

DEVELOPING SUSTAINABLE  
LOGISTICS REAL ESTATE

BARJANE



CSR REPORT 2019

Investor & Asset manager | Planner | Developer | Property  
manager | Photovoltaic energy producer

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## EDITORIAL: A STATEMENT FROM THE MANAGEMENT

2019 was a promising year for the logistics real estate sector, which experienced its second-best year of the decade. It had a take-up volume of nearly 3.2 million sqm, well above the ten-year average of 2.5 million sqm, and an overall investment in the sector of nearly €4.8 billion. This represents a historic performance, as it amounts to 13% of the total amounts invested in real estate (€36.2 billion).

In this solid market, BARJANE has taken advantage of this fruitful year to consolidate its financial structure and to prepare for future maturities. With the completion of a new asset sale, the signing of BEFA (leases in the future state of completion) with nearly 125,000 sqm for major clients in retail and industry, the acquisition of new strategic real estate in the South and Île-de-France regions, and the recruitment of 8 new talents, BARJANE is preparing for a new phase of growth.

We want this growth to be sustainable, mindful of the environment, people, and general interest, in line with our strong commitment to Corporate Social Responsibility. Indeed, we are convinced that economic performance can only go hand in hand with social and environmental respect. It is within this framework that we develop our real estate projects and work towards their success.

In 2019, BARJANE had the honour of winning awards in its two main markets, France and the United Kingdom. Winning the SIMI 2019 Grand Prix for the construction of the Biocoop Distribution Centre in Ollainville (91), and the prize for the best project of more than 15,000 sqm at the Logistics Awards for the new Decathlon Distribution Centre in Northampton, BARJANE saw two of its projects named best logistics sites of the year, both in France and the United Kingdom.

These awards recognise not only the operational excellence of these logistics buildings, but also their environmental and social performance. A roof-mounted solar power plant, reuse of deconstructed materials, provision of vegetable gardens,

health trails, multi-sports grounds and social premises designed by an interior architect are all elements that make these sites great places to live and work. We would like to thank our two customers for trusting us to carry out these beautiful projects by their side.

BARJANE remains mobilised on the renewable energy front and focused on reducing its carbon footprint. This can be seen through the commissioning of two new rooftop solar power plants in Belleville-en-Beaujolais (ACTION distribution centre) and Les Arcs-sur-Argens (THALES, BESTWAY, IRON MOUNTAIN distribution centre). In addition, BARJANE has won 2 new CRE tenders for the connection of 2 power stations, in Fuveau and Ollainville. Towards the end of 2019, BARJANE's installed capacity reached 16 MWp. With these new projects, BARJANE will have a fleet of 16 photovoltaic power plants with a cumulative power of 21.6 MWp, representing the equivalent annual electricity consumption of 10,400 people. This photovoltaic strategy makes BARJANE a leader and pioneer in France in terms of solar power plants developed on the roofs of logistics buildings.

In this report, you will find more details on the actions we carry out as part of our CSR commitment. It highlights some of the flagship actions of the BARJANE Corporate Foundation, which supports the territories and communities in which BARJANE operates. More than 25 local actions in favour of Nature or the City (Culture and Sport) were supported and more than a hundred children were welcomed by the Foundation on our sites. Once again, we would like to thank the municipalities and communities that host our sites. We wish to be at their side to support them in their societal projects in favour of the inhabitants and their living environment.

We hope you enjoy reading this report. Please do not hesitate to contact us if you wish to join us, to participate in certain actions at our side, or to propose new projects.

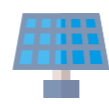
*Julie Barlatier-Prieuret & Léo Barlatier*



**8** NEW TALENTS  
recruited in 2019



**2** AWARDS  
in France and  
in the United Kingdom

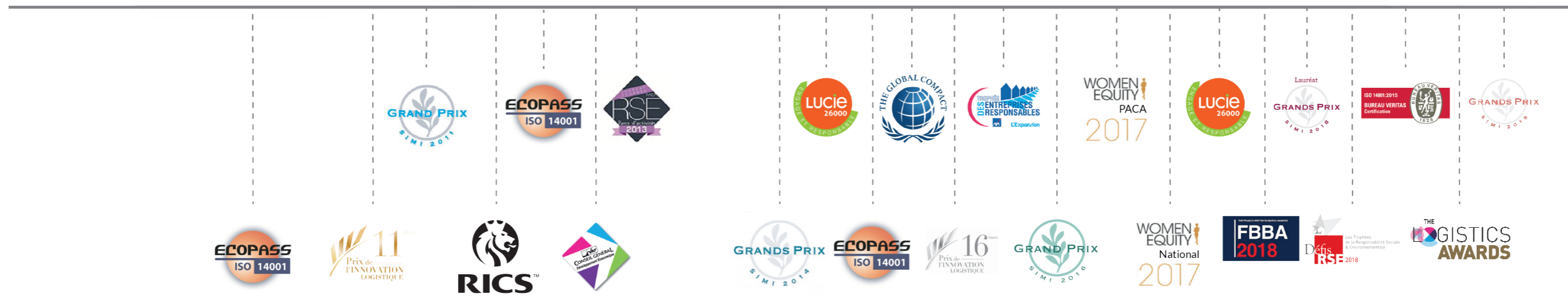
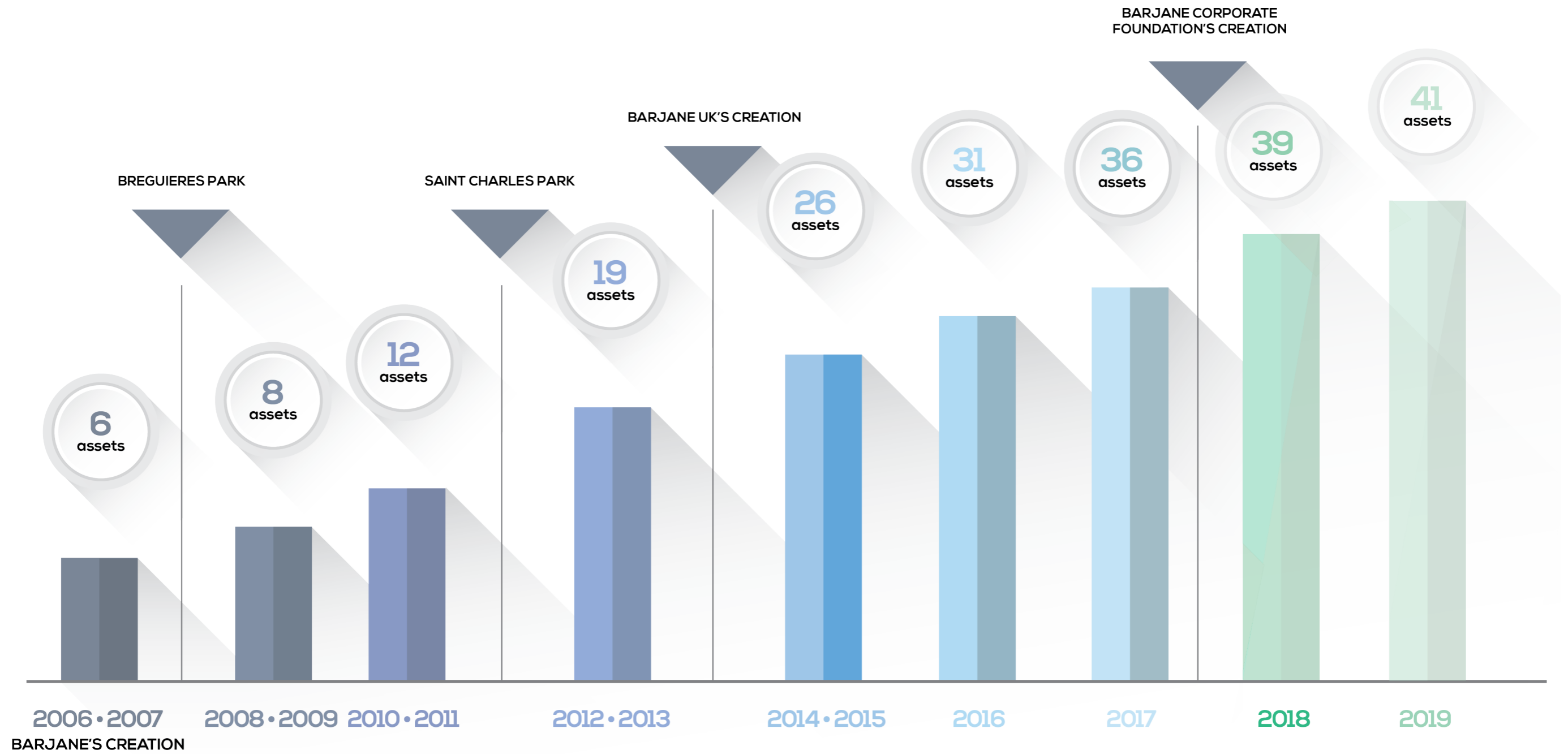


**16 MWp**  
of total photovoltaic power  
in late 2019

# OUR SUSTAINABLE DEVELOPMENT STRATEGY

1

# BACKGROUND



# OUR CSR APPROACH BASED ON INTERNATIONAL STANDARDS



Aware of the impact that our operations can have on the environment, we have adopted the ISO 14001 standard since the very beginning and our first completed project, the Breguières Park, was certified in 2009. The entire process has been certified, on a global basis from design to management, through the realisation of a remarkable construction site. In 2012, we made a choice to extend this certification to all our areas of activity, which now applies to all our projects. This includes land planner, developer and manager of logistics and industrial property.



BARJANE's commitment to all CSR themes is reflected in its LUCIE label since 2015. LUCIE demands alignment on 7 core issues of the ISO 26000 standard, through the implementation of a positive CSR, through continuous environmental and human improvement. The framework anchors the approach while respecting all stakeholders.



The UN Global compact is the most important international initiative of voluntary engagement regarding sustainable development, covering over 10,000 participants across 160 countries. The objective is to encourage firms to voluntarily align their strategy with the sustainable development goals adopted by the United Nations. In 2015, BARJANE adhered to the UN Global compact standards, committing to annually publish the progress the company has made on these points.

These commitments form the pillar of BARJANE's CSR strategy. In order to monitor all the activities to comply with the appropriate regulations and certifications, the Department of Sustainable Development leads an efficient internal management system. This system of Sustainable Development Management (SDM) has been developed and implemented following the steps below:



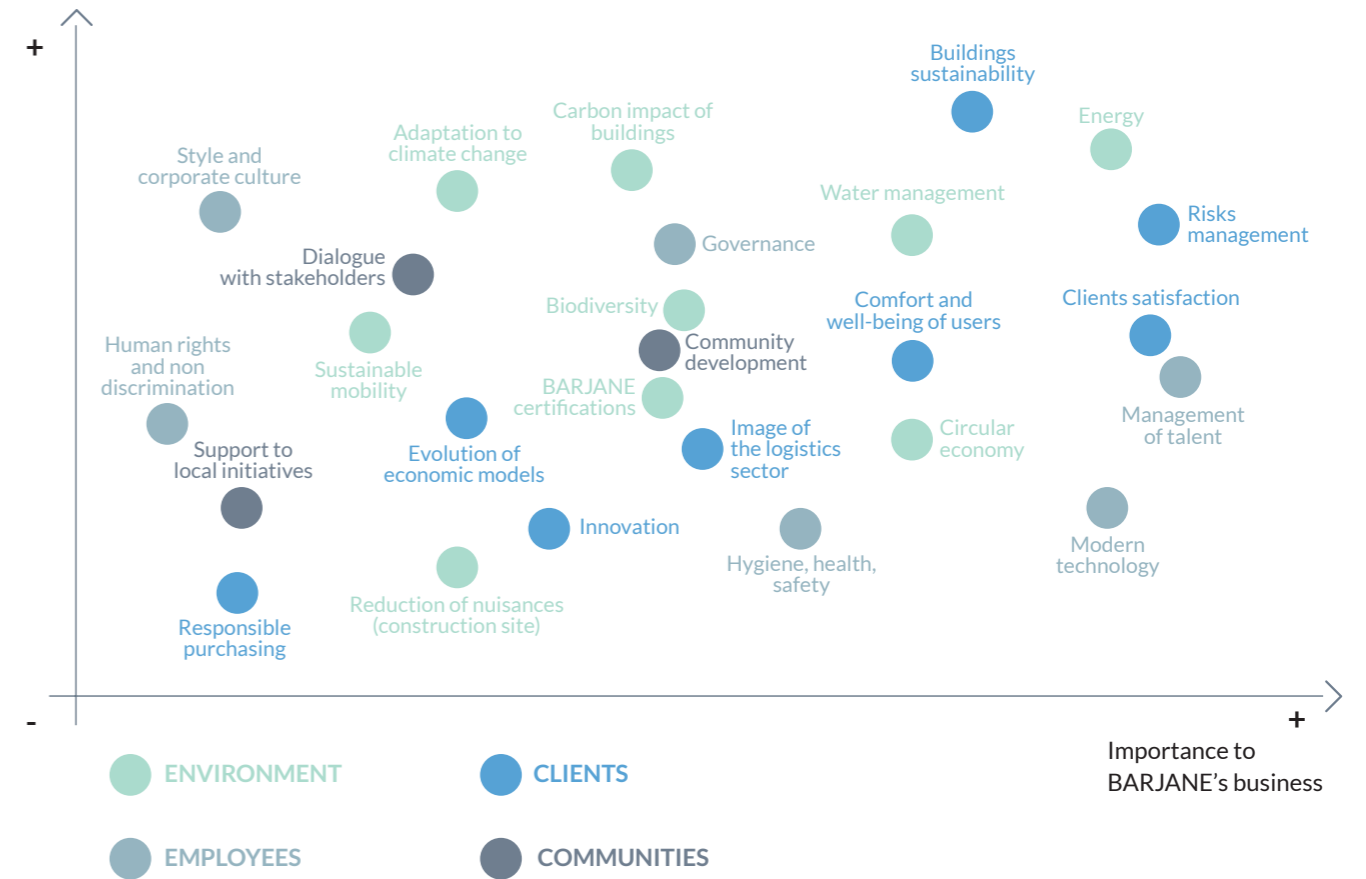
# OUR CSR AIMS

An in-depth analysis of the internal and external challenges with which BARJANE may be faced allowed us to identify primary CSR goals for the company strategy. This selection was notably made regarding the analysis constructed by the Durable Property Observatory<sup>(1)</sup> which puts forward the crucial goals for the coming years in the real estate sector.

Once these aims are defined, a detailed analysis is conducted in order to prioritise them, in regards to the following criteria:

- 1 The importance of the economic growth of BARJANE: the management of BARJANE has ranked these objectives according to the opportunity of economic value created, or its risk of value destruction,
- 2 The level of expectation of BARJANE's employees, with respect to the inclusion of the CSR objectives in our individual actions.

Importance to BARJANE employees



(1) L'Observatoire de l'Immobilier Durable.



# OUR STAKEHOLDERS

Identifying our stakeholders, and most importantly understanding their expectations and needs, allow us to continuously improve our CSR approach, with the aim of satisfying those expectations. The identification of our stakeholders is updated annually during a management review. They are divided into three large groups:

- Group 1** The stakeholders essential to the operations of BARJANE.
- Group 2** The stakeholders able to have a significant impact on BARJANE's operations.
- Group 3** The stakeholders who, without having a formal connection, have an important influence on BARJANE's operations or provide supporting services.



# OUR COMMITMENTS

The commitments set under BARJANE's Corporate Social Responsibility structure our responsible and civic strategy. These are focused on developing quality projects that create value.

The activities that we undertake are organised around four axes essential for BARJANE:



## THE ENVIRONMENT

- Improving the environmental quality of our buildings and our logistics parks,
- Preserving the resources on all of our projects: energy, water, property...,
- Developing renewable energies,
- Minimising the nuisance of our projects and reducing pollution,
- Encouraging the promotion of biodiversity.



## THE CLIENTS

- Co-constructing a quality project with our clients and our partners,
- Improving the comfort and frameworks for the users of our creations,
- Accompanying our clients throughout the whole life of the project,
- Ensuring the security of the persons and goods,
- Increasing the sustainability of our assets and developing innovative solutions.



## THE COMMUNITY

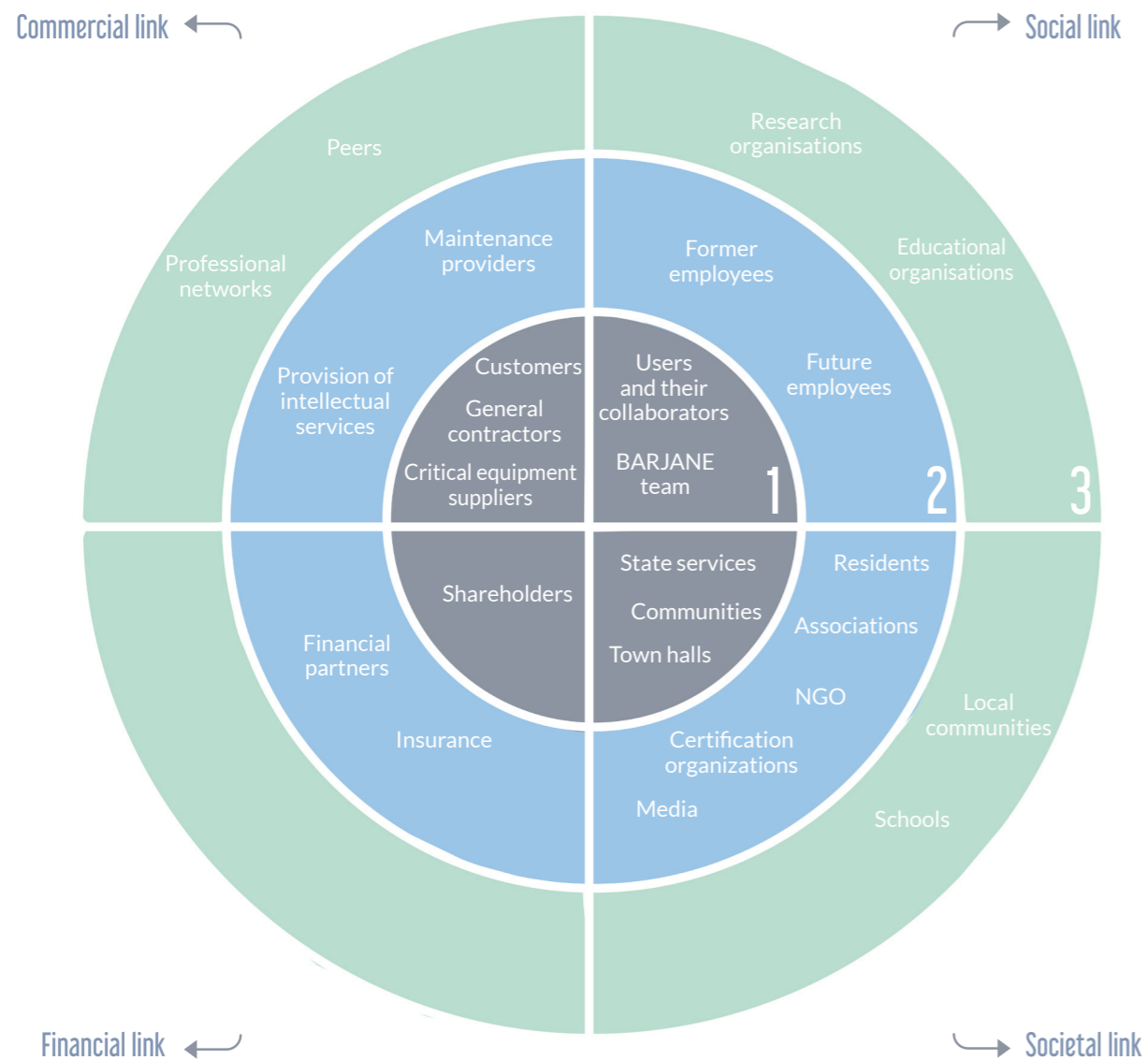
- Participating in the human and economic development of the community,
- Ensuring communication between our stakeholders,
- Creating connections between the project and the community (schools, residents...),
- Supporting local initiatives.



## THE TEAM

- Sharing values and respecting a professional ethic,
- Promoting diversity and respecting the fundamental rights of a person,
- Encouraging well-being at work initiatives and the safety of our colleagues,
- Developing the competence of our team.

Sustainable Development commitments are transmitted to all BARJANE's collaborators and partner companies, enabling the group's CSR performance to be continuously improved.



DEVELOPING REAL  
ESTATE PROJECTS THAT  
ARE MORE VIRTUOUS  
FOR THE ENVIRONMENT

2

# MONITORING OF ENVIRONMENTAL IMPACTS

The environmental performance of BARJANE is regulated by ISO 14001 standard.

The ISO 14001 standard sets the framework for an internationally recognised environmental management approach which has one objective: the continued improvement of environmental performance.

To monitor the environmental impacts, BARJANE has conducted a comprehensive analysis of all its activities, including land-planner of business parks, developer of logistics buildings and facilities, and manager of these real estate assets.

This analysis has been made throughout the life cycle of the project; it represents the entire life of an asset and includes all of BARJANE's activities, from the first contact with the client, until the end of each asset's life, all of which are ISO 14001 certified.

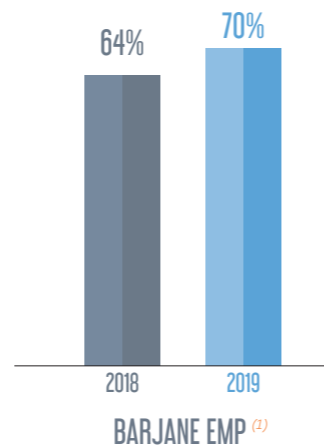
100% logistics and industrial property ISO 14001 certified



For each activity, the environmental impacts and the added value brought by BARJANE are listed and action plans called Environmental Management Programs (EMP) are defined. These are put in place to reduce negative impacts and maximise the added value.

To guide its environmental performance, BARJANE follows its action plans at different levels:

- Land-planners/Developers – an EMP is established for each project. This gathers all the initiatives to be carried out by the Operation Manager and Sustainable Development Manager at BARJANE, focusing as much on the design phase as the building construction, to controlling the environmental impacts of the project,
- A Management EMP, led by BARJANE's Property Management team, lists all the actions to be taken for a detailed check and maintenance of its assets,
- And finally, a BARJANE 2018/2020 EMP groups the CSR initiatives at a corporate level to answer to our sustainable development responsibilities.



A rate success indicator for each EMP is followed annually. This enables the Sustainable Development Director to check that the action plans defined are well followed and respected.

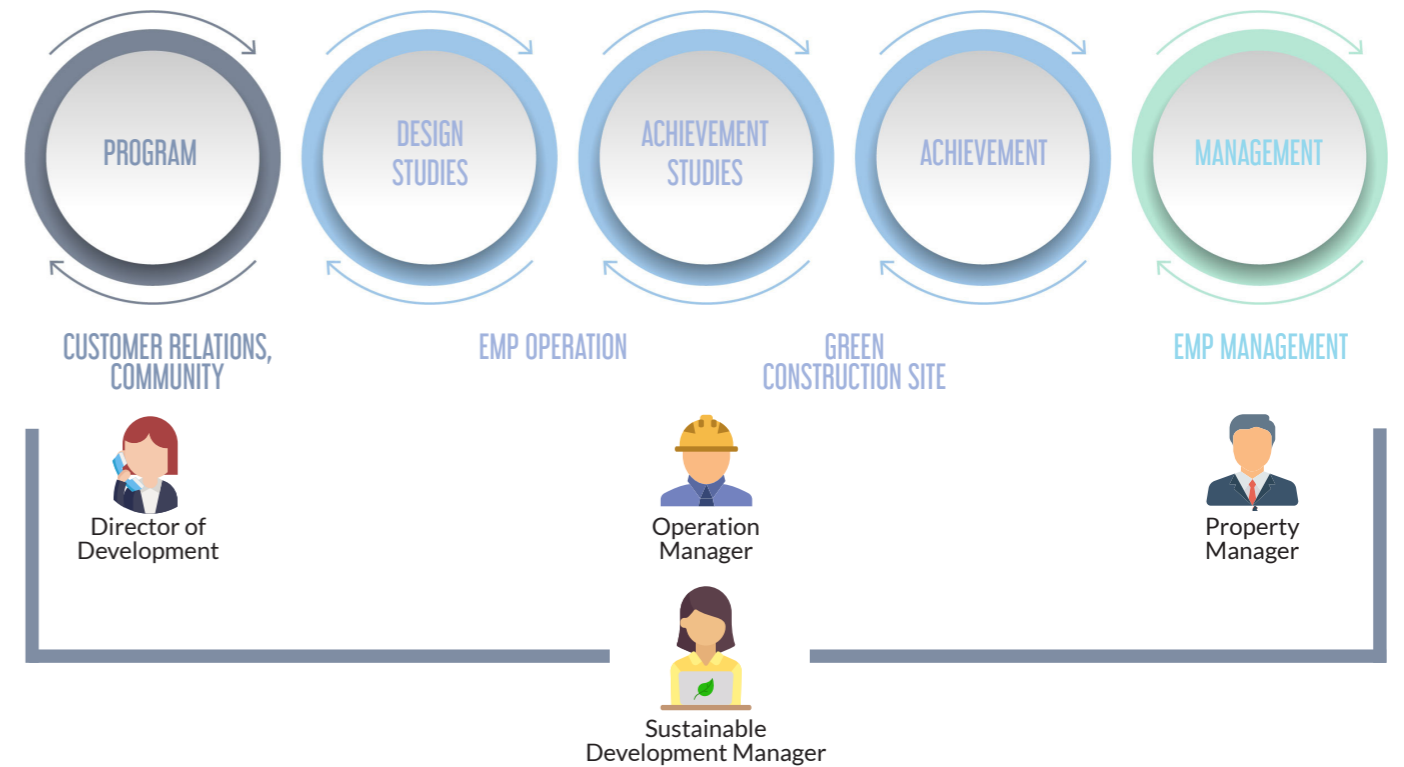
(1) BARJANE EMP: % of the actions created in relation to the actions planned through the year.

# QUALITY CONTROL AND CONTINUED IMPROVEMENT

BARJANE is committed to its stakeholders, including its clients and the communities that host its high-quality project development operations.

the project, an internal multi-competency team is set up (Development, Legal, Operations, Sustainable Development, Facilities Management, Management & Finance) and monitors the project comprehensively, ensuring that the commitments made to stakeholders are met.

In order to ensure quality monitoring at all phases of



The Sustainable Development Manager ensures the complete monitoring of the environmental quality of all components of the project. The role of the Sustainable Development Manager guarantees that the Sustainable Development Goals affixed to the project are achieved. An internal capitalisation meeting is

carried out a few months after the project delivery, allowing the team to be part of a dynamic continuous improvement on the technical and environmental quality of the BARJANE projects, as well as on working and organisational methods.





# MINIMISING DISTURBANCES AND PREVENTION OF POLLUTION

From design to asset management, the potential nuisances of the project have been identified and actions taken in order to minimise them.



## DESIGN PHASE

- 1 Focus on the architectural and landscaping quality of projects
- 2 Be aware of residents and neighbouring businesses
- 3 Carry out the necessary studies to anticipate nuisances in operations
- 4 Implement appropriate technical measures



## CONSTRUCTION WITH A SMALL IMPACT

The objectives of BARJANE's Green Building Initiative:

0 POLLUTION      0 ACCIDENTS  
 100% CLEAN CONSTRUCTION SITE      100% SORTED WASTE



## MANAGEMENT OF RISKS

- 1 Identify risks during the operational phase (incident, pollution, flooding, intrusion...)
- 2 Instigate measures to limit these risks
- 3 Distribute safety instructions
- 4 Ensure emergency testing occurs

# Focus on: BARJANE'S GREEN CONSTRUCTION SITES IN 2019

Green worksite control sheets are filled out regularly by the BARJANE teams to check compliance with the requirements of the charter. In 2019, the satisfaction rate on the two BARJANE construction site in France was 72%. This drop in the satisfaction rate compared to 2018 (78%) is explained by a new partnership with a contractor which is less accustomed to

BARJANE requirements. On all sites, the sorting rates are systematically close to 100%, showing an improvement in practices in the overall profession. A better traceability of waste also makes it possible to distinguish between energy or material recovery rates (reuse or recycling of materials).

## COLISSIMO CÔTE D'AZUR PLATFORM, BREGUIERES PARK, LES ARCS-SUR-ARGENS (83)

73%  
GREEN SITE  
SATISFACTION RATE

100%  
MASS OF  
SORTED WASTES

88%  
MASS OF WASTE VALUED  
IN MATERIALS



## BAGSH AND SED LOGISTIQUE PLATFORM, LOUVRES (91)

71%  
GREEN SITE  
SATISFACTION RATE

97%  
MASS OF  
SORTED WASTES

87%  
MASS OF WASTE VALUED  
IN MATERIALS



# PRESERVATION OF WATER

## REDUCTION OF WATER CONSUMPTION

In order to save water resources, several actions are implemented in the design of buildings:

- The choice of water-saving sanitary equipment,
- The recovery of rainwater for watering or sanitary purposes,
- The choice of a local and low-watering plant palette,
- The connection of the projects to the raw water network (Canal de Provence, wells...) as soon as possible,
- The installation of control tools (type GTB) allowing a knowledge of the consumption by use and by zone.

The Property Management team also monitors the drinking water consumption of the assets under its responsibility, making it possible to manage consumption in the best possible way, to quickly identify any deviation and to act as quick as possible.



Auchan platform, Serris (77)

## ALTERNATIVE MANAGEMENT OF RAIN WATER

The challenges of alternative water management mainly concern the quality of discharges created by the project. Cleaning water and rainwater from roads and car parks can be loaded with suspended solids, hydrocarbons, and heavy metals.

In an alternative system, rainwater follows an open path:

- They are collected by a network of planted ditches (culverts) replacing conventional pipelines,
- They are then taken to pre-treatment basins that will trap this pollution in an organic bed planted with reeds and rhizome plants: these are natural hydrocarbon separators,
- Once treated, the water passes through vegetated retention basins that ensure a final abatement before being discharged into the natural environment. These basins are themselves planted with helophytic species but also with species with a high evapotranspiration capacity allowing a good oxygenation of the water mass, and thus the improvement of water quality.

In addition to the innovative aspect of the phyto-treatment of pollutants by plants, these basins bring two benefits to the sites developed by BARJANE:

- Landscaping quality and a very aesthetic, user-friendly appearance,
- A very important reservoir of biodiversity.



# USING ENERGY RESOURCES SPARINGLY

## REDUCTION OF ENERGY CONSUMPTION

As a signatory of the Charter for Energy Efficiency in Tertiary Buildings drawn up by the *Plan Bâtiment Durable* network, BARJANE is committed to improve the energy quality of its platforms in several ways:

- Bioclimatic design of buildings, and maximisation of natural light to limit artificial lighting,
- Reinforced insulation,
- Use of high-performance refrigeration equipment and more energy-efficient LED lighting,
- Installation of building management systems which monitor the consumption and usage of energy per zone.



Biocoop platform, Ollainville (91)

## PHOTOVOLTAIC PRODUCTION

BARJANE has chosen to engage in the production of photovoltaic energy on its sites. The roofs of logistics platforms offer an ideal location for the installation of high-performance panels, thus creating new sources of renewable energy without impacting on the land. Solar power plants can also be installed in car park shades on some of the sites.

As with its commercial real estate activities, BARJANE manages the entire photovoltaic power plant project from start to finish, accompanied by its partners, design offices and constructors. State services are consulted upstream of projects, in order to integrate all their recommendations in design, implementation and management. Once the projects have been developed, it is the internal BARJANE Property Management team that monitors the plants and takes charge of their financial and technical follow-up.

At the end of 2019, BARJANE had an installed capacity of more than 16 MWp (+33% compared to 2018), in roofs and shaded areas. Each year, these plants produce the equivalent of the annual electricity consumption of nearly 7,930 inhabitants.



Saint-Charles Park, Fuveau (13)

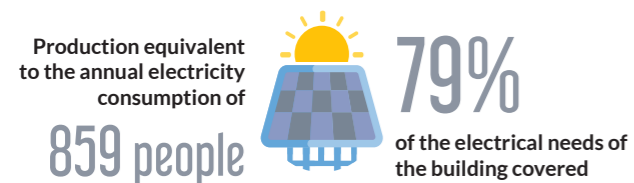
# Focus on: THE PHOTOVOLTAIC PRODUCTION INDICATORS IN 2019



Daher | Airbus Helicopters platform, Marignane (13)

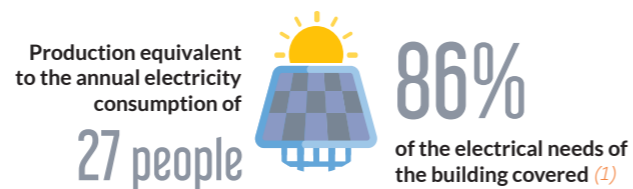
## MARIGNANE PLATFORM

Rooftop plant: Power 1,058 kWp - Technology: rolled and amorphous  
 Rolled surface: 16,000 sqm - Put into service: 16/12/2010  
 Carpark plant: Power: 648 kWp - Technology: polycrystalline panels  
 Surface of panels: 3,251 sqm - Put into service: 06/12/2017



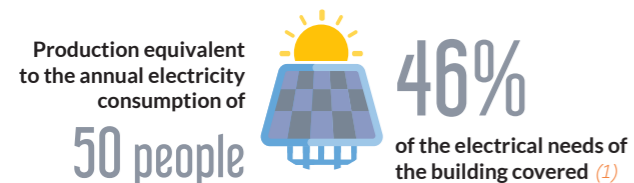
## G BUILDING BREGUIERES PARK

Power: 54 kWp - Technology: rolled and amorphous  
 Rolled surface: 865 sqm - Put into service: 01/07/2010



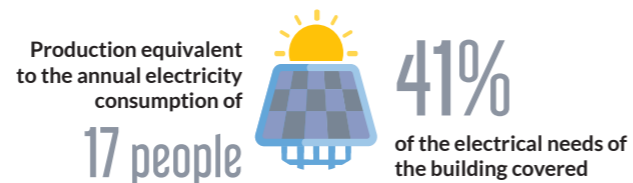
## F BUILDING BREGUIERES PARK

Power: 100 kWp - Technology: polycrystalline panels  
 Surface of panels: 700 sqm - Put into service: 09/01/2012



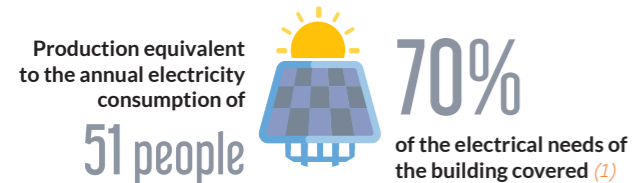
## SERVICES HUB BREGUIERES PARK

Power: 36 kWp - Technology: polycrystalline panels  
 Surface of panels: 300 sqm - Put into service: 27/06/2013



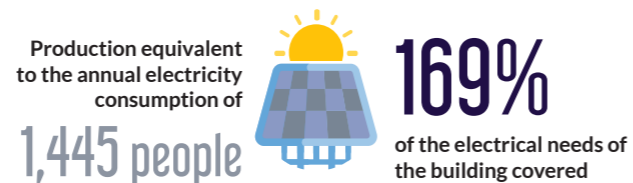
## J BUILDING BREGUIERES PARK

Power: 100 kWc - Technology: polycrystalline panels  
 Surface of panels: 634 sqm - Put into service: 16/06/2015



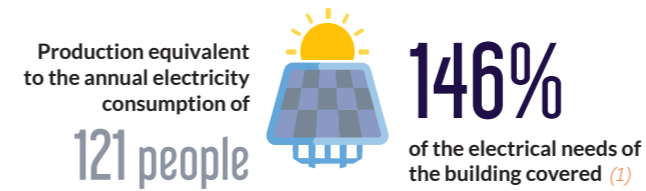
## C BUILDING BREGUIERES PARK

Power: 3,000 kWp - Technology: polycrystalline panels  
 Surface of panels: 19,000 sqm - Put into service: 29/03/2016



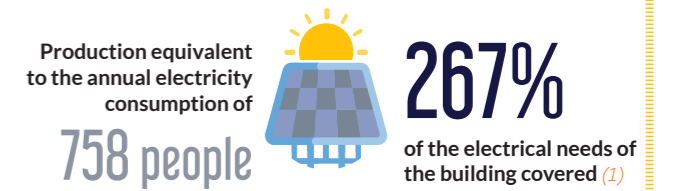
## K BUILDING BREGUIERES PARK

Power: 248 kWp - Technology: polycrystalline panels  
 Surface of panels: 1,482 sqm - Put into service: 20/12/2017



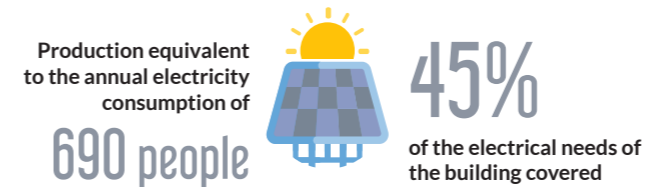
## A BUILDING BREGUIERES PARK

Power: 2,200 kWp - Technology: polycrystalline panels  
 Surface of panels: 12,094 sqm - Put into service: 03/05/2019



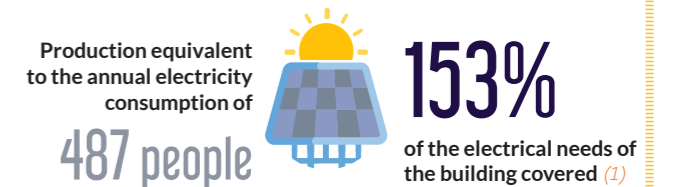
## WAREHOUSE 3 SAINT-CHARLES PARK

Power: 1,400 kWp - Technology: polycrystalline panels  
 Surface of panels: 8,457 sqm - Put into service: 18/10/2017



## WAREHOUSE 1 SAINT-CHARLES PARK

Power: 1,000 kWp - Technology: polycrystalline panels  
 Surface of panels: 5,987 sqm - Put into service: 19/10/2017



Breguieres Park, Les Arcs-sur-Argens (83)

**Buildings that cover more than 100% of their needs.**

(1) Based on the building's 2018 electricity consumption.

# HIGH QUALITY LANDSCAPING AND PROMOTION OF BIODIVERSITY

Particular attention is paid to the landscape part of all our projects. The objective is to create quality spaces that allow for good landscaping integration of operations, encourage the development of biodiversity, and create a more pleasant environment for users.

## LANDSCAPE QUALITY OF PROJECTS



The design of the landscape and the choice of plant species is done in consultation with a landscape gardener and an ecologist. Once the preservation of remarkable species has been achieved, the landscape gardener's mission is to draw inspiration from the existing landscape, and the history of the territory, in order to recreate the gardens.

The species chosen are local, non-invasive, water-saving, and non-allergenic. The plant palette is diverse and conducive to biodiversity. Species that are sources of ecological interactions (such as melliferous plants or plants that provide food for birds) are favoured. In order to re-create the link between Man and Nature, we plant orchards and aromatic plants, allowing each user to reconnect with Nature.

## ECOLOGICAL MANAGEMENT OF GREEN SPACES

BARJANE carries out maintenance of the green spaces on its site, and uses ecological management to find a balance between the cultivated and the wild. The maintenance teams strive to enhance and preserve spontaneous vegetation in order to improve the potential for biodiversity and the development of natural habitats for wildlife while limiting maintenance costs.

The main principles applied are as follow:

- Adopting a «zero agrochemicals products» policy and preserving as much of the weeds as is necessary to maintain a diverse ecosystem and avoid soil erosion,
- Decreasing mowing frequency in order to obtain a diversification of plant strata (lawn, meadow, natural dynamics zone), and wildlife refuges,
- Setting up an organic mulch at the base of the trees to limit soil erosion, provide nutrients and conserve moisture to limit watering,
- Recovering maximum maintenance residue, by mulching, composting, or creating piles of dead wood to create habitats.



# HIGH QUALITY LANDSCAPING AND PROMOTION OF BIODIVERSITY

## PROMOTION OF BIODIVERSITY AND LPO® SHELTERS

To encourage the development of biodiversity, BARJANE has set up wildlife refuges on its sites: insect hotels, birdhouses, bat lodges and stone walls for reptiles. These features all provide habitats for different kinds of insects, amphibians, birds and small mammals.

Since 2016, BARJANE has had a partnership with the League for the Protection of Birds (LPO). This has enabled the labelling of part of the green space found on two of BARJANE's business parks as «LPO® Refuges»:

- The Breguieres Park (1) was labelled in March 2016. Inventories carried out by LPO volunteers have led to the identification of 113 species of birds. An action plan for their development has been put in place thanks to actions such as the installation of nesting boxes or complementary plantations for pollinating insects.



113 species identified by the LPO



- The Saint-Charles Park (2) was labelled in 2018. The inventories carried out by LPO volunteers in the spring and summer of 2018 identified 83 species. As birds and butterflies represent most of the species observed, the 2019-2021 action plan focuses mainly on strengthening the nesting boxes, feeding stations, and intensifying plantations providing them with habitats and food.

83 species identified by the LPO

(1) The Breguieres Park is located in Les Arcs-sur-Argens in the Var. With a surface area of 65 ha, BARIANE develops 236,000 sqm of logistics platforms and business buildings.

(2) The Saint-Charles Park is located in Fuveau (13) near Aix-en-Provence. BARIANE has developed 4 logistics platforms on 25 hectares.

## Focus on: THE BIODIVERCITY LABEL

The BiodiverCity® label, created by the *Conseil International Biodiversité & Immobilier* (CIBI), evaluates and promotes real estate operations that consider biodiversity and the Human-Nature link as primordial assets.

### THE BIODIVERCITY LABEL ON THE BIOCOOP PLATFORM DEVELOPED IN OLLAINVILLE (91)

- In 2018, BARJANE obtained its first Excellent level label on design phase,
- In 2019, the completion audit led to the certification of the Biodivercity Excellent site.



Four principles were assessed on the Biocoop project:



#### AXIS 1

Engagement

All the project's stakeholders have been involved in the approach and have committed themselves to preserving the site's biodiversity as much as possible. Companies were made aware of this during the construction phase, Property Management teams were trained in the ecological management of their outdoor spaces and future Biocoop users will be trained.



#### AXIS 2

Project

The operation has been designed considering biodiversity and Nature in architecture. A patio with wooden cladding, planter boxes and wallpaper with a vegetal pattern, invite Nature inside the offices, a light charter reduces the impact of spotlights at night, and large outdoor glazed surfaces have been banned.



#### AXIS 3

Ecological Potential

An ecological study has revealed the species and environments to be preserved on the site, and the measures to be implemented to promote the development of biodiversity. The landscaped area was designed in accordance with this study, and habitats for the site's fauna were installed.



#### AXIS 4

Amenities

The project's outdoor spaces have been designed to bring users as close as possible to Nature: a vegetable garden is accessible from the refectory terrace, the offices are surrounded by gardens and fruit trees... The classified forest has been integrated into the project, made safe and had a sports course and biodiversity trail installed.



Auchan platform, Serris (77)

# ENVIRONMENTAL QUALITY OF BUILDINGS

Since 2014, we have chosen to have all our projects certified according to HQE or BREEAM standards.

These certifications allow BARJANE to improve the environmental and technical performance of the building and to ensure a follow-up of the quality in conception and realisation.

The two operations under construction in 2019 are representative of this strategy. The logistics platform developed in Louvres for BA&SH and SeD Supply Chain Solutions has been certified HQE Excellent in both Program and Design phases. The certification of the implementation phase is currently in

progress. With regards to the Colissimo Côte d'Azur platform developed in the Breguières Park, it has been awarded BREEAM Very Good for the Design Stage. The label of the Construction Stage is in the process of being obtained.

In addition to the procedures for new buildings, since 2015, BARJANE has been committed to a process of progressive certification of its assets. This has materialised in the form of opting for BREEAM In-Use certification. This labelling is carried out on the logistics platforms developed by BARJANE prior to 2014, and to those which did not already benefit from a double environmental certification.



98% of the industrial and logistics portfolio is doubly certified

Breguières Park, Les Arcs-sur-Argens (83)

## Focus on: THE COLISSIMO CÔTE D'AZUR PLATFORM



In 2019, BARJANE developed a new platform on the Breguières Business Park. This site benefits from an exceptional location close to the main roads and motorways (notably the A8 and the RN7).

Equipped with the latest-generation sorter, capable of handling up to 12,000 parcels per hour, the new site will receive one third of the Colissimo parcel flow in the Southern Region. All the equipment (conveyors, information systems...) will facilitate the activities, particularly those related to handling. These latest sorting technologies will improve the working conditions of employees.

The building will consist of approximately 11,000 sqm of surface area for parcel processing and 800 sqm of office spaces.

With the installation of a wooden frame, the natural lighting in the hall to maximise comfort or the reinforced insulation, the actions are in line with the sustainable logic of the Breguières Park aimed at reducing the environmental impact of the project.



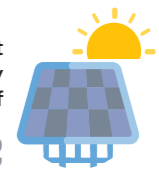
### ENVIRONMENTAL APPROACH

- Green Site approach to ensure the safety of workers and limit environmental pollution,
- Double certification: ISO 14001 and BREEAM Good.

### PHOTOVOLTAIC POWER PLANT ON THE ROOF

Production equivalent to the annual electricity consumption of 450 people

**1 MWp**  
of the electrical needs of the building covered



# CO-CONSTRUCTING QUALITY PROJECTS WITH OUR CLIENTS AND PARTNERS

3



# CLIENT SATISFACTION

Through its work as a planner and developer, BARJANE is committed in the long term to local authorities, which host the projects on their territory, and to the users of its buildings. Their satisfaction is our priority. To do so, we have decided to co-construct our projects with our clients and partners, from land search to management, including the design and realisation of the real estate assets.

## Our objectives are:

- to create a project that meets community expectations, and the client's requirements, by listening carefully to their needs and requests,
- to be present at their side throughout the project, to accompany them in the evolution of their needs and to guarantee them our technical expertise to solve all problems.

Once the project is completed, BARJANE usually retains the building in its portfolio and our team provides ongoing Property Management services. We have chosen not to outsource this strategic service, which guarantees our clients proper attention to any of their concerns and an effective response to their requests.

We offer our clients, if they so wish, the service of Facility Management, carried out by us on their behalf. In this context, we take care of the maintenance and upkeep of equipment on behalf of our tenants, allowing them to concentrate on their core business and rely on us to manage their property.

We have also set up a team of multi-skilled Operation/Maintenance agents on our business parks. They offer our customers a multitude of services ranging from the maintenance of green spaces, cleaning (offices, paving, photovoltaic power plants...), to small repairs or waste collection. The BARJANE team, available 24/7, also welcomes park users and runs the park's activities.



Alain CARINI,  
Logistics Director - Biocoop



This Ollainville warehouse project is part of a logistics master plan that has been under study since 2015. At that time, Biocoop's logistic network was already based on 4 platforms which were at saturation point. The study of the logistics plan confirmed the need to transfer the 4 sites to 4 new platforms to support the growth of the Biocoop network. This need was characterised, for the North-East quarter and the Ile-de-France region, by a warehouse comprising 4 cells of 6,000 sqm, offices, social and technical premises. All in all, this corresponded to a 29,000 sqm building capable of storing 10,000 items and meeting the needs of a fast-growing network of stores and, more particularly, able to respond to strong growth in the Ile-de-France, Centre & North-East region. The second objective of this platform was to hold a land reserve for possible expansion.

We chose BARJANE for its values, which we share, in terms of environmental research and compliance with related standards. The teams offered us environmental certifications

that we did not know about, such as the Biodiversity label, which reinforces our commitment.

At all stages of the project we were impressed by the quality of the teams. I remember the phase of deconstruction of the brick factory. Indeed, during these 3 months, it was a matter of truly deconstructing and not destroying. This consisted of isolating the materials so that they could be reused, as much as possible, for the construction of the new building and the new traffic areas. The way this was done demonstrated the teams' expertise in mastering ecological deconstruction. Many proposals in terms of environmental approaches, green spaces and biodiversity were then made to us. In addition, we have a high requirement in terms of the working environment and office design, the BARJANE teams have been able to respond to this by designing spaces that let in natural light through complex architectural solutions.



# USERS COMFORT

The real estate projects that we develop are living and working spaces for thousands of employees. We want to give them the best working environment possible, whether it is in the office or the warehouse.

Our concern is to imagine and create a logistics project that considers the human, environmental and technical dimensions.

Comfort and well-being in commercial real estate have been at the heart of the profession's thinking for several years now. While these two notions are subjective, several studies and labels have made it possible to define the expectations of users, and to have a forward-looking vision of the «offices of tomorrow». These publications concern downtown office buildings, but we use them to enrich our reflections on the design of workplaces in logistics real estate.

This is how we work on different axes:

## 1 TECHNICAL COMFORT CRITERIA



Auchan platform, Serris (77)

In the process of the environmental quality certifications of our projects (HQE or BREEAM), the technical aspects related to the comfort and health of the occupants are studied and taken into account (hygrometric, acoustic, visual and olfactory comfort, sanitary quality of spaces, air and water).

Thus, the important contribution of natural light, access to views of the outside and the fight against glare are all basic elements in our reflections. In the logistics cells, they are reflected in facade openings which, together with light-coloured coatings and wooden frames, provide a warmer and more pleasant dimension in the logistics area.

## 2 OFFICE DESIGN AND INTERIOR LAYOUT



Biocoop platform, Ollainville (91)

We work side by side with our tenants on office layout and interior design, to create less traditional logistics offices. If our tenants are managing the facilities, we co-construct solutions with them to create different, more modern working environments in line with the new expectations of employees.

The social premises designed in this way offer real added value in terms of employee well-being at work and allow a real differentiation of the employer brand for our customers.



# USERS COMFORT

## 3 BIOPHILIA



Saint-Charles Park, Fuveau (13)

According to the latest study by the ESSEC Real Estate and Sustainable Development Chair published in 2018, 83% of respondents marked creating sustainable offices as 'essential'.

We have been working for some years now on the design of green spaces that not only bring value to the land and biodiversity, but also to the people who live there. Our reflections consider the innate connection that exists between the Human being and Nature. We draw on Terrapin Bright Green's 14 biophilic design models to integrate elements into the building that will directly and indirectly reconnect users with Nature.

This approach allows our clients to:

- Actively increase the quality of life of employees,
- Improve the attractiveness of their company to potential employees,
- Prioritise the performance of their employees.

## 4 RELAXATION AREAS



Decathlon platform, Northampton (United-Kingdom)

BARJANE seeks to promote the well-being of users in the workspace by developing comfortable places to relax: accessible and pleasant terraces, pétanque courts, sports ground, ping-pong tables... The buildings are designed in such a way so as to go above and beyond the classic framework of industrial logistics buildings, and to obtain a warmer atmosphere.

Beneficial to employees, this approach stimulates creativity and develops the spirit of initiative.



Biocoop platform, Ollainville (91)

# LONG-TERM RELATIONSHIPS WITH OUR PARTNERS



With the desire to develop stable and long-term relationships with our suppliers and to include a social and environmental dimension to our purchasing approach, a Charter of Responsible Purchasing was established. In line with our CSR commitments, it aims to make our partners jointly responsible for the following key issues:

- Respect for human rights and labour standards, equal opportunities, and fight against illegal employment,
- Ensuring a healthy and safe working environment for employees and their subcontractors, especially on construction sites,
- Commitment to better environmental performance with measures for resource conservation, protection of biodiversity, or use of labelled products,
- Establishment of balanced commercial relationships with subcontractors, by combating all forms of corruption and favouring local companies.

This responsible purchasing approach is a virtuous and collaborative initiative. It aims to encourage improved practices throughout the value chain.

In order to evaluate the performance of the construction partners, «feedback» meetings are organised at the end of each project. These meetings bring together the entire project team (legal, commercial, technical, sustainable development, management) and make it possible to assess the technical and environmental performance of each project, as well as the service providers chosen for the operation. These «REXs» allow for continuous improvement of our partners' practices.

Thanks to this approach, we have developed lasting relationships with our suppliers, and we are convinced that our partners are major assets in the quality of the projects we build.

We are proud to be able to grow and improve together by sharing common beliefs and values.

**ENTRENCHING  
OURSELVES  
SUSTAINABLY IN  
COMMUNITIES**

**4**



# ECONOMIC DEVELOPMENT OF COMMUNITIES

## Creation of jobs

Our projects create employment. By conceiving and developing quality real estate assets, our sites attract major companies, which are financially solid and a good provider of jobs. We have created over 2,400 jobs in 13 years in our parks.

The profiles of our customers' employees range from low-skilled positions (unskilled Worker, Warehouseman...) to high-skilled positions (Logistics Manager, Site Manager...), and offer many opportunities for professional development for all.

While platforms are crucial industrial tools for the activity of companies, they must be able to respond to the current needs of logistics. With the boom in e-commerce and the digitalisation of professions, this sector is undergoing major changes and represents a strategic challenge for our economy.

For example, the courier service that BARJANE has developed for TNT/FEDEX, in the AeroliansParis area, provides 200 jobs for 18,000 sqm of logistics space. Equipped with a high-tech sorting line, occupying the entire surface area of the building, the site handles 50,000 parcels per day, which arrive in the afternoon and are delivered on D+1 to the end customer throughout France. This site is a perfect example of a state-of-the-art logistics tool at the service of e-commerce.

In France, logistics represents 10% of GDP and 1.8 million jobs (1). It is also a sector that employs more than 90% of people on permanent contracts. Management jobs account for 9% of the workforce.

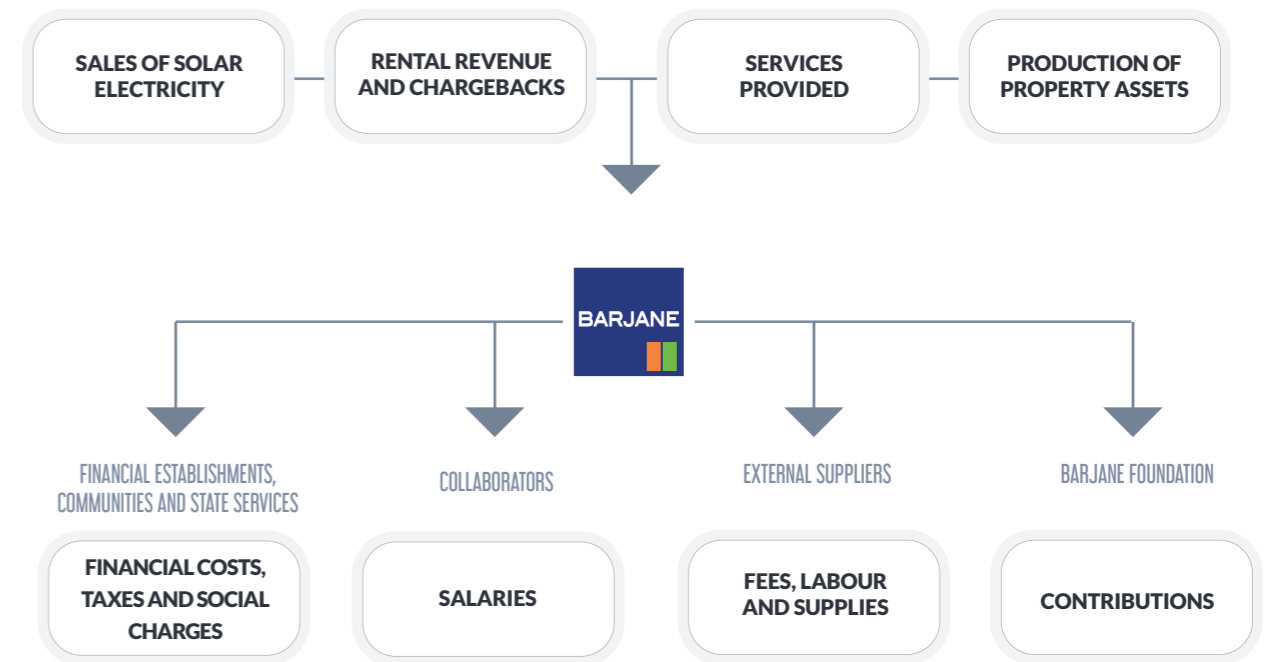
(1) Source: France Logistique 2025



# ECONOMIC DEVELOPMENT OF COMMUNITIES

## Economic benefits

### SCHEME OF ECONOMIC CONTRIBUTION



Through the establishment of logistics platforms, BARJANE creates economic value on a national and especially local scale: the jobs created in the area are occupied by people living mainly within a radius of 30 km, thus contributing to local consumption. Similarly, suppliers, particularly in the management phase, are mainly local companies, capable of intervening within a short time frame.

Municipalities, inter-municipalities, and departments also benefit from taxes that serve local policies. Far from operating in autarky and without any link with its neighbourhood, BARJANE platforms invest themselves in the service of the territory through multiple actions.



# DEVELOPMENT OF LINKS BETWEEN THE PROJECTS AND THE REGIONS



BARJANE wishes to bring social and societal value to the territories that host its projects. Thus, the BARJANE Corporate Foundation participates in the development of projects on two main themes: Nature and City.

In particular, the Foundation organises its own actions on the business parks set up by BARJANE to raise awareness of sustainable development issues.

## EDUCATING ABOUT BIODIVERSITY

Within its business parks BARJANE has large areas of green spaces that have been designed to promote biodiversity. BARJANE has decided to make these spaces available to the Foundation, in order to install educational equipment. Its aim is to increase the awareness of young people to the challenges of sustainable development, and particularly efficient economic activity with enriched biodiversity.

On the Saint-Charles Park, in Fuveau, as well as on the Breguieres Park in Les Arcs-sur-Argens or in the listed wood of the Biocoop logistics platform in Ollainville, biodiversity trails have been installed

These routes bring together various habitats for the different species living on the site (birds, insects). Accompanied by information kiosks, they help to raise visitor awareness and preserve nature through learning. These trails are places of experimentation, open on request to schools or summer camps,

to make the youngest members of society aware of the need for the protection of the species around us.

This year, we had the joy of welcoming the kindergarten and primary school classes of the Jean-Jaurès school of Les Arcs-sur-Argens to the Breguieres Park. Through the biodiversity trail, the youngest children were able to discover the life cycle of the insects and birds present in the park, their habitats, and their role in biodiversity. They also took part in workshops allowing them to better understand and respect the flora and fauna around them.

A few weeks later, primary school students were able to take advantage of the educational apiary. Equipped with beekeepers' suits, the children observed the hives very closely. Thus, they were able to learn everything from our bees, in the company of Pierre Rouvier, BARJANE's partner beekeeper.



# DEVELOPMENT OF LINKS BETWEEN THE PROJECTS AND THE REGIONS



## THE BIODIVERSITY GARDEN IN LONDON

A biodiversity garden was developed in partnership with the Emanuel School in London: the garden has been designed and activities for children aged 4 to 10 have been organised. It showcases multiple layouts and facilities promoting the development of local flora and fauna: a meadow of wild flowers, a small pond, piles of wood and rocks, an insect hotel, bird shelters, and soon, 2 beehives will be installed.

Emanuel School deploys a programme called «Primary Ambitions» which consists of inviting local schools lacking infrastructure to take advantage of its own. Sports facilities and laboratories are made available to them free of charge.

This garden is part of this program, the objective is to make children understand the importance of sustainability and respect for biodiversity. The school hopes to welcome 120 pupils per week in its garden, the equivalent of 1,275 primary school pupils per year.



## EDUCATING ABOUT LAND PLANNING



The Breguieres Park is part of the Lower Sixth students program regarding their classes on the development of land. Every year, we have the pleasure of welcoming some students on the Park. This year, we were delighted to present this site to five Lower Sixth classes of the local colleges.

On the program:

- visits of several logistics platforms, warehouses, activity buildings and services hubs, in partnership with our customers,
- exploration of the biodiversity trail and green spaces labelled LPO®,
- discovery of the photovoltaic power plants installed on the roofs of buildings.

Bestway, LIDL, La Poste, GLS and ID Logistics all took part and welcomed the young people to their facilities.

The objective is to explain to the students the functions of a logistics park, and to help them understand the issues related to the sustainable development of the territory.

# SUPPORT FOR LOCAL INITIATIVES

Alongside the activities it hosts on the parks, the BARJANE Foundation supports more general projects of local associations, which correspond to the main lines of its missions:

- 1 Nature protection, re-creation and/or development of biodiversity,
- 2 Development of cultural and sporting projects for local populations.

## NATURE

### The Clean Calanques operation in Ensues-la-Redonne

For one day, the town hall of Ensues-la-Redonne and volunteers get together to participate in the clean-up of sea beds which form part of the Calanques coastal area. The opportunity to maximise the number of participants linked with sailing, tourism and the environment around a civilian approach.

The BARJANE Corporate Foundation has supported the 2019 edition of this action, which has already been running for 17 years.



### The Albertas Gardens

In Bouc Bel Air, between Aix-en-Provence and Marseille, the Albertas Gardens present a gentle blend of Italian influences in the spirit of the Renaissance. Created in 1640, these unique gardens have retained all their authenticity due to the use of techniques specific to the 17<sup>th</sup> century and the planting of flora adapted to the Provence climate. A place to relax and stroll alone or with the family, this beautiful place, classified as a Historic Monument, has been restored according to the original plans for almost 35 years. The Foundation is proud to participate in this wonderful heritage restoration campaign.



### Clean Fuveau

At the instigation of the association *Courir à Fuveau* and the Town Hall as part of its Agenda 21, this operation to clean the streets and neighbourhoods of this beautiful village in Provence is held every year. It brings together dozens of volunteers who go out and collect, unfortunately, several tens of tons of waste in one day. The Foundation supported the December 2019 operation.



# SUPPORT FOR LOCAL INITIATIVES

## CULTURE

### Writers in Provence

From 5 to 8 September 2019 in Fuveau, the *Écrivains en Provence* association presented the 30<sup>th</sup> *Salon littéraire du Pays d'Aix*. During this event, many authors came to sign their books, debate at the literary café and discuss themes with their readers. This year, on the 23<sup>rd</sup> meeting of « These letters from elsewhere », Belgian literature was given pride of place during a musical show, meetings, and a conference.

### 2000 years of history

From 19 to 22 July, the *Cercle Saint Michel* and the Association 2000 years of History proposed a great night show on the theme of Gastronomy in Provence. Four evening meals took spectators to the heart of the history of Provençal gastronomy through its great cooks (notably Auguste Escoffier), its great authors (Daudet, Mistral...) and its great historical figures (King René, Nostradamus...). This sound and light comedy resumed the careers of the great French cooks by mixing theatre, fights, and stunts at the same time.

### The Esterelles Theatre

Estiv'Arcs is a theatre festival that brings typical places in the town of Les Arcs-sur-Argens to life all summer long. The Foundation supports *Les Esterelles* association which organises it and whose objective is to take the arts out of their context in order to bring the public, connoisseurs or not, to discover them.



### Jazz in Gréasque

On 4, 5 and 6 July, the town of Gréasque hosted the 17<sup>th</sup> edition of the « Jazz in G minor » Festival organised by the Tourist Office. French and American jazz, rhythm 'blues, soul and Latin music gave rhythm to this edition. A programme combining quality and conviviality and offering many free concerts by groups of various musical colours. A fun and upbeat event that the Foundation is proud to support!

### Châteauneuf-Le-Rouge Gastronomic Festival

For 27 years, the best chefs of the region and of France have been meeting in Châteauneuf-le-Rouge for the Gastronomic Festival. It is an opportunity for them to share their passion for gastronomy with the public. The 2019 edition welcomed two exceptional sponsors: Christelle Brua, pastry chef at the 3-star restaurant *Le Pré Catelan* (Paris) and Alain Passard, chef at the 3-star restaurant *L'Arpège* (Paris). Visitors had the opportunity to meet chefs of great acclaim and to taste their cuisine through temporary restaurants. Provençal winegrowers and brewers were also present to talk about their terroir.

### Medieval Arcs

The village of Les Arcs welcomed from July 19<sup>th</sup> to 22<sup>nd</sup> the 32<sup>nd</sup> edition of the Medieval of Les Arcs on the theme of the *Festes du Castrum d'Arcus*. Guided tours, theatrical nocturnes by about forty actors and extras, medieval market, shooting of war machines, tournaments, parades, and other activities delighted people, both young and old.



# SUPPORT FOR LOCAL INITIATIVES

## SPORT

### Charity Races

The BARJANE Corporate Foundation helped two sporting events, organised for the benefit of charities:

- The Trail Sainte-Victoire in Rousset (13), an annual technical race which allows 900 lucky people to run in an exceptional setting. The 2019 trail supported the association *Parrains et Marraines du Népal*, an association providing help to some remote areas of Nepal: to educate the most disadvantaged children, to build welcome shelters and to help old people, as well as to reconstruct villages following the 2015 earthquake.
- The Chancrouns race in Les Arcs-sur-Argens (83). In 2019, the profits of this race were shared between two charitable associations: the rescuers federation of the *Croix Blanche*, and the association *Au Sein de la Rémission*, which supports women suffering from breast cancer by accompanying them throughout the fight of the disease.

### Budding champions

The Foundation supports two sports teams. The Rugby club of Draguignan can thus benefit from the provision of equipment and materials. The second team, *la Boule Barquaise*, brings together petanque enthusiasts of all ages, including a team of young talents very promising.



### 4L Trophy

Last February, on the 22<sup>nd</sup> edition of the 4L Trophy, Mehdi Moudin and Yamine Ouermi completed a 6,000 km journey at the wheel of their 4L «Pépette». This great expedition is both sporting and supportive of the community. In partnership with the association *Enfant du Désert*, the teams go to meet young Moroccan schoolchildren to distribute school supplies and sports equipment. We congratulate them for this beautiful action, as well as all the students of the CFA of Les Arcs-sur-Argens who have worked for the realisation of this project.

### Ovalgreen

On the 21<sup>st</sup> of June, the Foundation supported the 16<sup>th</sup> edition of the OVALGREEN Trophy in Belleville-sur-Saône. Sponsored by Frédéric Michalak and Iain Balshaw, the event brought together many professionals around a golf competition.

The profits from the day were donated to the association *Le Petit Monde*. Nearly 7,000 euros were earmarked to improve the lives of hospitalised children, by helping families to stay with them during their hospitalisation.



# INVOLVEMENT IN ASSOCIATIONS AND NETWORKS

BARJANE is also involved in its ecosystem by being a member of professional associations and networks. The objective is to share experiences with our peers and partners, in order to continuously improve our practices.

### AFILOG

BARJANE has been a member of the Afilog Association since 2007. Afilog brings together all the Supply Chain and logistics real estate businesses to:

- Make the link: between its members and give the opportunity to share and invent together the logistic solutions of tomorrow; between players in the supply chain to make it easier to consider all the issues at stake; between economic players and political decision-makers to provide them with decision-making tools,
- Commit daily to make the potential of logistics dynamics recognised - France's second largest recruiter and the fifth largest economic hub,
- Promote sustainable and responsible logistics.

[www.afilog.org](http://www.afilog.org)

### CIBI

The International Council on Biodiversity & Real Estate, CIBI promotes urban biodiversity and the relationship between man and nature in the areas of planning, construction and daily life in neighbourhoods and built-up areas.

The BiodiverCity® label is the main tool serving a strong objective: to create places and living spaces that welcome living beings and are exemplary in economic, socio-cultural, and functional terms.

BARJANE has been a member of the IBC since 2016 and participates in the process of informing, raising awareness and mobilising the general public.

[www.cibi-biodiversity.com](http://www.cibi-biodiversity.com)

### PALME

National Association for Environmental Quality and Sustainable Development of Business Areas  
PALME's members work to improve the environmental quality of areas of economic activity, within the framework of global territorial strategies for sustainable development.

BARJANE is an active member of the Auditors' Club which organises cross audits between PALME structures which are ISO14001 certified.

[www.palme-asso.eu](http://www.palme-asso.eu)

### LUCIE Community

BARJANE is a member of the LUCIE community, which brings together organisations involved in CSR labelling via the LUCIE label. Several times a year, this community organises regional circles in order to discover the companies involved, and to share best practices and feedback. An annual convention brings together all the members from all over France.

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

### APM Club

The APM club (Association Progrès du Management), of which BARJANE is a member, brings together leaders from all types of companies or sectors of activity. Its objective is to support managers, through events, working groups, or feedback, towards a more sustainable management of their projects and their teams. 8,000 managers are part of this network through 380 clubs in 30 countries, based on common values: ambition for one's company, humility in behaviour, open-mindedness, shared trust, respect for people and exemplary behaviour.

[www.apm.fr](http://www.apm.fr)

### GIHVA

The Gihva is an association that brings together companies in the Fuveau - Rousset - Peynier area and promotes the exchange of information.

BARJANE is a member of the Gihva as part of the establishment of the Parc Saint Charles sur Fuveau. The Gihva organises events during the sustainable development week or meetings between professionals and students during the School-Business week.

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

SHARING OUR VALUES  
WITH OUR EMPLOYEES

5



# COWORKERS

BARJANE is a young and human-sized company. In 13 years, we have grown from a team of 5, to 45 people, united around a common corporate project: to carry out operations that we can be proud of.

We feel it is fundamental to share the same values within the team. Simple values, respect for others and the words spoken, honesty and uprightness, professionalism, and kindness.

These values are in line with the principles of ethics and transparency encouraged by the ISO 26000 and the LUCIE labels, and the principles defended by RICS. They are an

integral part of the hiring process, are detailed in the BARJANE Welcome Booklet and discussed during the integration process of new employees.

They are part of the group's identity and corporate culture.



## The RICS principles

BARJANE is RICS certified due to the accreditation of its President.

1

### Act with integrity

To be honest and upright in all that is undertaken.

2

### Always offer the best quality of service

To ensure that our clients, or any other person to whom we have a professional obligation, receive the best possible advice, support or services, according to the terms of the commitment we have entered together.

3

### Act to promote confidence in the profession

To act, both professionally and personally, in a way that conveys a consistently positive and professional impression of ourselves, BARJANE and the profession.

4

### Treat others with respect

Treat people with courtesy, politeness, and consideration regardless of their race, religion, origin, gender, age, or disability. It also means paying attention to different cultural sensitivities and work practices.

5

### Accountability

Take responsibility for each of your actions - do not blame others if things do not go well and, if a malfunction is foreseen, be prepared to act accordingly.



# RESPECT OF FUNDAMENTAL RIGHTS

As a signatory of the United Nations Global Compact, BARJANE is committed to respect human rights and international labour standards.

Present in France and the United Kingdom, which have ratified the fundamental conventions of the ILO and transposed them into their Labour Laws, BARJANE strictly respects the law and the fundamental rights of its employees.

In 2019, BARJANE signed the Diversity Charter promoted by the Businesses for the City network, thereby making a public commitment to act in favour of diversity and to go beyond the legal and judicial framework of the fight against discrimination.

As part of its contribution to the elimination of all forms of discrimination in employment and occupation, BARJANE carries out actions on two themes: diversity and equality between men and women.

## DIVERSITY

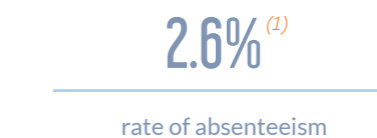
BARJANE's Talent Management policy encourages diversity within the team, creating wealth and being a vector of creativity and innovation. It contributes to the development of a management style that respects differences and is based on trust.

All managers must adhere to objectives and transparent criteria during the recruitment process and respect the principle of non-discrimination in all its forms in the management of their teams. This commitment is verified by BARJANE's General Management on a regular basis.

## EQUALITY BETWEEN MEN AND WOMEN

In line with its commitment to diversity, BARJANE is keen to promote gender equality. In a real estate sector that is often heavily male dominated, the BARJANE team is fortunate to have at the end of 2019: 50% of women as members of the BARJANE Management Committee, and 47% of women in the head office staff.

The management is attentive to equal treatment and to facilitating the work-life balance of all its employees.



(1) The absenteeism rate is defined as the number of working days lost due to accidents at work, commuting accidents, occupational diseases, and illnesses as a percentage of BARJANE workforce.



# WELL-BEING AND SAFETY AT WORK

Employee safety is a basic prerequisite. The BARJANE Single Document is updated on an annual and collegial basis, which makes it possible to have a pertinent evaluation of the risks and to establish adapted responses.

At BARJANE, well-being at work is essential: it is our responsibility to create the right framework for the happiness of all our employees.

As a real estate player, we have taken great care in the realisation of our head office. Nestling in the middle of the vineyards, at the foot of the Sainte-Victoire and the Plateau du Cengle, it gives pride of place to light and the relationship with Nature. A subtle blend of the old and the new.

Well-being in the workplace is also achieved through the many initiatives taken by employees. Attention to others is often at the heart of ideas and leads all teams to meet regularly. The year 2019 was punctuated by convivial events: in addition to picnics under the trees, culinary competitions, walks in the surrounding hills, the annual Christmas dinner and ski weekend, in 2019 we celebrated the 40<sup>th</sup> birthday of three of our colleagues, but also 25 years of three of our younger employees. These little moments of sharing come to reinforce the healthy and benevolent work atmosphere and the BARJANE team spirit.



# TALENT DEVELOPMENT

BARJANE combines the ambition of a large group with the agility of a SME. Its team is one of its greatest strengths. It must therefore attract, retain, unify and develop its talents in order to continue to excel.

Talent management at BARJANE is a team effort. It is the shared responsibility of the members of the management committee and meets several objectives:

- **Successful recruitment:**  
Validating the skills of new employees and successfully integrating them into the team.
- **Being innovative:**  
Developing tomorrow's skills.
- **Developing job-related skills:**  
Developing individual and collective skills.
- **Anticipating the strategy:**  
Aligning skills with the strategy at 3/5 years.

In order to respond to the growing number of projects, BARJANE launched a recruitment programme in 2019 which concerns both operational and administrative positions. These should enable BARJANE to take a calm approach to its expansion.





The integration of these new employees into the BARJANE team is one of the priorities of the talent management in 2019 and 2020. We believe it is essential to continue to grow while retaining the little extra soul that makes BARJANE special. To do this, an onboarding program has been developed and is shared by the entire team, making each person a key part of the implementation within the group. At the same time as recruitment, the development of the team's skills was carried out through internal and external training.



Internally, the Learn&Lunch cycle continued through 2019, with a team member sharing his or her knowledge on a topic. These friendly sessions are organised monthly and allow team members to share their skills and a pleasant moment.

Finally, the interviews at the end of 2019 provided an opportunity to redo a survey on the training needs of all the services, both individually and collectively. All responses were analysed and grouped together to build the training plan BARJANE 2020/2021.



# ROAD MAP 2018-2020




Link with the SDG <sup>(1)</sup>	CSR commitment	Associated actions	2018	2019	Targets 2020
<b>ENVIRONMENT</b>					
<b>GOAL 13</b> 	Improving the environmental quality of our buildings	Getting 100% all buildings double-certified	97%	98%	100%
<b>GOALS 12 &amp; 13</b> 	Preserving resources: energy, water, land, ...	Defining an energy efficiency action plan for buildings	Unrealised	Ongoing	Yes
<b>GOAL 7</b> 	Developing renewable energies	Increasing the installed photovoltaic power by 50%.	12MWc	16MWc	18MWc
<b>GOAL 15</b> 	Fostering the development of biodiversity	Integrating actions in favour of biodiversity on 100% of new projects	75%	100%	100%
	Minimising the nuisance of our projects and preventing pollution	Defining a low carbon strategy for buildings	Unrealised	Ongoing	Yes

<b>TERRITORIES</b>					
<b>GOALS 8 &amp; 17</b> 	Ensuring dialogue with our stakeholders	Developing BARJANE's involvement in educational institutions	Unrealised	Unrealised	Yes
<b>GOAL 11</b> 	Creating a link between the project and the territories (schools, residents, etc.).	Organising at least one annual event with a stakeholder on each BARJANE park	100%	50%	100%
	Supporting local initiatives	Supporting at least one association in each of the territories where BARJANE is present.	60%	58%	100%

(1) The 17 SDG (Sustainable Development Goals) defined by the United Nations.

Thanks to the actions taken by BARJANE and the Corporate Foundation, the group is now contributing to 10 of these 17 major global sustainable development goals.

# ROAD MAP 2018-2020

Link with the SDG <sup>(1)</sup>	CSR commitment	Associated actions	2018	2019	Targets 2020
<b>CLIENTS</b>					
<b>GOAL 9</b> 	Co-constructing a quality project with our customers and partners	Measuring customer satisfaction on 100% of the projects delivered (design - implementation phase)	75%	100%	100%
<b>GOAL 3</b> 	Improving the comfort and working environment for the users of our projects.	Rating the projects according to the «quality of life at work» grid.	Unrealised	Unrealised	Yes
	Accompanying our clients throughout the life of the project	Measuring customer satisfaction on a triennial basis (management phase)	75%	84%	100%
<b>COWORKERS</b>					
<b>GOAL 5</b> 	Sharing values and professional ethics	Raising CSR awareness among 100% of employees	100%	100%	100%
	Developing the skills of our teams	Providing at least 7 hours of training per year to our employees.	45%	54%	80%
	Developing the skills of our teams	Training 100% of our employees every year	72%	73%	100%



**SUSTAINABLE DEVELOPMENT GOALS**

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