in recognition of its governance practices across all the listed indicators: policies and charters, governance, CSR initiatives, target figures, programmes and actions addressing targets, internal audits and control procedures, alert mechanisms, certifications, labels, reporting, controversies, fines and consumption.

Ongoing roll-out of a local-reach network

Against a backdrop of intensifying consolidation in the multi-technical services market, SPIE completed **five new acquisitions in Belgium, France and Austria**, thus continuing the expansion of its local-reach European network, the biggest in the industry.

Acquisitions

In Europe, five local-reach regional companies joined SPIE in 2018, representing acquired revenue of €95 million.

Siétar & Vti – €6m France

Siétar, based in Pluneret, Brittany, specialises in industrial piping and boiler systems for liquid processes in the agro-food industry.

Buchet – €13m France

Buchet operates mainly in the Provence-Alpes-Côte d'Azur region of southern France, where it has a strong local footing, specialising in electrical installations for service-sector and residential buildings.

Fluigetec – €2m France

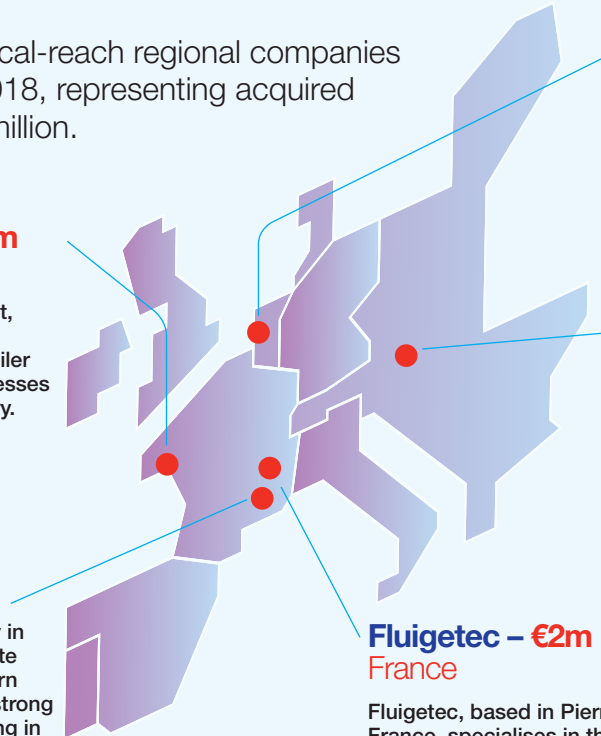
Fluigetec, based in Pierrelatte in southern France, specialises in the installation, inspection and maintenance of industrial gas distribution networks, with a specific focus on the nuclear power sector.

Systemat – €70m Belgium

The Systemat group operates in Belgium and Luxembourg as a global provider of IT solutions for managing ICT (information and communication technologies) equipment, software and tools.

FLM Freileitungsmontagen GmbH – €4m Austria

FLM, based in Lienz, Austria, operates primarily in Germany, specialising in the field of overhead power line installations.



2018 Geographic footprint

EUROPE

AUSTRIA
BELGIUM
FRANCE
GERMANY
HUNGARY
NETHERLANDS
POLAND
SWITZERLAND
UNITED KINGDOM

AFRICA

ALGERIA
ANGOLA
GABON
GHANA
NIGERIA
REPUBLIC OF THE
CONGO
SENEGAL

MIDDLE EAST

SAUDI ARABIA
UNITED ARAB EMIRATES
IRAQ
KUWAIT
QATAR

ASIA-PACIFIC

AUSTRALIA
BANGLADESH
BRUNEI
SOUTH KOREA
INDONESIA
MALAYSIA
MYANMAR
SINGAPORE
THAILAND
VIETNAM

Raising investor awareness of SPIE's growth momentum

DESPITE A DOWNWARD TURN IN ITS SHARE PRICE, SPIE CONTINUED ON ITS GROWTH TRAJECTORY WITH AN OPERATING PERFORMANCE IN LINE WITH ITS STRATEGIC TARGETS.

A ROUGH TIME FOR THE SPIE SHARE PRICE IN 2018

After two years of sustained growth following its initial public offering and a satisfactory first half of the year, SPIE's share price fell in 2018, in an especially bearish market. In fact, 2018 saw the sharpest stock market decline since 2008, including a 13% fall in the Stoxx Europe 600 index. Against this backdrop, SPIE's share price was particularly hard-hit due to the Group's level of debt, which the market perceived as too high. From the Group's perspective, however, the debt is inexpensive and perfectly sustainable. Moreover, thanks to its strong cash-flow generation, SPIE was able to reduce its net debt by more than €200 million in 2018.

ENCOURAGING LONG-TERM SHAREHOLDING

World-class institutional investor Caisse de dépôt et placement du Québec renewed its confidence in SPIE by investing a further €100 million, representing a total equity investment in the Company of €280 million since 2011. This follows FFP's acquisition in 2017 of a 5.5% stake in SPIE. The Company's free float now amounts to 73.3%, mainly comprising long term investors based in Europe. Overall, SPIE's business model remains attractive to institutional investors thanks to the Group's robust position in Europe, its frequent acquisitions and recurring services, as well as its strong cash-flow generation.

2018 SHARE PRICE PERFORMANCE



Download the SPIE IR mobile app and find out the latest financial information on SPIE (Android).



Download the SPIE IR mobile app and find out the latest financial information on SPIE (Apple).

DIVIDEND POLICY:

DEMONSTRATING CONFIDENCE

Since its initial public offering in June 2015, SPIE's dividend policy has been to pay out approximately 40% of adjusted net income for the year. This policy attests to management's emphasis on shareholder return, as well as its confidence in the Company's ability to regularly deliver a sound financial performance. Subject to shareholder approval at the Annual General Meeting, a dividend of €0.58 per share will be paid in respect of 2018, an increase of 3.6% compared with the previous year.

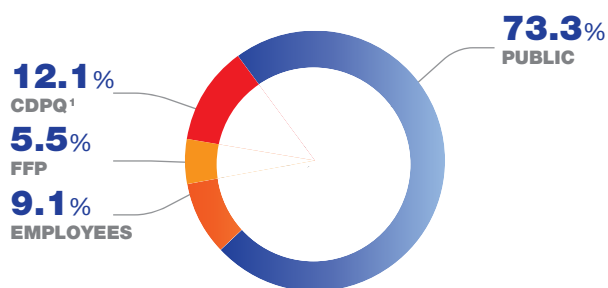
EMPLOYEE SHAREHOLDING: RENEWED SUCCESS

The new Share for You 2018 employee shareholding plan gave SPIE employees, particularly those from recently acquired companies, the opportunity to invest in the Company's shares on preferential terms. Over 6,000 employees across 16 countries, mainly in France, the Netherlands and Germany, took advantage of the plan, bringing in more than €21 million in share subscriptions. This positive result builds on the success of previous employee shareholding plans, the last of which coincided with SPIE's initial public offering in 2015.

On 3 October 2017, SPIE was included in the Euronext FAS IAS index, which is composed of French companies with high percentages of employee ownership: an approach that, for many years, has formed one of the pillars of SPIE's engagement and entrepreneurial culture. Over 34% of employees now hold shares in the Company. With 9.1% of the Company's share capital owned by its employees, SPIE ranks among the top SBF 120 companies with the highest rate of employee shareholders.

A DIVERSIFIED, HIGH-QUALITY SHAREHOLDER BASE

Ownership structure at 31 December 2018



1. Caisse de dépôt et placement du Québec.

EMPLOYEE SHARE OWNERSHIP



9.1%

of outstanding shares are owned by SPIE employees, of which:

- 48% are employees¹
- 52% are managers²



34%

of employees are shareholders

THE CORPORATE MUTUAL FUND'S SUPERVISORY BOARD

comprises representatives of both Company management and employees, which enables it to play an important role:

- 14 members of the Supervisory Board;
- 5 members appointed by Company management;
- 9 employee members, who own units in the fund and are elected by employee unit holders;
- 1 asset management company: BNP Paribas.

1. Shares held by employees under employee shareholding plans.

2. Group managers and executives.



***Discovering the ambition
of a Group unique
in Europe***



Performance



Lieve Declercq

Managing Director SPIE Nederland

“Together with our customers and partners, we’re seeking solutions that depart from traditional ways of thinking to help make the Netherlands a smarter and more beautiful country.”

BECAUSE A COMPANY’S PERFORMANCE IS A UNIQUE ADVENTURE WITH INTRINSICALLY HUMAN ORIGINS THAT CHANGES OVER TIME, IT IS IMPORTANT TO LOOK BEYOND THE USUAL INDICATORS.

With this in mind, we are developing a new generation of technical services capable of working in-depth performance change. And we have understood that change can only be fully effective if shared by employees with their customers and partners. For us, performance is not only a result: it is also a value and an ambition.

A robust business working for a sustainable world

AS THE INDEPENDENT EUROPEAN LEADER IN ITS SECTOR, SPIE'S APPROACH TO BUSINESS FOCUSES ON THE CREATION OF SUSTAINABLE VALUE WITH ALL ITS STAKEHOLDERS.

- **A RESILIENT BUSINESS MODEL**

Our resilient business model enables us to continually strengthen our local presence, enhance our business portfolio and support our customers throughout Europe.

- **OPERATIONAL AND FINANCIAL EXCELLENCE**

We pursue operational and financial excellence through continuous improvements in process efficiency, customer satisfaction and the entrepreneurial spirit of our teams.

- **THE ONE SPIE APPROACH**

We deploy an agile, efficient, local-reach organisation capitalising on expanding synergies within the Group and on cooperation with our stakeholders.

- **A STRONG HUMAN RESOURCES FOCUS**

We are extremely attentive to ensuring the safety of our employees and to developing their talents by engaging them in the growth of an attractive company that is proud of the work it does, its diversity and its values.

- **TECHNOLOGICAL AND DIGITAL INNOVATION**

We converge our technical and digital expertise to offer customers innovative, global, integrated solutions focused on new usages and challenges in each business sector.

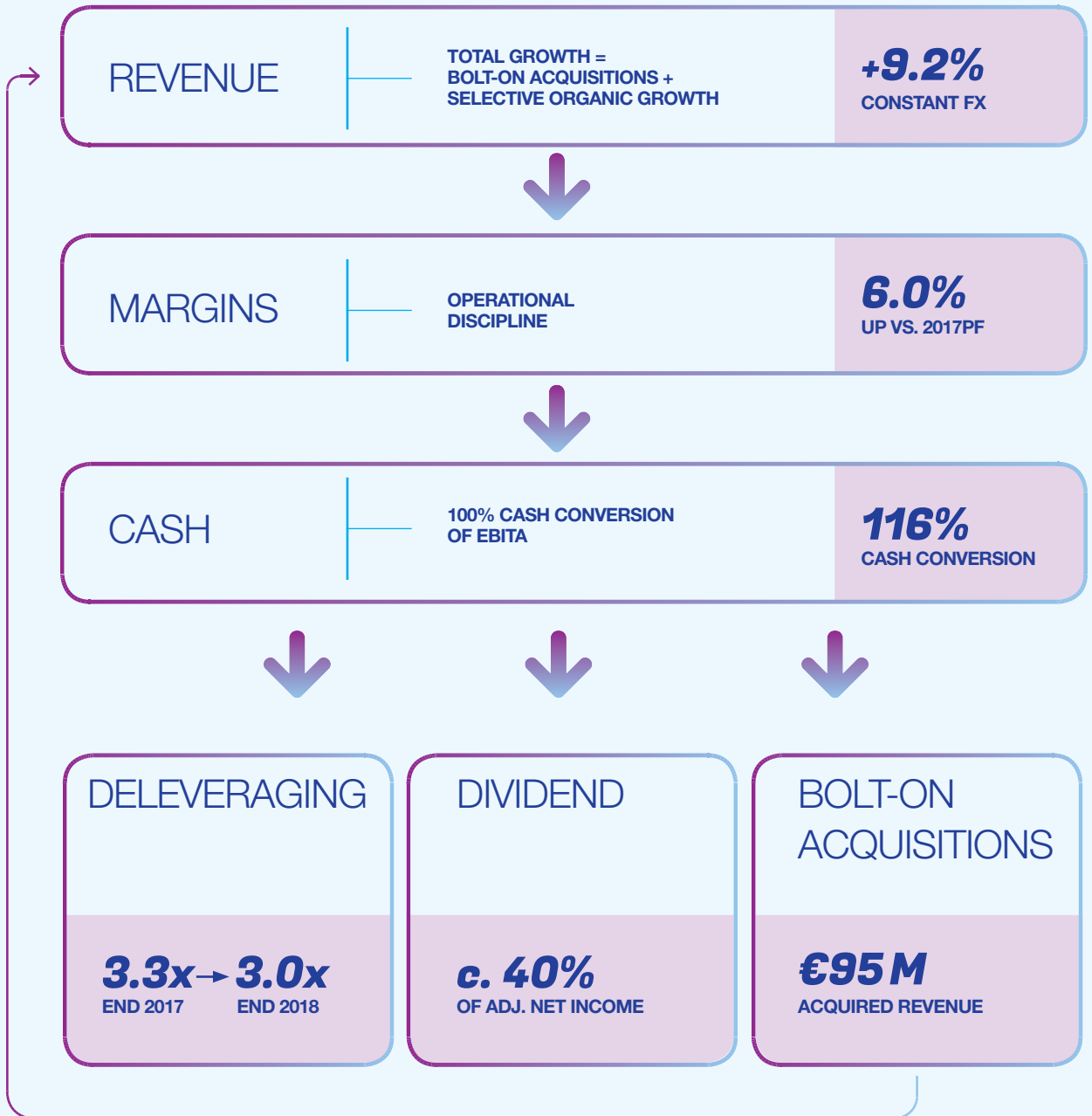
- **COMMITMENT TO THE ENERGY TRANSITION**

We contribute to the emergence of a carbon-free, resource-efficient society through our know-how in intelligent energy management and sustainable urban and regional development.

- **SOCIAL AND ENVIRONMENTAL RESPONSIBILITY**

As a company, we are fully engaged in the world around us, contributing to the development of local employment and the improvement of community well-being, and promoting social inclusion and solidarity.

The SPIE business model



FY18 results

Creating values for our stakeholders

RESOURCES

> Human capital

- 46,400 employees including 88% on permanent contracts

> Societal capital

- Around 157,000 suppliers
- Temporary workers and subcontracting: €1.2 billion (1/3 of total expenditure)

> Manufacturing capital

- €3.4 million in material purchases (cables, components, etc.)
- Fleet of 16,300 vehicles

> Natural capital

- Electricity and gas consumption of buildings: 99.1 million kWh
- Fuel consumption⁽¹⁾: 28 million litres

SPIE, SHARING A VISION FOR THE FUTURE

A sustainable company serving a sustainable world

4 ACTIVITIES

> Information & Communication Technology Services

> Technical Facility Management

4 STRATEGIC MARKETS



Smart city

Contributing to a sustainable model of urban and regional development



Energy

Facilitating the energy transition around the world

ADDED VALUE

> Being the link between customer demands and the supplier market

> Having a comprehensive range of service activities to offer to customers

(1) Excluding SPIE Deutschland & Zentraleuropa.

3 values

Proximity, Performance, Responsibility

Our prerequisites for action: ETHICS, EXPERTISE, HEALTH AND SAFETY

> Mechanical and Electrical Services

> Transmission & Distribution Services

Industry services

Supporting the development of each industrial sector

e-efficient buildings

Optimising long term building performance

> Ensuring rigour in business management and execution

> Combining energy efficiency, innovation, and performance for the customers

CREATED VALUE/ IMPACTS

> Human capital

- 5,386 hires in 2018
- Physical integrity: accident rate of 30% < market (SERCE)
- 34% of employees are SPIE shareholders

> Financial capital

- €6.7 billion in consolidated production
- €400 million in consolidated EBITA

> Societal capital

- SPIE's Gold EcoVadis rating (76/100)
- 32% of SPIE suppliers assessed by EcoVadis
- Top CSR award in the SBF 80 category (AGEFI)

> Natural capital

- Carbon intensity⁽¹⁾ of 19 g CO₂/€ of revenue (scopes 1 & 2)
- Carbon Clean 200 ranking

Ambition: INDEPENDENT EUROPEAN LEADER
in the areas of energy and communications

EXTERNAL GROWTH STRATEGY / PROFITABILITY / ETHICS

Drawing on social and environmental responsibility to drive sustainable transformation

THE COMMITMENT OF THE COMPANY AS A WHOLE LED TO MAJOR STEPS FORWARD IN THIS AREA IN 2018, SUCH AS THE NEW ECOVADIS RANKING, IN WHICH SPIE FEATURED AMONG THE TOP 1% OF COMPANIES FOR CSR PERFORMANCE, WITH A SCORE OF 76/100.

Employees

New initiatives run by SPIE teams

SAFETY POLICY

In Europe, inter-subsidary committees were set up to prepare and implement safety action plans, with support from country HSEQ managers and in coordination with the sustainable

development department. This new approach is designed to ensure more effective take-up of new rules by involving employees on the ground.

Customers

Sustainable transformation for organisations

LONG-TERM COOPERATION

In the Netherlands, SPIE will be cooperating with the country's foremost medical centre, Erasmus MC, in a ten year programme on developing innovation in the healthcare field. Process improvements are to be sought through

an alternative, predictive maintenance-based approach to facilities, with an additional social value component in that SPIE is committed to investing 5.5% of its annual contract revenue on inclusion measures for unemployed people.

Partners

New collaborative innovation arrangements

PARTICIPATIVE ECOLOGY

As well as marking a major step toward more environmentally unobtrusive 400 kV overhead power lines, the compactLine pilot scheme in Germany stands as a remarkable partnership innovation. After

three years' research as part of a consortium supported by the German Economy and Energy Ministry, SPIE tested this new type of line with public participation factored in from the outset.

Suppliers

Responsible and sustainable growth models

RESPONSIBLE PURCHASING

Thirty-two percent of SPIE's purchasing is assessed by an independent external body, and 100% of buyers have received training in business ethics. Alongside cost reduction, responsible purchasing is

also driving value creation from a sustainability standpoint. It is one out the six main actions led by the Group purchasing department.

Civil society

Social inclusion and solidarity

TIME FOR SOCIETY

In several European countries, SPIE makes donations of volunteer employees' work time under the Time for Society social responsibility programme. This has prompted many volunteer

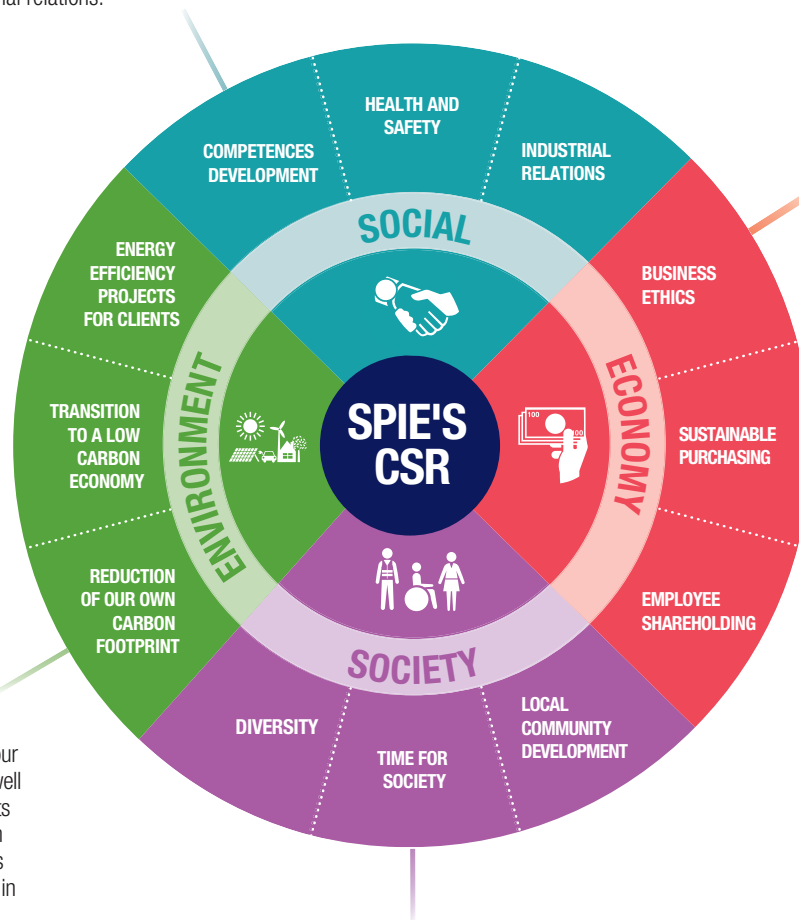
initiatives to help persons in difficulty and protect the environment, as with the SPIE Scotland Volunteering Day and the new charity projects in Belgium.

SPIE's CSR policy

SPIE's CSR commitment is in line with its values: proximity, performance and responsibility. It is organised around 4 pillars.

SOCIAL: as a service company, our employees are our major asset. We care for them by striving to provide a safe workplace, offering training and career progression opportunities, and fostering constructive industrial relations.

ECONOMY: we seek economic performance through strong business ethics, mutual trust and long-term relationships with all of our stakeholders.



ENVIRONMENT: we strive to reduce our carbon footprint as well as those of our clients and partners through our internal initiatives and our involvement in green economy projects.

CIVIL SOCIETY: we promote diversity and encourage our people to dedicate their time for a sustainable world. We are committed to make the future better and are driven by our shared values of proximity and responsibility.



CSR at SPIE.
Watch the video.

Toward the emergence of a post-carbon economy

Through its European business lines and initiatives, SPIE is an active contributor to efforts on meeting the Paris Climate Agreement (COP21) targets on global temperature rise and carbon neutrality by 2050. Its approach here draws from in-depth experience in urban and regional development challenges in areas such as sustainable mobility, new energy infrastructures and eco-responsible production, and from its support on energy transition programmes such as the Scottish Smart Cities initiative.

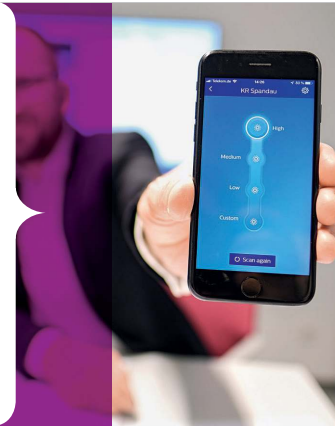
Smart city



United Kingdom - As a partner on the Future Cities Catapult, SPIE supports issue of the new ISO 37106 standard on smart city operating models for sustainable communities.

e-efficient buildings

Germany - SPIE teamed up with Philips and Cisco to launch an innovative Power over Ethernet (PoE) lighting system.



Energies



Belgium - Using adiabatic cooling systems results in substantial energy savings at the new deep geothermal power plant constructed by SPIE with the Flemish Institute for Technological Research.

Industry services

France - On the Airbus A320 site, SPIE is developing a new maintenance model in proof of concept mode, designed to detect failures before they happen.



Download the @SPIE mobile app and stay tuned to SPIE news (Android).



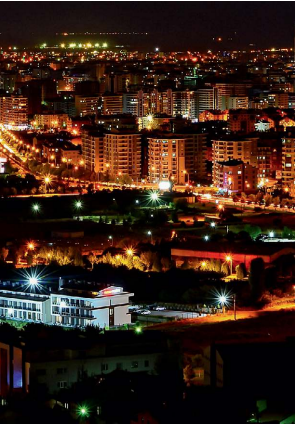
Download the @SPIE mobile app and stay tuned to SPIE news (Apple).



France - SPIE was involved in a unique cooperative programme with start-up See You Sun to power electric charging stations at roadside truck parks using solar energy.



Switzerland - Luxitronic, an in-car system to measure light levels, rapidly assesses the performance of outdoor street lighting.



France - The HQE environmental quality standard is developing nationwide, as with the new Organdi office building for Groupe Cardinal.



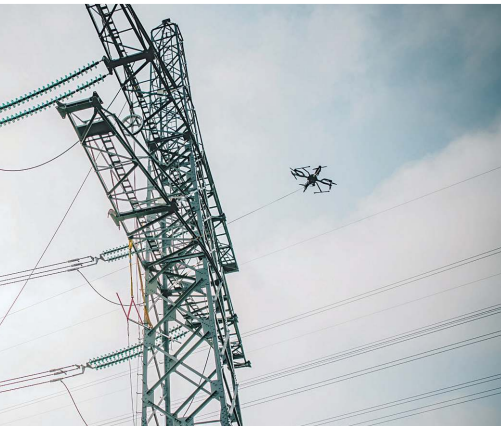
United Kingdom - SPIE is contributing to the urban development initiatives of the Industry Response Group (IRG) following the Grenfell Tower blaze in London.



Germany Innovative SPIE solutions at the E-world Energy & Water show included power line inspection systems.



Netherlands - Using drones to string overhead power lines between two pylons prevents damage to the land, as well as to plant and animal life.



Germany - SPIE energy efficiency solutions in operation at customer sites avoided the emission of 200,000 tonnes of CO₂.



Netherlands - In the Botlek area of the port of Rotterdam, 5G application tests are aimed at optimising processes to further the energy transition.





Deploying smart energy and digital solutions



Proximity

Olivier Domergue
Managing Director, SPIE France

“Thanks to its trades and local footprint, SPIE is able to meet its customers’ most complex challenges, while ensuring the highest standards of safety and security.”

FOR US, CLOSE TO THE CUSTOMER MEANS MORE THAN JUST BRINGING TEAMS TOGETHER ON A WORKSITE. IT’S ALSO A LONG-TERM EXPERIENCE, WHICH ENABLES EVERYONE TO MOVE FORWARD TOGETHER, TO BREAK THE ROUTINE, SO THAT WE CAN IMPROVE OUR PRACTICES. IN MANY CASES, THIS TRANSFORMS US, THEREBY OPENING PATHWAYS TO MORE SHARED INNOVATION.

Because proximity stems from curiosity, listening and imagination. It has been our cardinal value since the beginning, and one that resonates in an increasingly collaborative world.

That’s why today, we’re proud to nurture it with everyone who shares the same conviction.

Supporting the transformation of our markets

ACTIVE IN EVERY BUSINESS SEGMENT ACROSS EUROPE, SPIE PROVIDES INNOVATIVE SOLUTIONS ADDRESSING THE FAST EMERGING CHANGES IN ITS MARKETS, WITH A FOCUS ON FACILITATING THE TRANSFER OF EXPERTISE TO ITS CUSTOMERS AND IMPROVING THEIR PERFORMANCE OVER TIME.

DELIVERING INNOVATIVE SERVICES

From technological and competitive intelligence in each industry and minute analysis of data inputted by subsidiaries on its ODOS platform, to support for game-changing innovations, SPIE is deploying a wide array of resources and skills to seize the latest trends and lead the way in transforming its markets. This was illustrated in 2018 by our presence at leading forums for industry experts, such as Expo Real 2018 in Germany for the real estate market of the future, or the Microsoft Experiences 18 conferences and the EDF-Electric Days in France.

The year saw significant advances in the customer experience, supported by SPIE units specialised in Smart Industry, the Cloud & the Internet of Things, and Smart FM. In information systems facilities management, for example, new artificial intelligence (chatbots) and process automation applications were installed at the French Ministry of Foreign and European Affairs. In Switzerland, we are working in close cooperation with the hospital of Bern to make it the most digitalised university hospital in Europe. Internationally, leading oil company Total honoured SPIE with an award in Nigeria for its digital innovation strategy, including smart glasses that enable experts to remotely guide ultra-complex technical operations.

LOCAL-REACH ORGANISATION

European network

The best geographical coverage in the industry.

Skills excellence centres

Advanced know-how and capabilities in each business sector.

Project co-development

Outstanding skills, coupled with those of our customers.

Organisational synergies

Cohesive capabilities between our subsidiaries Europe-wide.

Partnerships on innovation

Cooperation with industry, research and start-ups.



IoT Valley and SPIE

In the south of France, SPIE's partnership with IoT Valley is paving the way to new services based on the Internet of Things.

IoT Valley is a benchmark IoT ecosystem in Europe, bringing together start-ups and manufacturing partners around connected objects. Our teams will be implementing actionable solutions from the Connected Camp in Toulouse, an IoT start-up accelerator that supports highly innovative projects through to the process engineering phase and initial B2B contracts. The Group will also be participating in the many events organised on the 13,000 sq.m campus, which is to be expanded in the years ahead.

Smart city

Urban challenges

Energy use

70%

OF GLOBAL GREENHOUSE GAS EMISSIONS COME FROM TOWNS AND CITIES, WHICH CONSUME ALMOST TWO-THIRDS OF THE WORLD'S ENERGY.
Source: World Bank

In line with the vision for a carbon-free, resource-efficient society, the transformation of urban communities gained momentum in 2018, guided by the emergence of the smart, connected city, based on e-mobility, thermal rehabilitation, waste recycling and widespread digital networks.

Urban economy

More than 80%

OF GLOBAL GDP IS GENERATED IN TOWNS AND CITIES.
Source: World Bank

SUPPORTING THE TRANSITION TO A POST-CARBON SOCIETY

To meet their sustainable development objectives as soon as possible, public authorities are focusing on streamlining municipal services by digitising towns and cities. SPIE is supporting this transition in a large number of urban centres, with solutions ranging from high-speed fixed line and mobile broadband networks to urban data hubs. One example is our LoRa wireless data communication solution, which won the Goed Industrieel Ontwerp award in the Netherlands in 2018. It enables the intelligent management of multiple IoT applications, for such tasks as adjusting street lighting, measuring air quality and monitoring groundwater levels. Given the urgent need to address climate change, the challenge is also to sharply reduce the impact of human activities, especially in transport. Successfully tested in Belgium and France, the Audio Identification System (AISY) solution smooths traffic flows by automatically giving cross-light priority to approaching buses, while intelligent car parks are helping to relieve city centre congestion. In the same way, SPIE-supported e-mobility services being deployed across Europe are helping to

Smart cities

300

SMART CITIES IN EUROPE BY 2020, COMPARED WITH NEARLY 80 TODAY, ACCORDING TO EUROPEAN COMMISSION PROJECTIONS (EIP-SCC).



reduce air pollution and optimise power grid management, for example by absorbing excess energy.

PUTTING USERS AT THE HEART OF THE URBAN ENVIRONMENT

Through its innovations, SPIE is also seeking to demonstrate another way to address the challenges of today's cities, by applying agile methods aligned with constantly changing usage patterns. In healthcare, for example, we are deploying advanced telemedicine and "hospital of the future" systems as part of the AZ Delta project in Belgium and the new Medipôle hospital complex in Lyon, France. In the education sector, we are supporting a large number of institutions in creating fully featured digital campuses. More broadly, SPIE enables services that play an essential role in enhancing a city's appeal, such as smart street lighting, video surveillance systems and public building comfort management systems. This approach also extends to regional land use management, as illustrated in 2018 by the renovation of around 120 km of Dutch waterways connecting Rotterdam and Amsterdam to northern Germany.

IONITY Germany

Ionity calls upon SPIE's proven Europe-wide know-how to roll out its European network of 400 electric charging stations.

"We're developing a high-power charging network enabling drivers of electric vehicles to make long-distance road journeys throughout Europe. This is a very important milestone in e-mobility, because it means any car fitted with a CCS Combo connector can use our stations, which have a charging capacity of 350 kW. To roll out this network, in early 2018 we put out a European call for tenders, and the SPIE bid stood out from the rest. We were impressed by their track record and attractive offering, plus the fact that they operate in several European countries, which is obviously going to make things easier for us. Our initial experience has been very positive: SPIE is a highly efficient and well organised company. They're prompt and reliable at motorway sites, and they meet the specified delivery dates. These are essential criteria for us, because we have to manage a highly complex logistics chain. They really know what they're doing, and in many ways we're actually learning from them. Each site has its own specific challenges, as regards layout, surface areas and regulations set by partner service stations or motorway companies. SPIE has the flexibility and logistics efficiency needed to adapt to each different situation. For example, all the materials are on site in advance, ready for work to start, meaning teams are never held up by supplier delays."



Watch the interview
with Marcus Groll.



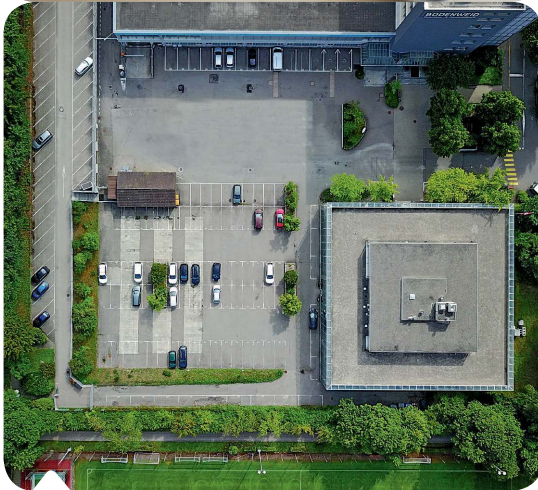
Marcus Groll
Chief Operating Officer, Ionity

"Know-how, adaptability and logistics efficiency are essential qualities for the smooth roll-out of our pan-European network of charging stations."

Smart city

Smart Facility Management

UNITED KINGDOM Arcadia uses a Computer Aided Facility Management (CAFM) platform to manage operations across its 2,500 outlets worldwide.



Smart Parking

SWITZERLAND SPIE's Smart Parking Manager solution, with its wide choice of custom IoT applications, transforms an ordinary carpark into a visitor reception area.

Hyper-connected town

FRANCE The roll-out of a hyper-converged solution for storing and backing up municipal data is the latest step in the digital strategy of the town of Issy-les-Moulineaux near Paris.



Smart mobility

BELGIUM To help ensure smooth traffic conditions in Flanders, traffic light systems input information from SPIE's AISY (Audio Identification System) solution, fitted on some 4,500 De Lijn public transport vehicles and 1,200 intersections.



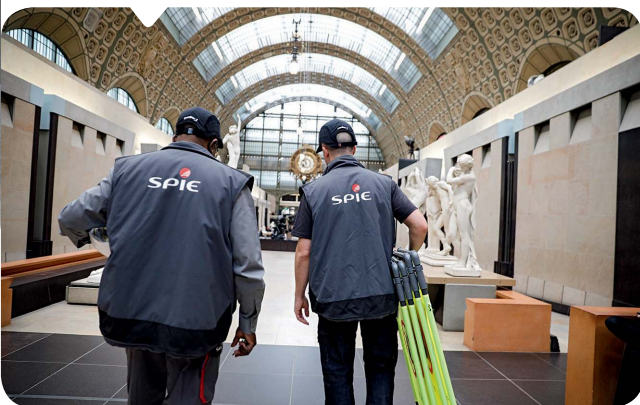


Digital city

FRANCE To reduce its energy consumption and optimise its public services, the city of Bordeaux uses an upgradeable remote facility management system, connected to a network of 500 IoT sensors. This pilot project on intelligent urban development, in the Matmut-Atlantique stadium district, won a Digital Transformation Award.

Outstanding cultural site

FRANCE Optimum operation of electrical systems at the Musée d'Orsay, one of the world's biggest impressionist art museums, is overseen full-time by a nine-strong team from SPIE.



Advanced video surveillance

HUNGARY All Tesco retail outlets are covered by an ultramodern IP (Internet Protocol) video surveillance system with intelligent data analysis capabilities.



Air quality

FRANCE At Aix-en-Provence Hospital, SPIE HVAC solutions cover everything from heating and air-conditioning to ventilation and smoke removal, as well as air treatment in all high-risk areas.

e-efficient buildings

Urban challenges

Energy use

40%

OF ENERGY CONSUMPTION IN EUROPE IS FROM BUILDINGS, PRIMARILY SERVICE-SECTOR BUILDINGS AND HOMES.

Source: European Commission

Smart Building

\$31.74 bn

VALUE OF THE SMART BUILDING MARKET IN 2022, COMPARED WITH \$5.71 BILLION IN 2016.

Source: Research & Markets

Carbon-free buildings

80

TO 95% REDUCTION IN CO₂ EMISSIONS BY 2050 VERSUS 1990, ACCORDING TO A NEW EUROPEAN UNION DIRECTIVE ON THE ENERGY PERFORMANCE OF BUILDINGS.

An increasingly holistic vision of property value gained ground in 2018, with integrated systems to manage a building and its carbon footprint and digitalise all utilities.

MANAGING THE BUILDING LIFECYCLE

The trend towards connected buildings accelerated in 2018, led by the deployment of the building information modelling (BIM) process and increasingly smarter technologies. For example, SPIE uses digital twins combining artificial intelligence, machine learning and data analysis to track the performance of a building and its facilities throughout its lifecycle. In 2018, we also launched Smart FM 360°, our unified digital platform, which enables building owners, technicians and occupants to manage their environment from a single interface, thanks to the real-time processing of millions of data from BMS, CMMS¹ and other systems. More broadly, the value of service-sector buildings is now based on a new vision of their functionality, costs and sustainability. With Philips and Cisco, for example, SPIE has trialled Germany's first building lighting system networked via Power over Ethernet (PoE), which combines energy savings and smart facilities management. Sensors embedded in smart

lamps continuously collect data on movements, temperature and daylight incidence, which is automatically processed to help reduce power consumption by up to 80%.

ENABLING NEW USES AND PURPOSES

Today, real estate projects are guided, from design to operation, by a concern for the user experience. In Balaruc-les-Bains, the design of a 17,000 sq.m facility for France's leading spa resort combines high-performance facilities, upgraded spa treatments and optimal patient comfort. In the United Kingdom, the renovation of the prestigious Regent's Crescent in London meets the highest technical standards, while leveraging SPIE's expertise to preserve the historic character of the original edifice built in 1820 by famed architect John Nash. In fact, meeting this demand for use-driven transformations requires the deployment of innovative methods across the building lifecycle, from early-phase design thinking to regular surveys of the quality perceived by occupants.

1. Building management systems and computerised maintenance management systems.



Stephan Wilhelm
Team Leader Communication and Network -
Fraunhofer Institute of Industrial Engineering
and Human Factors



Watch the interview
with Stephan Wilhelm.



2036

is the year by which the ARENA2036 research factory in Stuttgart (Germany) aims to have developed the versatile, smart building of the future.

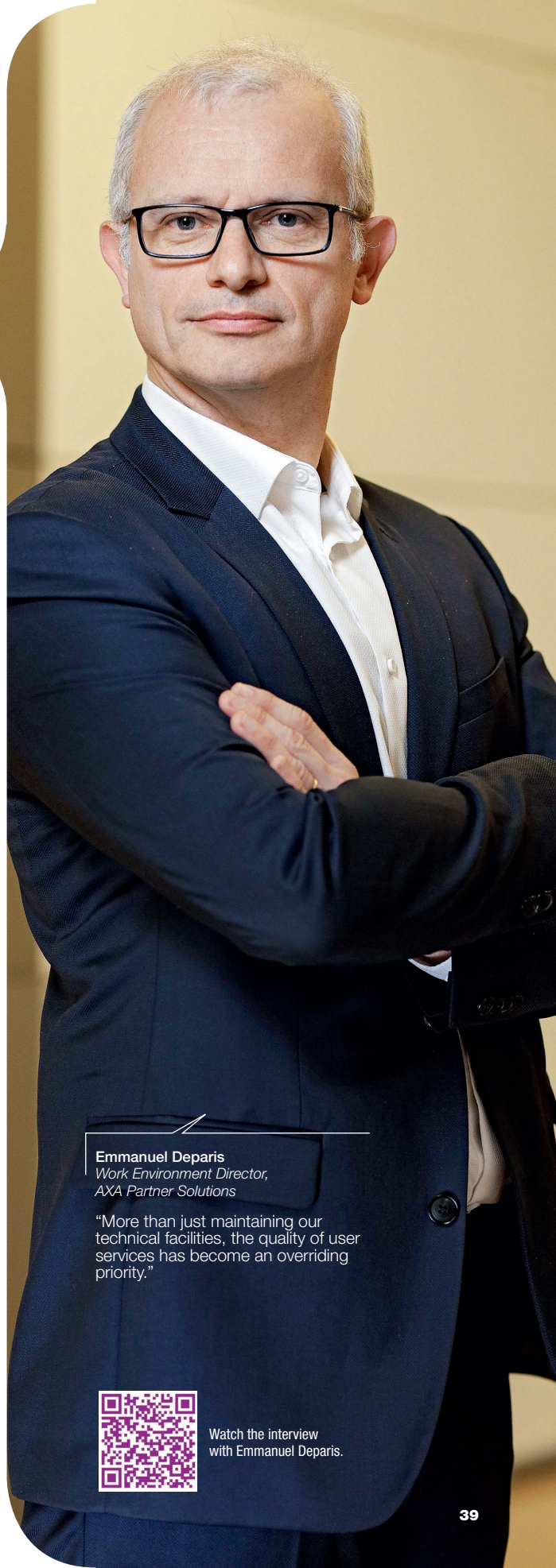
ARENA2036

AXA France

For AXA, multi-technical facilities management is shifting towards fully featured user services that are helping to transform the company.

“Our main priority is to ensure business continuity for AXA so that we can focus on our core business. To meet the challenge, the companies tasked with maintaining our facilities must be available 24/7, with multi-technical services bringing us enhanced facilities and innovation. There are several facets to these services, including risk control according to the installations’ compliance framework, HQE environmental quality standards with certifications such as BREEAM, cost cutting and the performance of energy systems. All these factors require a 360° overview of the site’s activity, which companies like SPIE share with us as part of the pledge to deliver on their commitments.

Putting these technical aspects aside, we must also deliver on quality of work life, which means making sure our employees and their departments enjoy optimum comfort and well being at all times throughout the year. In other words, it’s all about making the invisible visible so that the work environment becomes a key factor in making employees want to stay in their jobs. And on top of that, there’s our contribution to the company’s ongoing transformation to focus on the customer relationship and roll out new services. This is the objective of the partnership we enjoy with companies like SPIE, which is to make a building fit its purpose, and offer users real quality of life and service in a more complex world.”



Emmanuel Deparis
*Work Environment Director,
AXA Partner Solutions*

“More than just maintaining our technical facilities, the quality of user services has become an overriding priority.”



Watch the interview
with Emmanuel Deparis.

e-efficient buildings

Connected residence

FRANCE At the Fleur de Coton residence in Montpellier, Bouygues Immobilier has entrusted SPIE with all high- and low-voltage electrical services, along with the installation of a building automation system.

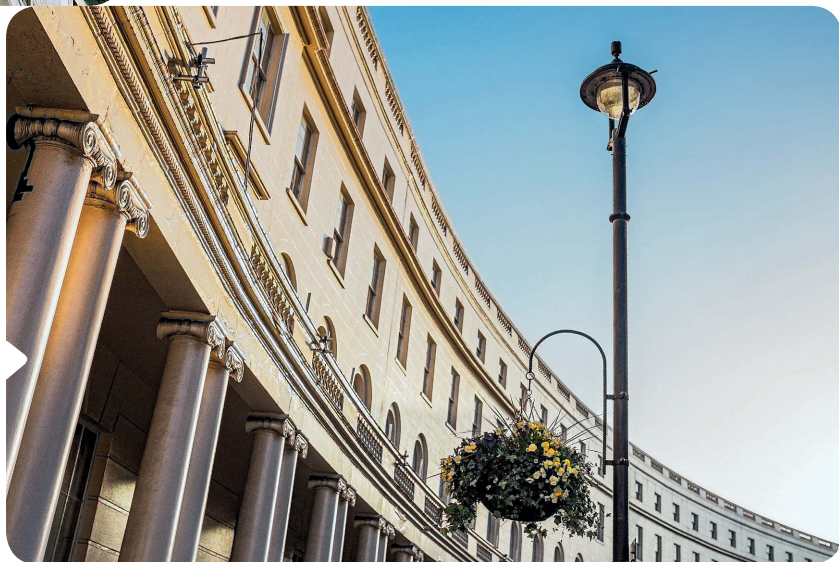


A pioneering green building project

FRANCE SPIE is lending its expertise in electrical and HVAC engineering to ensure the Organdi building in Lyon will obtain Zero-Energy status, plus HQE Excellent and BREEAM Very Good environmental quality certifications.

Complex commercial facility

GERMANY Commerzbank relies on SPIE's expertise for its ongoing programme to enhance facility management at its centre in Frankfurt, one of Europe's biggest trading floors.



Historical redevelopment

UNITED KINGDOM SPIE applies the most rigorous standards on redevelopment work for the 63 new luxury residential apartments and nine mews properties in London's prestigious Regent's Crescent.

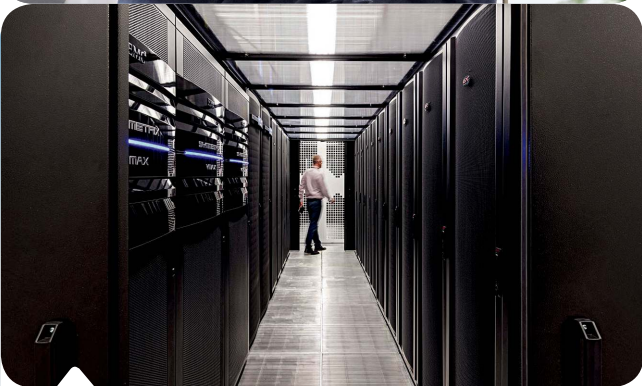
Controlled laboratory

UNITED KINGDOM The new laboratory at the Pirbright Institute, a world leading centre of excellence in research and surveillance of viral diseases in livestock and those that spread from animals to people, upholds the highest safety standards. SPIE coordinated all facilities, services and plant, including intelligent lighting controls that mimic sunrise and sunset for poultry breeding.



Smart office

GERMANY The innovative Power over Ethernet (PoE) lighting system brings major advances in both user convenience and efficient facility management.



IT clean room

UNITED KINGDOM Next Generation Data (NGD), the operator of Europe's largest data centre, commissioned SPIE to design and install three data halls, each with more than 400 racks.



Building Information Modelling

BELGIUM SPIE is putting its BIM and data management expertise to work on Befimmo's extensive renovation project for the Brederode Corner building in Brussels, which must meet BREEAM environmental standards.

Energies

Urban challenges

Carbon emissions

1.8%

INCREASE IN CO₂ EMISSIONS IN 2017 IN THE EUROPEAN UNION, VERSUS 1.4% WORLDWIDE. Source: All of Europe/IEA

Renewable energies

30%

OF ELECTRICITY IN EUROPE IS GENERATED FROM RENEWABLES, MORE THAN DOUBLE THE PROPORTION IN 2010. Source: Sandbag/ Agora Energiewende.

Energy efficiency

1/3

THE EUROPEAN UNION'S NEW OBJECTIVE IS TO REDUCE ENERGY CONSUMPTION IN MEMBER COUNTRIES BY ONE-THIRD BY 2030.

The European Energy Union programme, which led to a new reform of the European electricity market in 2018, is designed to ensure that the region's energy supply is safe, environmentally friendly and accessible to all – a goal that SPIE services can help to achieve. Internationally, the Group is continuing to diversify in an oil market shaped by price instability and the search for new growth models.

DEPLOYING NEW POWER GRIDS

In response to the growth in renewable energies and the impact of digital technologies, power grids are being reconfigured across Europe. In Germany, for example, SPIE completed construction of a pilot line equipped with innovative “compactLine” technology, which offers an alternative for 400 kV overhead power lines that increases transmission capacity while taking up minimum space, so that it is less obtrusive in the landscape. This trend is impacting the entire electricity value chain, from refurbishing substations and improving existing lines to connecting renewable power plants and digitally managing field service operations. Throughout, SPIE is supporting national operators in every community and driving innovation by leveraging its local expertise. In the Netherlands, for example, using drones to string cables between two HV pylons represents a technological innovation that also protects plant and animal life. In France, the Louvre Museum now has 16 sophisticated HV substations that manage some 70,000 lighting units.

At the same time, a growing number of gas pipelines are being upgraded, in particular to increase their transmission and storage capacities. SPIE, for example, participated in Dutch Gasunie's refurbishment programme and helped to install gas storage wells for the French operator GRDF, with state-of-the-art expertise in processes and cybersecurity. These upgrades are being supported by innovative cooperative ventures, such as the partnership with McPhy that is exploring the use of power-to-gas technology to convert and store surplus green electricity in the form of carbon-free hydrogen.

INCREASING THE PROPORTION OF RENEWABLE ENERGIES

In a renewable energy market led by growth in wind and solar power – not to mention biomass, which has become Europe's largest domestic source of energy – SPIE also intends to promote its wide range of services, from connecting solar power plants and wind farms to the grid to generating electricity from geothermal and hydraulic sources. In France, the new biomass-fired CHP plant in Gellainville, near Chartres, will supply heat and power to around 17,000 homes. In the United Kingdom, we installed electrical and mechanical equipment for 20 turbines in the Hornsea Project One offshore wind farm. In the Netherlands, construction of the largest solar park in Limburg was supported by our expertise in public grid hook-ups. For each project, we provide a bespoke package of



8,800
tonnes

of CO₂ emissions avoided
at Berlin's Charité hospital
thanks to the new energy
facility installed by SPIE.

services and expert advice in electrical installations, supervision, fire detection, video surveillance and the management of legal, administrative and financial matters.

Through its vast network of local offices, SPIE is also developing its own innovations to improve the performance of its installed facilities. In the Netherlands, for example, an innovative solution was created to adapt solar panel output to the irregular sunshine patterns that were disrupting the power grid. A dedicated, insulated busbar system now directly connects the solar park to a gas turbine-based control system, which offers the additional benefit of lowering costs and reducing carbon emissions.

SUPPORTING THE TRANSFORMATION OF THE NUCLEAR POWER INDUSTRY

As a key stakeholder in the transformation of the nuclear power industry, SPIE has enjoyed a favourable environment in France, shaped by the variety of its industrial projects and the development of innovative technologies. Present across the fuel cycle, the Group was commissioned by Orano to support the New Fission Products Concentration Unit (NCPF) project at the La Hague plant and by Framatome to renovate the Romans plant as part of an innovative fuel pelleting project. In addition, cold-functional tests were successfully completed on the Evolutionary Power Reactor (EPR) at the Flamanville site, where SPIE is already helping to engineer post-commissioning modifications.

Through these highly technical projects, SPIE is also contributing to the emergence of new models of operational excellence. At the Tricastin plant, for example, we developed an industrialisation of services procedure to extend reactor life. In digital technology, augmented reality and data sharing applications are profoundly transforming the installation maintenance experience. Lastly, following the successful start-up of the new EPR 2 in China, the future will be written in France with the EPR projects scheduled to begin in 2021, as well as with a number of major advances in scientific research. In Cadarache, the international ITER fusion reactor programme has awarded the maintenance contract for

Energies

all its buildings and infrastructure to the SPIE teams supporting this exceptional project, which is preparing the way for the fusion power plants of tomorrow.

SUPPORTING OIL AND GAS MARKETS

Despite the persistent volatility in oil prices, oil and gas companies continued to invest cautiously in 2018, with a focus on developing existing fields. In this environment, SPIE capitalised on its strategy of diversifying its business with the major oil companies, while landing a number of new service contracts with independents like Perenco and Maurel & Prom.

In the highly competitive African market, the Group responded to an upsurge in tenders from Total in Nigeria, ENI in Congo and Ghana, and Chevron in Angola. It also strengthened its positions as a regional expert, as seen by the creation of a new unit in Ghana. In the Middle East, work continued apace on major contracts, such as the Clean Fuels Project (CFP) in Kuwait, and a number of contracts were won under large tenders, such as for the development of the giant Al Shaheen oil field in Qatar. In the Asia-Pacific region, we successfully led several international projects, particularly in skills engineering with Samsung in Algeria and Hyundai Engineering in Abu Dhabi.

Overall, the year saw a general trend towards increasingly innovative and packaged solutions, covering both capex and opex, and backed by (i) services spanning the value chain, from design engineering to commissioning and maintenance, and (ii) specialised expertise in such areas as well reconditioning and turbomachinery operation.



NAGA SOLAR **Netherlands**

In the Netherlands, SPIE worked closely with NaGa Solar on a complex project to connect the solar park to the national power grid.

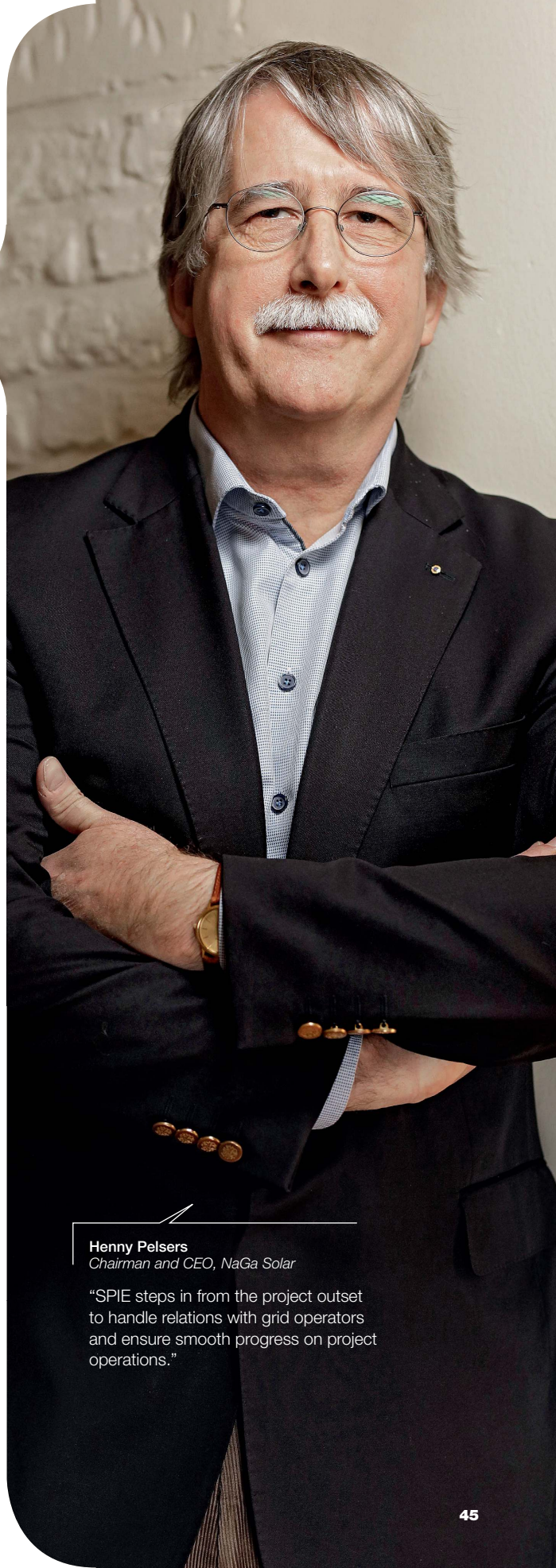
“We’re making considerable headway in solar development projects across Europe, with power output currently standing at around 800 megawatts. In the Netherlands, we’re working hand in hand with SPIE on a number of sites that call for creative, flexible grid connection solutions, as at the Louisegroeve¹ solar park. Two of the initial challenges on this kind of project concern availability of land and acceptance of renewable energy projects by local populations. We therefore involved SPIE right from the initial project planning stages. Interaction with the network operators must be factored in from the outset, along with management of any factors liable to hinder smooth progress on project operations.

Another challenge for SPIE is to ensure that the energy generated is fed smoothly to the power grid using the best available techniques, as grid availability has become an issue in the Netherlands. SPIE has everything it takes in terms of expertise here but, for us, the crux of our relationship lies in their ability to come up with prompt solutions to any difficulties encountered, ensuring the project is delivered to schedule. SPIE’s European scope is another important factor: we know we can count on them in countries including the United Kingdom and Germany. And in France, where we’re working together on our first joint solar project.”

1. The location of the Louisegroeve site, close to the industrial site of Chemelot in the Limbourg district, implies specific requirements, particularly due to ground pollution.



Watch the interview
with Henny Pelsers.



Henny Pelsers
Chairman and CEO, NaGa Solar

“SPIE steps in from the project outset to handle relations with grid operators and ensure smooth progress on project operations.”

Energies

High voltage substation

NETHERLANDS The 380 kV substation constructed in Rilland for TenneT is designed to increase power grid capacity in the Zeeland province.



Biomass cogeneration

FRANCE SPIE contributed expertise in electrical fittings, project supervision, fire detection and video surveillance for the biomass cogeneration power plant in Chartres.

Regional development

POLAND A comprehensive environmental impact assessment was carried out ahead of construction of the new 120 km 400kV power line designed to guarantee security of electricity supply in Poland's Pomorze and Kujawy regions, with a view to preserving important natural conservation areas.



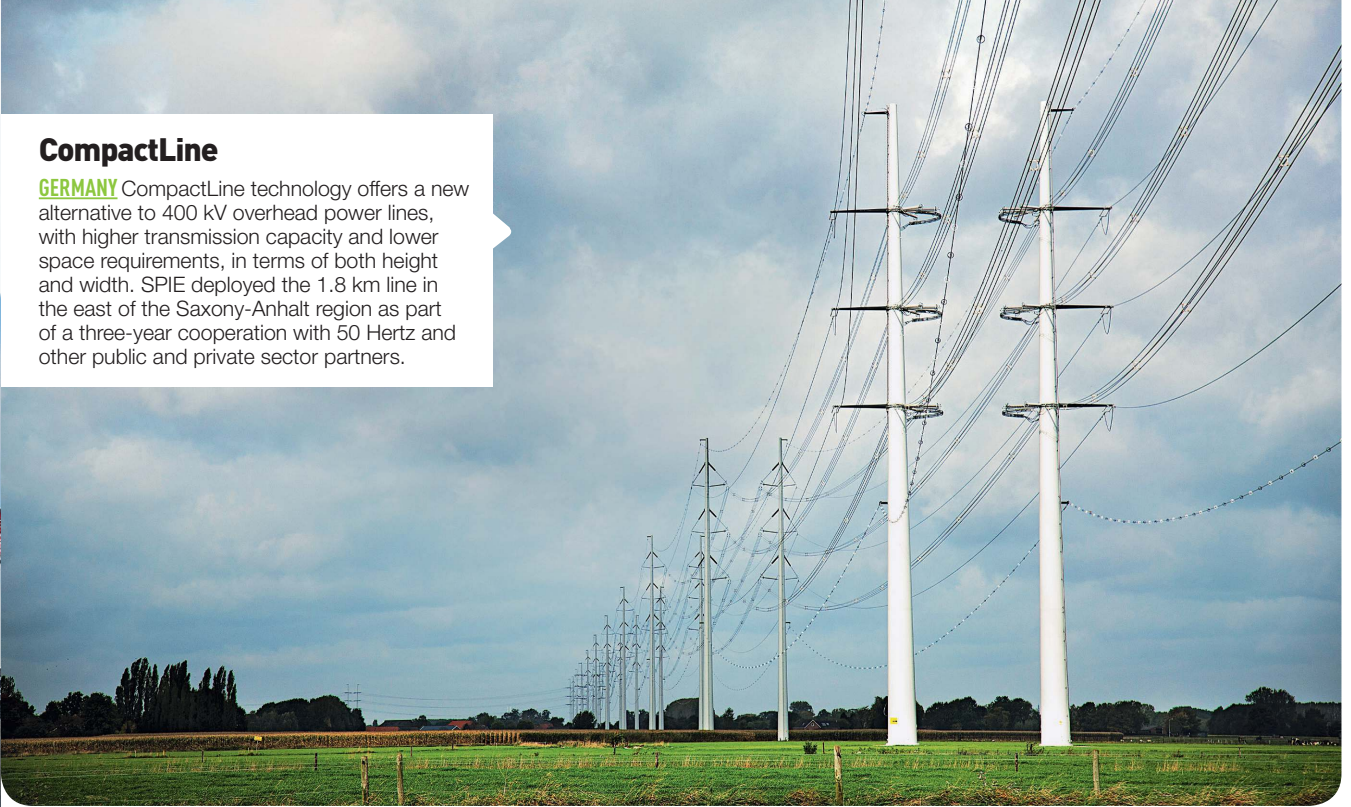
Hornsea Project One

UNITED KINGDOM Wilton Engineering Services (WESL) commissioned SPIE to install electrical and mechanical equipment for 20 wind turbines at the world's largest offshore wind farm.



CompactLine

GERMANY CompactLine technology offers a new alternative to 400 kV overhead power lines, with higher transmission capacity and lower space requirements, in terms of both height and width. SPIE deployed the 1.8 km line in the east of the Saxony-Anhalt region as part of a three-year cooperation with 50 Hertz and other public and private sector partners.



Energy of tomorrow

FRANCE SPIE couples service-sector, industrial and nuclear expertise to provide optimum maintenance for buildings and infrastructures at the international ITER programme site in Cadarache.



PV production

HUNGARY Operator Mátrai Erőmű Zrt called on SPIE's Hungarian subsidiary to build its 20 MW solar park in Bükkábrány, which produces enough electricity for 4,000 homes.

Onshore facilities maintenance

GHANA SPIE will manage, for two years, the global maintenance services for the Onshore Receiving Facilities of ENI in Ghana. A permanent team of 15 positions is employed on this contract.

Industry services

Urban challenges

Artificial intelligence

€20 bn

TO BE INVESTED BY THE END OF 2020 BY THE EUROPEAN UNION AS PART OF ITS ARTIFICIAL INTELLIGENCE STRATEGY.

One of SPIE's core ambitions in 2018 was to address the challenges faced by manufacturers at a time of swift transition, with solutions ranging from agile, flexible production methods to predictive maintenance and remote monitoring applications – all informed by our in-depth knowledge of each industry and our increasingly intelligent services.

we combined our expertise in commercial and industrial buildings with the latest virtualised hosting and industrial cybersecurity applications.

PLANNING FOR THE FUTURE WITH OUR CUSTOMERS AND PARTNERS

The industrial transition requires solutions that are increasingly collaborative. In Rotterdam, where the giant Shell Pernis refinery is testing some of Europe's most innovative 5G industrial applications, SPIE is working with a wide variety of partners to digitalise processes and ensure that output is eco-responsible. The tests now under way, in particular in the some 16,000 km of piping, are designed to make the port of Rotterdam the most advanced industrial network in Europe by 2021, with such features as facilities inspection with mobile robots, augmented reality helmets, predictive maintenance and machine learning.

* Leadership in Energy and Environmental Design.

Industrial IoT

\$123 bn

THE GLOBAL INDUSTRIAL IOT MARKET WILL BE WORTH \$123 BILLION IN 2021, ACCORDING TO MARKET RESEARCH FIRM INDUSTRYARC.

ENTERING THE NEW ERA OF INDUSTRY 4.0

The emergence of the factory of the future is being supported by a myriad of capabilities that SPIE brings together across the value chain, including data capture, additive manufacturing, cobotics, artificial intelligence and big data applications. At the PSA automobile plant in Poissy, France, for example, the body-in-white lines are benefiting from new industrial robots for an optimised mechanical assembly process. Buildings are also being improved to meet the highest environmental standards, as illustrated by the Nike Wings distribution centre in Belgium, which recently earned LEED Gold certification*. To increase the facility's capacity, SPIE helped to create a new logistic building with an innovative heating and cooling system, powered by geothermal energy.

Industrial robotics

\$225 bn

WILL BE SPENT WORLDWIDE ON ADVANCED ROBOTICS IN 2021, COMPARED WITH \$92 BILLION IN 2016. Source: Forbes.

More broadly, the Group is capitalising on its integrated solutions to implement highly complex projects. For example, we completely revamped the instrumentation, control and supervision systems for the CESTA test centres, which are part of the Military Applications Directorate of the French Atomic Energy Commission (CEA). To complete this broad-based project,



74
industrial robots

perform all body-in-white assembly operations at the Groupe PSA plant in Poissy, France.

Groupe PSA France

SPIE combines its industry expertise and local reach to support the ramp-up of production by Groupe PSA in Europe.

“We work with SPIE in a number of industrial areas, including electrical installations and body-in-white and vehicle fitting lines. For example, we recently called on SPIE to assist on the new Peugeot 208 line in Trnava, Slovakia, and on the new DS 3 CROSSBACK line at our Poissy facility in France. SPIE will also be setting up the electric vehicle charging stations at the Opel development centre in Rüsselsheim, Germany.

The challenges we’re taking up with SPIE are many and varied, against a backdrop of considerable economic pressure. To start with, new product launches are driving many of our production facilities to full capacity. So schedules are tight, with no room for delays. Another challenge is the constant need for performance improvements, even though Groupe PSA has already managed to halve its capital expenditure in the past ten years, while actually making more cars. Refurbishing and adapting existing plant, for example, enables us to reduce both costs and environmental impact. We also have to ensure rapid response capabilities at our production facilities, and this calls for attentive, local-reach services. This is one of SPIE’s great strengths, with their excellent geographical coverage of units operating in the industrial specialities of interest to us. On top of that, SPIE recently brought in a new organisational framework, improving centralisation of services to Groupe PSA and feedback on our projects.”



Watch the interview
with Quentin Rasse.



Quentin Rasse
*Machinery and Equipment Purchasing
Director, Groupe PSA*

“SPIE has implemented a new industrial organisation that improves centralisation of services to Groupe PSA.”

Industry services



Digital platform

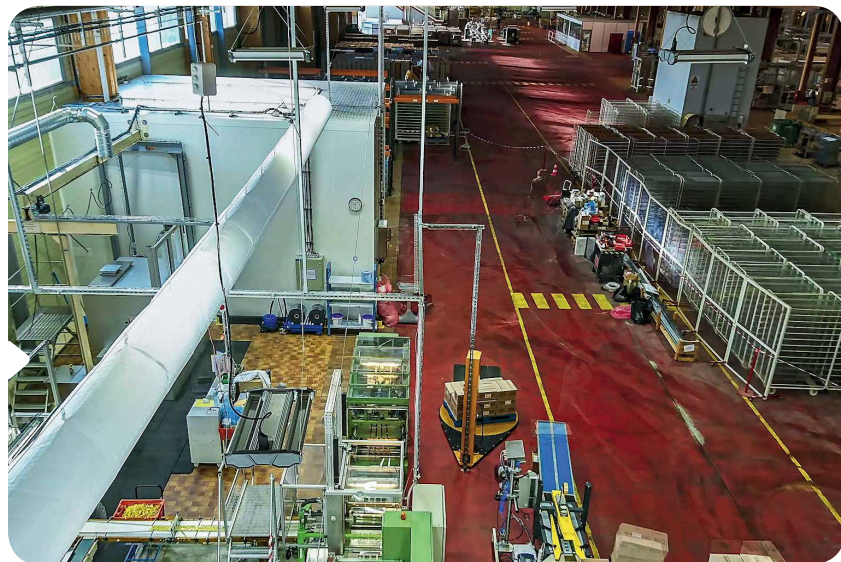
FRANCE Thanks to the innovative, environmentally friendly solution installed at its Portes du Tarn site, Vinalie can supervise the bottling process from end to end.

Industrial lighting

BELGIUM At its “steel of the future” site in Ghent, ArcelorMittal is switching to LED lighting, a vast project run by SPIE on a commission from Signify.

Factory relocation

FRANCE SPIE's solution for relocating the Mondalez group's Cachou Lajaunie sweet factory in Toulouse spanned the entire process, from full dismantling of the equipment to commissioning of the new production site.



Palletisation platform

FRANCE At Jean Flocc'h, a Brittany-based food company specialised in pork processing, the new palletisation platform is equipped with a multi-lane product diverter to increase throughput and improve the handling of salted meats.



Smart cybersecurity

FRANCE Cybersecurity at Royal Canin's 17 international sites operates from a single control panel powered by augmented intelligence.



Long-term support

GERMANY For the fourth time running, SPIE was awarded the BMW contract for facility management of its Wackersdorf innovation park in Bavaria.



On-site intervention

GERMANY To minimise inconvenience entailed by renovation work at its Hamburg laboratory and offices, Philips Healthcare and SPIE opted for an innovative approach that would completely separate the building infrastructure from its complex power supply systems, avoiding any hindrance to the site's research work in radiology and production of medical technologies.



Inventing our future together

Responsibility

Markus Holzke
*Managing Director,
SPIE Deutschland & Zentraleuropa*

“At SPIE, corporate responsibility and sustainable development aren't just internal processes; they're directly related to our business.”

SOMETIMES A COMPANY'S RESPONSIBILITY IS SIMPLY A MATTER OF COMPLIANCE WITH REGULATORY OBLIGATIONS. BUT AT SPIE, WE THINK THAT IT IS FIRST AND FOREMOST AN OPPORTUNITY.

In our increasingly complex, high-tech businesses, responsibility makes us grow. It encourages us to view our work differently and to realise the importance of working together as a team. The more demanding the project, the more responsible everyone has to feel. In this way, responsibility creates and nurtures trust, the foundation of the company's progress and long-term success.

Transforming our expertise and business lines

WIDELY RECOGNISED FOR ITS TECHNICALLY ADVANCED CAPABILITIES, SPIE OPERATES AN OVERARCHING EXPERTISE DEVELOPMENT PROGRAMME WITH THE AIM OF PIONEERING TECHNICAL AND DIGITAL TRANSFORMATION INITIATIVES FOR ITS CUSTOMERS.

Top-level training

70 training courses in 16 fields, at the SPIE Skills Development Centre

Technical training courses in specialist skills (connectors, fibre optics, turbomachines, automatic welding, etc.) and specific sectors, as at the BÉligneux nuclear industry training centre in France.

New learning methods, with online distance learning modules on the SMILE LMS (Learning Management System) platform, which also fosters the development of learner communities.

Innovative managerial training approaches, from cross-functional and close-quarters management through to intergenerational digital reverse mentoring.

Developing operational excellence

20% estimated productivity gains brought by operational excellence in companies like SPIE

Creation of a digital ecosystem enabling fast, intuitive understanding of each work environment, notably for onboarding new recruits and helping them develop initiative.

Performance management using tools and methods based on agile organisation, development of team potential, take-up of team-wide objectives, and ongoing improvement.

Leading certifications on the market (ISO 9001, 1401, 18001, 5001, etc.), including in areas such as information security management (ISO 27001).

Encouraging collaborative, open innovation

6 permanent committees: Technical Facility Management, Building Technology, City Networks, Digital, ICS and Industry

Rollout of SIOUX (SPIE Innovation and Operation excellence User eXperience), a knowledge management platform putting employees at the heart of the company's innovation process.

New creative practices involving employees, customers and partners, such as design thinking methods focused on collaborative innovation, and Proof of Concept (POC) methods for accelerating project fulfilment.

Forward-looking key partnerships, from academic cooperation in IoT (Internet of Things) to industrial research in areas such as e-mobility, smart lighting and modernisation of major power grids.

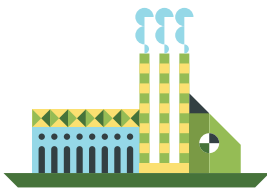
In close alignment with expectations in each market, four structural growth factors are driving forward SPIE's trades and skills transformation:

the integrated management of increasingly complex technical facilities, society's transition to a post-carbon economy, the digital transformation of buildings and infrastructure, and changes in energy production and distribution.

These four drivers are what underpin the Group's development of its expertise, from training programmes at the SPIE Technology Institute in strategic, forward-looking skill sets to innovation in areas such as Industry 4.0 and smart buildings.

4 factors behind skills transformation

Maintain and upgrade
technical facilities



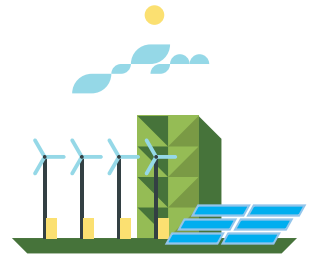
Contribute
to carbon neutrality targets



Support
service-sector and industrial sites in going digital



Promote
change in the energy mix



New business lines Success for SPIE at the ARSEG awards

Céline Evans-Verfay, an apprentice with SPIE France, won the Work Environment Young Hope award at the 14th ARSEG awards in Cannes. On her two-year work-study programme coordinating nationwide facility management contracts, she developed an interest in new knowledge management applications, which became the central feature of her research work.



Oliver Polanz

Head of HSEQ,
SPIE Deutschland &
Zentraleuropa

**“2018 was a
One SPIE year
for safety.”**

“SPIE takes a very operational approach to safety, which is why it’s so important to share the approaches and good practices in place in each of our host countries. A Group Safety Committee has been created to make this requirement a more integral part of our organisation. For example, in Germany, we adopted the Safety Champion initiative previously rolled out in the United Kingdom. Each team selects a co-worker to monitor safety for a four-week period, after which another person takes his or her place. Transferring best practices helps foster a shared culture of safety, especially when teams from several countries are joining forces on the same project. It delivers a strong message to our clients, who can then replicate initiatives at their own sites.”



Watch the interview
with Oliver Polanz.

Fostering a culture of empowerment

IN ITS HOLISTIC APPROACH TO EMPOWERMENT AND RESPONSIBILITY, SPIE EMPHASISES EXCELLENCE IN PRACTICE AND THE SHARING OF VALUES ACROSS THE DECISION CHAIN IN SUCH AREAS AS EMPLOYEE SAFETY, ETHICAL BUSINESS PRACTICES, ENVIRONMENTAL STEWARDSHIP AND LEADING BY EXAMPLE.

SAFETY, OUR NUMBER ONE PRIORITY

SPIE's overarching responsibility is to ensure the health and safety of its employees and other people working on its sites. To fulfil it, standards such as OHSAS 18001, VCA and MASE are diligently applied across the organisation, supported by appropriate action plans. Following on from the Health and Safety Code introduced in 2016 to improve the prevention of accidents caused by major risks, a new system was deployed in our European subsidiaries. It is now fostering a common operational approach by sharing best practices more effectively among the country organisations, with the support of the Quality, Safety and Environment (QSE) managers. In the same way, for the first time, cross-Group modules were included in the Safety Day event, which was attended by 55% of employees, with a satisfaction rate of 80%. Local initiatives have also been stepped up, for example in France with the extension of the EMS mobile safety schools and in Germany, where new incidence matrix analysis applications were deployed.

Getting the safety message across with a fresh eye

Employees are also encouraged to come up with new approaches to driving continuous improvement in the safety performance of SPIE's oil and gas businesses. In Nigeria, an employee wrote a rap about safety (Safety For Me, For You, For All of Us). In Qatar, a team launched a highly successful communication campaign with the slogan "Think Family, Work Safely."

NURTURING THE EMPOWERED ENTERPRISE

In highly technical jobs where risk management is mission-critical, team empowerment is a core driver of superior operational and technical quality. This is why SPIE encourages responsibility and empowerment at every phase of an assignment or project, from regular meetings in its managed facilities to employee audits. More broadly, empowerment is the cornerstone of a service business, as manifested in such principles as taking initiative and self-management. SPIE is constantly exploring innovative new ways to instil this mindset in its employees. In 2018, for example, our UK operations set up a "Shadow Board" to offer talented millennials an opportunity to test their management abilities in real-world situations.



Sandra Gottcheiner

Director of Building Systems,
SPIE Belgium

“We need a head start of three to five years to anticipate customer needs.”

“SPIE’s values of excellence and innovation are intrinsically linked to valuing human beings in all their diversity. Every person has a complementary role to play and that’s what makes our teams strong. This is all the more true in a highly competitive sector where we need a head start of three to five years to anticipate future needs. For example, in terms of developing future-proof buildings, when it all starts to get very technical, we have no qualms about suggesting the most audacious solutions to add value for our customers. I think that being a woman helps to have this initiative mindset. This is what I’d like to say to young women thinking of a career in engineering: go for it, and be sure to develop your ability to perceive projects from all angles – it’s essential for the future of cities.”



Watch the interview
with Sandra Gottcheiner.

Creating a transformation dynamic

TO STEP UP THE TRANSFORMATION OF ITS ECOSYSTEM, SPIE IS DIGITISING ALL OF ITS PROCESSES AND PRACTICES, WHILE CONTRIBUTING TO A WIDE ARRAY OF INITIATIVES THAT ARE HELPING TO MOVE SOCIETY FORWARD.

DIGITISING THE WORKING ENVIRONMENT

In a digital world, one of the major challenges for organisations is to encourage the take-up of new practices. In 2018, for example, a reverse mentoring initiative enabled young employees to lead training in digital applications for a large number of senior managers, including members of the Group's management team. The year also saw the roll-out of Work, Interact, Share, Exchange (WISE), a Microsoft Office 365 solution that improves employee interaction and mobile work, in particular by using Skype for Business and the Yammer enterprise social network. Process digitisation is spreading across the organisation through new initiatives in hiring, mobility, training, communities of practice and other areas, supported by solutions like the SIOUX knowledge management platform. To facilitate the induction process, for example, SPIE is shifting to onboarding procedures that quickly immerse new hires in their job environment.

CHANGING OUR CORPORATE CULTURE

In its commitment to diversity, SPIE intends not only to create a corporate community where diversity is seen as an asset, but also to drive faster change in people's attitudes

Celebrating innovative ideas

SPIE employees can share their innovative ideas on the corporate networks at any time. In 2018, a total of 130 ideas were selected, including nearly ten that received a Group award. Among the winners, UK engineer Steve Austin was honoured for his practical, cost-effective solution for preventing bacterial growth in stagnant water tanks.

and mindsets. This was demonstrated in 2018, when the sixth edition of Disability Awareness Month enabled employees in more than 70 facilities to understand the daily challenges faced by people with disabilities. Awareness is also being heightened through personal experience, for example as part of the Time for Society programme that allows employees to champion a unique community or environmental outreach project. More broadly, fostering diversity plays a major role in moving us forward in a variety of ways, from enabling cross-generation knowledge transfer to improving the working environment for women with the support of the So'SPIE Ladies network. This approach often calls for a change in perspective, as illustrated in the United Kingdom by the creation of a "Future So'SPIE Ladies" workshop for 14-18 year old students.



Camille Delaunay

Apprentice, Business Manager within the major projects department of Ile de France service-sector and residential buildings business unit – SPIE Industrie & Tertiaire - Tertiaire division (France)

“20% of engineering students are women, but times are changing!”

“I’m currently working on the construction of Nestlé’s future headquarters in Paris. It’s a very ambitious project and I’m responsible for following up on aspects of a particular area of the work, from relations with subcontractors and the design engineering teams to the installation of data wiring. I’ve been given a lot of support on this assignment, both from my tutor and my manager. It can take time to really understand each aspect of the business so I appreciate their availability and the cooperative spirit in the teams. Being a woman in this industry is not a problem: it’s a total non-issue! I enjoy visiting the construction sites and meeting different people. If I’m hired by SPIE, I hope to work for other subsidiaries abroad. That would suit me perfectly.”



Watch the interview with Camille Delaunay.

Preparing the future with our stakeholders

ONE THOUSAND APPRENTICES JOINED THE SPIE COMMUNITY IN 2018, ATTESTING TO OUR ASSERTIVE COMMITMENT BOTH TO HUMAN RESOURCES DEVELOPMENT AND TO VERY HIGH QUALITY CAREER PATHS IN FUTURE-PROOF JOBS.

LEARNING ABOUT A WHOLE NEW WORLD

To maintain its proficiency in increasingly complex technical skills, SPIE has made apprenticeships a key driver of its future success. In Germany, 278 apprenticeship contracts were signed during the year, or 56% more than in 2017. The new hires were trained in around thirty different skill sets, mainly concerning digital technologies. Another way to prepare for the future is through international job assignments and postings. In the United Kingdom, for example, an exchange programme has been set up with our operations in the Netherlands and France to enable talented young engineers to work across the Channel. This is proving to be a highly effective way of sharing best practices and building a network of collaborative capabilities.

INVESTING IN SHARED INNOVATION

SPIE has undertaken a variety of cooperative technical, industrial and scientific initiatives that are helping to develop advanced solutions in association with a large number of research centres in Europe. In the Dutch province of North Holland, for example, we are participating in ambitious moveable bridge projects with public authorities and various local innovation stakeholders.

Training a new generation of experts

One of the most promising sources of digital innovation is technical facility management, which focuses on smart, connected buildings. In 2018, 24 SPIE employees in Germany were awarded Expert FM (FM-Fachwirt) qualification by the German Facility Management Association (GEFMA), while two others received the “GEFMA Prize for Best Young Talents 2019” for their thesis project.

In France, Capgemini and SPIE have formed a major partnership to offer on site workstation maintenance and user support services. We are also working closely with suppliers to develop innovations that resonate with new user practices. During the second edition of SPIE Belgium’s Suppliers Innovation Challenge, 36 participants submitted their projects in four categories: breakthrough innovation, corporate social responsibility (CSR), safety and the supply chain. Lastly, we are leveraging customer intimacy to develop next generation solutions specific to our systems integration businesses. The new SMART FM 360° platform, for example, was designed based on a broad ecosystem of innovation partners, including majors like Microsoft and Salesforce and start-ups such as Tellmeplus.

Log Book

SPIE employees are involved in local team initiatives, community outreach programmes and innovative projects with stakeholders. Let's take a closer look at what they are doing across Europe.



Challenge Innovation

Belgium

During the second edition of its Suppliers Innovation Challenge hosted at Living Tomorrow in Vilvoorde, SPIE selected four major innovations likely to enhance the Group's expertise from a total of 44 projects presented to the SPIE jury.



Safety Day

Germany/Central Europe

This year's Safety Day involved 53% of employees in Germany and Central Europe, with some 8,000 participants divided into teams spread over multiple sites. It was a cohesive event, even for a subsidiary that is already fully OHSAS 18001-certified.



La Parisienne

France

Once again, the So'SPIE Ladies network took part in La Parisienne, Europe's first women-only race devoted to supporting breast cancer research. The 7 km race along the banks of the Seine was rounded off by a session of outdoor yoga *en masse*.



Solidarity Day

France

In Cergy-Pontoise, 24 employees from SPIE chose to volunteer with two local non-profits focusing on reintegration. Each employee took a half-day of leave, and SPIE paid for the second half of the day spent volunteering.



Erasmus

Netherlands

Executives from SPIE Nederland and Erasmus MC in Rotterdam decided to share their innovative vision of the future by developing predictive maintenance and optimising systems at the medical centre's 34 buildings.



Cyrenian Farm

United Kingdom

Fourteen employees from SPIE UK's Scottish team in Rutherglen spent their day volunteering at the Cyrenians Farm, a social enterprise fostering social integration of young people, many with experience of homelessness.



Global Compact: an international commitment

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

	Principles	Examples of application at SPIE
Human rights	<ul style="list-style-type: none"> • Businesses should support and respect the protection of internationally proclaimed human rights, within their sphere of influence; and • make sure they are not complicit in human rights abuses. 	<ul style="list-style-type: none"> • Deployment of the OHSAS 18001 (or equivalent) occupational health and safety management system. • International business travel safety guide. • Stress management agreements. • Supplier CSR audits with EcoVadis.
Labour	<ul style="list-style-type: none"> • Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; • the elimination of all forms of forced and compulsory labour; • the effective abolition of child labour; and • the elimination of discrimination in respect of employment and occupation. 	<ul style="list-style-type: none"> • A forum for social dialogue within the European Works Council. • CSR committee responsible for such initiatives as: <ul style="list-style-type: none"> - improving employment opportunities for the disabled; - increasing gender parity; - providing work opportunities for the young as well as for older employees; - promoting diversity. • Supplier CSR audits with EcoVadis.
Environment	<ul style="list-style-type: none"> • Business should support a precautionary approach to environmental challenges; • undertake initiatives to promote greater environmental responsibility; and • encourage the development and diffusion of environmentally friendly technologies. 	<ul style="list-style-type: none"> • Deployment of the ISO 14001 environmental standard. • Extension of the carbon footprint analysis programme. • Deployment of electric vehicles and hybrids within the corporate vehicle fleet. • Environmentally friendly digitisation and reprinting of corporate publications. • Supplier CSR audits with EcoVadis. • Selection of environmental and energy friendly building when relocating. • Energy efficiency projects and low-carbon solutions for our customers.
Anti-corruption	<ul style="list-style-type: none"> • Businesses should work against corruption in all its forms, including extortion and bribery. 	<ul style="list-style-type: none"> • Ethics charter, handbook on ethical business practices. • Ethics Committees. • Training in business ethics, with a special module on the Bribery Act in the United Kingdom. • Supplier CSR audits with EcoVadis.



Learn more about Global Compact
www.unglobalcompact.org

CSR indicators

Committed to the green economy and guided by its core principles, SPIE deploys a corporate social responsibility process that takes every stakeholder into consideration.

Social	2018	<i>Scope</i>	2017
TOTAL WORKFORCE^{1*}	46,398	<i>World</i>	46,650
Europa	43,562		43,295
Asia	700		773
Middle East	1,285		1,020
Africa	851		1,562
WORKFORCE BY JOB CATEGORY		<i>World</i>	
Operators	19,273		19,719
Administrative employee, technicians & supervisors	20,607		20,190
Managers	6,518		6,741
EMPLOYMENT			
New hires ^{2*}	5,386	<i>World</i>	3,183
% of workforce on permanent contracts	88%	<i>World</i>	89%
Average seniority	10.7	<i>World</i>	10.9
DIVERSITY			
% of employees that are women	13%	<i>World</i>	13%
% of managers that are women	15%	<i>World</i>	14%
average age	43	<i>World</i>	43
% of employees over 57	12%	<i>World</i>	11%
% of employees under 26	9%	<i>World</i>	8%
Number of Nationalities represented in the Group	134	<i>World</i>	132
% of employees with a disability	5.10%	<i>France</i>	5.10%
TRAINING			
Training outlays as a % of payroll	2.40%	<i>Europe</i>	2.40%
% of employees on work/study or apprenticeship contract	4.40%	<i>Europe</i>	4.10%
CAREER OPPORTUNITIES AND EMPLOYER APPEAL			
Number of partnerships with schools or universities	353	<i>World</i>	228
SOCIAL DIALOGUE			
Number of collective bargaining agreements signed during the year*	112	<i>World</i>	128
EMPLOYEE SHARE OWNERSHIP*			
Employee shareholders as a % of workforce	34	<i>World</i>	33

1. Number of employees on payroll at 31 December 2018, including acquisitions.

2. New hires on permanent contracts in 2018.

Health & Safety

	2018	Scope	2017
OHS MANAGEMENT SYSTEM*		World	
% of employees working under an OHSAS 18001-certified or equivalent ¹ system	92		84
ACCIDENTS INVOLVING SPIE EMPLOYEES*²		World	
Total recordable injury rate (including acquisitions in 2017)	11.4		11.2
Lost time injury rate (including acquisitions in 2017)	6.3		6.2
ACCIDENTS INVOLVING SPIE EMPLOYEES AND TEMPORARY WORKERS		World	
Total recordable injury rate (including acquisitions in 2017)	12.4		11.8
Lost time injury rate (including acquisitions in 2017)	6.9		6.6
FATAL ACCIDENTS*	2	World	1

1. VCA in Belgium.

2. Number of accidents per million hours worked.

3. Number of accidents with or without lost time, per million hours worked.

Environment

	2018	Scope	2017
ENVIRONMENTAL MANAGEMENT SYSTEM			
% of employees working in ISO 14001-certified units	77%	World	75%
WASTE MANAGEMENT			
% of permanent facilities with a waste storage and sorting area	87%	Europe	85%
Tonnes of waste electrical and electronic equipment collected from customers in partnership with Recylum	193	France	178
ENERGY USE AT PERMANENT FACILITIES*			
Electricity used, in millions of kWh	48.3	World	54.1
Gas used, in millions of kWh	50.8	World	80.8
CORPORATE VEHICLE FLEET			
Fuel used, in millions of litres	43.8	Europe	47.5
Average carbon emissions from corporate vehicles on a long-term lease	153	Europe	146
Average carbon emissions from long-term lease vehicles added to the fleet during the year	122	Europe	120
Number of electric and hybrid vehicles	593	Europe	536
CARBON FOOTPRINT¹		World	
Greenhouse gas emissions in tonnes of CO ₂ equivalent	134,000		155,000
Carbon intensity in grams of CO ₂ per euro of revenue	20		25

1. Emissions for scopes 1 and 2.

Responsible Purchasing

	2018	Scope	2017
SUPPLIER CSR AUDITS*			
% of total purchases from suppliers audited for CSR compliance	32% ¹	World	28%
SOLIDARITY PURCHASING			
Amount of purchases with protected sector (EA, ESAT, etc.) in millions of euros	1.9	France	1.9

1. Pro forma terms (excluding acquisitions less than 24 months ago.)

* Data verified by our Statutory Auditor in accordance with French regulations and more particularly Article 225 of the Grenelle II Act.

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