



**DEVELOPING**



**THE WORLD WITH A  
GLOBAL VIEW**



**2021 ANNUAL REPORT**

spie batignolles

[spiebatignolles.fr](https://spiebatignolles.fr)



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# PROFILE

As a leading independent group specialising in buildings, infrastructure and services, Spie batignolles is wholly committed to taking a collaborative approach to construction.

In a world undergoing immense change, we believe that our culture, which is based on listening and dialogue, and our complementary areas of expertise are our main assets to deliver projects that tackle today's social and environmental challenges.

We constantly adapt, integrating new methods and know-how while retaining what makes our identity and our strength – our partnerships with our clients and our constant focus on enhancing their surroundings.

Our dense regional coverage gives our employees the ability to provide local assistance for each project in line with its specific requirements. Committed to working with its employees, the Group's priority is ensuring their health, safety and career development.

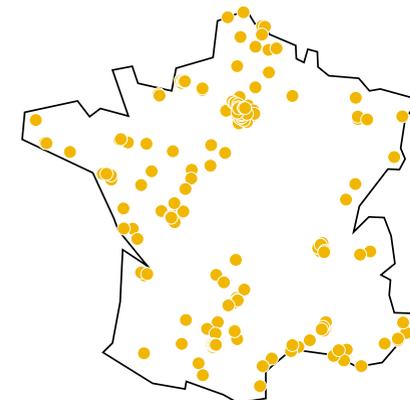


€2,150M  
in revenue

€2,670M  
ORDER BOOK

7,700  
EMPLOYEES

over 80%  
of share capital held  
BY MANAGER AND EMPLOYEE SHAREHOLDERS  
(EMPLOYEE SAVINGS PLAN)



188  
locations  
ACROSS FRANCE

10  
LOCATIONS  
OUTSIDE FRANCE

#### EUROPE

- Infra Tunnel (Switzerland)
- Mast Grundbau (Germany)
- Spie batignolles fondations Belgique (Belgium)
- Spie batignolles fondations UK Ltd
- Spie batignolles international Portugal

#### MIDDLE EAST

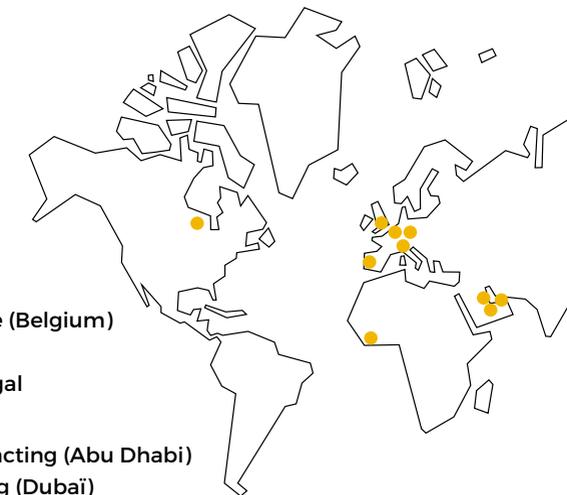
- Spie batignolles international Contracting (Abu Dhabi)
- Mast Piling & Foundation Contracting (Dubai)
- Spie batignolles international Qatar

#### AFRICA

- Spie batignolles Côte d'Ivoire

#### NORTH AMERICA

- Spie batignolles Canada



175  
YEARS OF EXPERIENCE



**JEAN-CHARLES ROBIN** - CHAIRMAN

# An engaged **COMMUNITY** serving **LOCAL** **COMMUNITIES**



In recent years, our jobs have been changing faster and faster, taking on new dimensions and challenges.

We are no longer content with preserving the environment - we help restore it. By regreening, building to the highest energy efficiency standards, and renovating existing structures, we are contributing to larger regional development goals. In France and beyond, Spie batignolles offers a comprehensive range of increasingly ecological solutions, reflecting societal expectations regarding uses, biodiversity conservation, and energy efficiency.

We have the technological know-how we need to deliver these solutions and continue to invest in this area by testing innovative construction methods, promoting new tools and alternative materials, and adapting the ways we work.

Underpinning our ambition is an invaluable asset - our rich human capital, in all its diversity. We have a talent for growing our business lines independently yet complementarily, promoting their specific areas of expertise while facilitating interactions. There are internal mobility options at every level of the Group, between regions, companies, and business activities. Our ability to work together, to pool our skills while promoting individual expertise, is what drives our growth. This empowers us to tackle big issues and projects and makes us even better at what we do.

The corner stone of Spie batignolles' strategy has always been our local presence. We bring the full range of our expertise to these local communities. This is a meaningful choice that resonates with our teams. They can take part in developing their own environment, work close to their homes, and grow their careers locally. This personal fulfilment is essential, because the engagement of every member of our teams is what drives our success. Thanks to the contributions of this entire community, we achieved very good results for 2021 and are continuing our momentum in 2022 with an excellent first half.

Our independent business model and the confidence of our shareholders mean we can think long-term, rather than react to events as they occur. In addition, our size and our teams' complementary areas of expertise give us the agility we need to rapidly implement each transition without compromising our strategic vision in any way.

These are crucial advantages in a world where we must now think sustainably, but also act fast!



# GOVERNANCE



**JEAN-CHARLES ROBIN**  
CHAIRMAN



**PATRICK ZULIAN**  
CEO, CONSTRUCTION, ENERGY,  
PROPERTY DEVELOPMENT AND PURCHASING  
PERFORMANCE



**VIRGINIE FLORE**  
HEAD OF HUMAN RESOURCES



**BERTRAND PORTE**  
CHIEF ADMINISTRATIVE  
AND FINANCIAL OFFICER



**AUDE MAURY**  
CEO, PURCHASING PERFORMANCE, CSR,  
CARBON ACTION PLAN



**ALEXIS HERMET**  
CEO, CONSTRUCTION QUALITY  
AND TECHNICAL INNOVATION



**FRANCK AILLOUD**  
CEO, SPIE BATIGNOLLES IMMOBILIER



**ÉRIC DE BALINCOURT**  
CEO, SPIE BATIGNOLLES INTERNATIONAL  
AND SPIE BATIGNOLLES VALÉRIAN



**ÉRIC BLANC**  
CEO, SPIE BATIGNOLLES ÎLE-DE-FRANCE  
AND SPIE BATIGNOLLES OUTAREX,  
CHAIRMAN SPIE BATIGNOLLES BOYER



**PASCAL CHAPOUIL**  
CEO, SPIE BATIGNOLLES ÉNERGIE



**ÉMILE CHÉBIB**  
CEO, SPIE BATIGNOLLES SPR



**FRANÇOIS JULLEMIER**  
CEO, REGIONAL CONSTRUCTION



**FRANÇOIS MAILLARD**  
CHAIRMAN,  
SPIE BATIGNOLLES IMMOBILIER



**JACQUES MESSICAT**  
DEPUTY CEO,  
SPIE BATIGNOLLES ÎLE-DE-FRANCE



**BENOIT MONCADE**  
CEO, SPIE BATIGNOLLES GÉNIE CIVIL



**THOMAS NACHURY**  
DEPUTY CEO, REGIONAL CONSTRUCTION



**OLIVIER PETER**  
CEO, SPIE BATIGNOLLES FONDATIONS



**LOÏC TAULEMESSE**  
CEO, SPIE BATIGNOLLES MALET

# SIX COMPLEMENTARY AREAS OF EXPERTISE



## ENERGY

ELECTRICAL AND CLIMATE ENGINEERING/  
ENERGY NETWORKS/RAIL INFRASTRUCTURE/INDUSTRIAL FLUIDS  
MULTI-TECHNICAL MAINTENANCE

### ENTITIES

#### Spie batignolles énergie

- ACSI
- Borja
- Farasse fluides
- Infrannonce
- Mercier
- Patricola

- Sogintel
- Sopac
- Souchon
- Spie batignolles solutions industrielles
- Spie batignolles kleau

## CONSTRUCTION

DESIGN / NEW BUILD / REFURBISHMENT /  
FIXTURES AND FITTINGS / LOCAL WORKS /  
REPAIR AND MAINTENANCE WORK

### ENTITIES IN THE GREATER PARIS REGION

#### Spie batignolles île-de-france

- Spie batignolles outarex
- Spie batignolles boyer

#### Spie batignolles Présance® île-de-france

- Spie batignolles SPR
- Créatis
- DBS
- FLP services
- France sols
- Sedib
- Spie partesia
- SPR bâtiment et industrie

### ENTITIES THROUGHOUT FRANCE

#### Spie batignolles nord

- Abscis Bertin
- Spie batignolles est

#### Spie batignolles grand ouest

- Bâtir France ingénierie
- Defontaine construction
- HPB
- Spie batignolles sud-ouest

#### Spie batignolles sud-est

- Médiane
- Spie batignolles curot



## CIVIL ENGINEERING AND FOUNDATIONS

UNDERGROUND WORKS / ENGINEERED STRUCTURES /  
INDUSTRIAL FACILITIES / LOCAL WORKS / STRUCTURAL REINFORCEMENT  
AND SPECIAL WORKS/SPECIAL FOUNDATIONS

### ENTITIES

#### Spie batignolles génie civil

- Spie batignolles technologies

#### Spie batignolles fondations

- Spie batignolles itm+
- Pieux Ouest



# AREAS OF EXPERTISE



## PROPERTY

FINANCIAL STRUCTURING /  
PROPERTY DEVELOPMENT

### ENTITIES

#### Spie batignolles immobilier

- Sbi promotion



## PUBLIC WORKS

EARTHWORKS / ROADS /  
URBAN UPGRADE PROJECTS /  
ROADS AND UTILITIES/ROAD FACILITIES /  
ASPHALT PRODUCTION/QUARRIES AND  
RECYCLING CENTRE FOR BUILDING  
MATERIALS/ROAD LABORATORIES

### ENTITIES

#### Spie batignolles malet

- Bellin TP
- Carceller
- Carrières de la Burbanche, Arandon, Courtenay
- Carrières des minières
- Deguil
- EATP
- Erome
- Gracchus
- Grégory
- Grémair
- Liants de Gascogne
- Nardelli TP
- Ré TP
- Rey Betbeder
- Rhône Isère Enrobés
- Sablières et Carrières de la Madeleine
- Sogecer
- Soum et Cie
- Spie batignolles blondet
- Spie batignolles dumas
- Spie batignolles favier

#### Spie batignolles valérian



## LANDSCAPING AND ENVIRONMENTAL PROJECTS

URBAN LANDSCAPE DEVELOPMENT AND MAINTENANCE /  
DESIGN AND PRODUCTION OF WOODEN AND METAL EXTERNAL  
STRUCTURES

### ENTITIES

#### Spie batignolles vallia

- Vallois
- Valbois

- MSV et Paysages de l'Oust
- BATP 44

# A COMMON APPROACH to NEW CHALLENGES



## INTERVIEW WITH PATRICK ZULIAN, CEO, Construction, Energy, Property Development and Purchasing Performance

### Has your business environment changed?

*Our business demands agility and resilience at all times. We are constantly faced with the same question: what do the users of our structures truly need? The inevitable energy transition is creating a great many expectations that we must respond to, and this is only the beginning. Each new crisis situation acts like a catalyst and pushes awareness to a new level, in our own teams as well as among our suppliers and customers. Everyone wants to contribute. Our interests and our commitments are merging toward a common goal.*

### Have these transformations created opportunities for the Group?

*Today's challenges are tomorrow's markets and open up a multitude of possibilities. We are a part of this change because we can handle increasingly complex demands, identify ways forward, and develop new solutions. Our wide ranging activities mean we have real room to be proactive and come up with new ideas. And because of our size, vision, and culture, we can fulfil these expectations, and that adds meaning to our work.*

### How are you responding?

*We are taking a rational approach that matches the right need with the right product, in the right quantity and using the right method. Like manufacturers, we are bolstering our expertise per product line so we can factor in resource efficiency at the earliest stage. The digital technology boom in our businesses is really contributing to this transformation. Our global purchasing policy also involves working closely with our suppliers. Cost is not the sole basis on which we choose our partners – far from it. We consider not only their environmental performance, but also their ability to handle a health crisis and geopolitical upsets. Resource scarcity is an urgent problem that shows the relevance of our vision and motivates us to do more, faster.*

## SYNERGY BETWEEN BUSINESS LINES FOR A COMPREHENSIVE OFFER

Spie batignolles' comprehensive offer is based on the complementarity and synergy of its different areas of expertise: civil engineering and foundations; construction; energy; property development; public works and landscaping. The Group is therefore able to imagine comprehensive solutions, starting with a project's design and continuing at construction, operation and maintenance. We seek to enrich our range of services regularly, which is why Spie batignolles continues to expand its skillset by constantly integrating new complementary business activities and skills, particularly in response to growing environmental concerns.

## GROUP-WIDE ANALYSIS WITH LOCAL APPLICATION

Spie batignolles draws on the skills of all of its business lines throughout France by harnessing its extensive local ties. This geographical network helps the Group stay connected to development trends underway in all the regions in which it operates, such as the consolidation of major regional centres, promotion of inter-community cooperation, reconversion of economic sectors, and the emergence of new urban uses and forms of mobility. Spie batignolles engages in sustained and constructive dialogue on these subjects with all local stakeholders.

## FOCUS ON REAL-LIFE USES

Spie batignolles engages in a collaborative and purpose-focused approach every day in order to design the most appropriate solutions to social and environmental challenges. We imagine not only how every one of our projects will be used, but also how they will change and adapt in line with emerging needs in the long term by integrating questions relating to the building or infrastructure's operation as far upstream as possible.

## ATTENTIVENESS AND DIALOGUE AT THE HEART OF THE CLIENT EXPERIENCE

Spie batignolles places attentiveness, dialogue and shared goals at the heart of client relations. This approach enables the company to work closely with clients and build projects that are perfectly adapted to their needs. A single point of contact therefore oversees every stage of each project's life cycle. The teams also adjust their processes regularly in line with feedback from client satisfaction surveys carried out by our partner, Qualimétrie, in order to fine-tune the client experience in operations.



Quality of client relations

**87%**



Quality of works

**84%**



Worksite safety

**90%**



Compliance with schedules and deadlines

**85%**

Source : Qualimétrie - 226 surveys carried out in 2021

# INFRASTRUCTURES,

## DRIVING THE ECOLOGICAL

# TRANSITION

Whether we are serving a region or a city, in an urban or natural setting, in France or internationally, we strive to offer infrastructure solutions that reconcile growth with environmental protection. Whatever the project, with our complementary skillset and local presence in each region, we are actively contributing to the ecological transition.

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# RECONCILING GROWTH and the ENVIRONMENT in mobility and energy

**RAIL**

By helping to develop more eco-friendly modes of transport and renewable energy solutions, Spie batignolles is contributing to the ecological transition.

Ensuring the long service life of infrastructure through maintenance is also an integral part of the group's day-to-day operations.

For each project, our teams leverage the full range of their expertise to minimise its environmental footprint.



**Construction begins on the Eole line's servicing hub**

Opening up new travel routes is a priority for the Greater Paris region, and Spie batignolles is contributing to this development. The Eole project will extend the RER Line E by 55 km to Mantes-la-Jolie. This terminal station is where several Group entities are helping to build a new servicing and maintenance hub, on behalf of France's rail infrastructure manager, SNCF Réseau. The Group will construct temporary retaining walls for new tracks, build engineered structures, carry out civil engineering and road works, and install electrical wiring and signalling systems, applying BIM (Building Information Management) techniques across the project.



**Tunnel borers Caroline and Céline kick off work on Grand Paris Express**

The shift toward climate-friendlier mobility means reducing congestion in existing transport infrastructure, especially in the networks serving the Paris airports. The construction of Metro Line 18, terminating at Orly airport, supports this goal. For this project, Spie batignolles' two TBMs, named Caroline and Céline, will excavate the 11.8 km stretch between Orly and Massy-Palaiseau until the end of 2023.



**AWARD-WINNING KNOW-HOW**

The underground works for the extension of Metro Line 14 connecting Paris to Orly airport, in a particularly dense urban environment and with strict deadlines imposed by the 2024 Olympic Games, brought a number of challenges. The Spie batignolles teams working on this complex project, were rewarded for their outstanding achievements by the International Tunnelling and Underground Space Association, winning the 2021 Project of the Year Award at the 7th ITA Tunnelling Awards.



**A 22 km-long tunnel to connect Lyon and Turin**

The Lyon-Turin rail connection was created to reduce travel times and divert road freight from the Alps. After the decline tunnel at La Praz and the exploratory gallery at Saint Martin de la Porte, Spie batignolles is again playing a major role in this foundational European project with the excavation of a 22-km twin tube tunnel from Villarodin/Modane to the Italian border. Two TBMs will excavate 18 km of the rail route; the remaining 4 km will require the use of explosives. This colossal project includes the installation of operating and security equipment and prioritises the reuse of excavated materials.

**ALSO IN 2021**

**DELIVERED** Grand Paris Express Lines 14 South and 15 South: end of boring

**DELIVERED** Paris Metro Line 4: Montrouge-Bagneux junction

**DELIVERED** Angoulême-Beillant line: signalling and fibre optics

Reducing emissions

# CÂBLE 1

CREATING CONNECTIONS

5 new stations (from Créteil to Villeneuve-Saint-Georges))  
 4,5 km long  
 2,000 users/hour each way (in full operation)  
 17-minute journey

The construction contract for an original transport solution – the first urban cable car in Greater Paris – was signed in June 2021. Not only are cable cars a climate-friendly means of transport, they are also especially suited to overcome local site constraints. Because of the area’s dense population and urban infrastructure, which includes rail lines and high-speed roads, crossings are unavoidably complex. The cable car, to begin operating in 2025, will open up previously isolated communities and facilitate access to essential services such as hospitals, universities, shops, and transport hubs. Spie batignolles’ role within the selected consortium, will be to build all the stations, install the 30-odd pylons, and construct related structures.



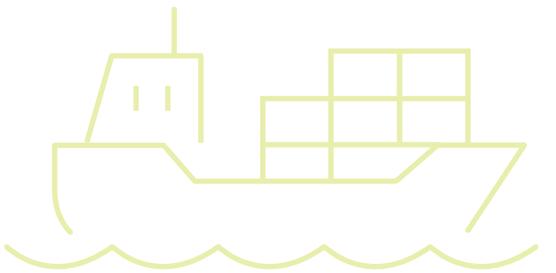
New mobility

## SEA & INLAND WATERWAYS



### Reinforcing the ports of La Rochelle and Cherbourg

Spie batignolles regularly renovates existing port infrastructure. In La Rochelle, at the south pier of Chef de Baie 4 terminal, our teams restored the masonry walls, built a reinforced concrete slab and pier cap, and upgraded the berths. In Cherbourg, the Group stabilised the platform at the Quai des Flamands pier. This work was connected to the creation of a facility to store and assemble turbine components for the Fécamp offshore wind farm.



### A demonstrator for the Seine-Nord-Europe canal

Inland waterway transport offers an attractive alternative to road freight, but extensive work is needed to connect navigable waters to each other. The future Seine-Nord-Europe canal will cover a distance of 107 km, linking the Oise river and the Seine basin to the Dunkerque-Escaut canal. This new addition to the navigable waterway system in northern Europe will be operational in 2028, providing access to Belgian, Dutch and German routes. Using a test and learn method, the Group is building a 30 m long, 12 m wide and 6 m deep demonstrator, partially abutting a wall simulating a canal lock. The demonstrator project will achieve two goals for the Group: test the structure’s feasibility and measure performance over time.

## ROADS



### The A480 motorway's many benefits

After 36 months of earthworks, drainage, civil engineering, and road works, Spie batignolles is completing the enhancement of the A480 motorway through the Grenoble metro area. The project sought to achieve multiple goals: ease traffic, add greenery and bike lanes, and reduce air and noise pollution. Our teams kept environmental protection in the foreground, constructing many water treatment basins to protect local biodiversity and seven retention ponds to prevent pollution.

### Five eco-bridges for wildlife

Every motorway creates an obstacle for the continuity of the natural space it passes through, as well as negative impacts for local fauna. To address this problem, APRR (Autoroutes Paris-Rhin-Rhône) decided to build eco-bridges enabling wild animals to safely cross motorways. The Group constructed five of these wildlife overpasses for the A6, A36 and A71 motorways.



### ALSO IN 2021

**DELIVERED** Calais Port 2015

**SIGNED** New Loire river bridge between Jargeau and Saint Denis de l’Hôtel: foundation works



**ENERGY**

**AN INNOVATIVE RECYCLING HUB**

Waste treatment is a critical issue everywhere, and even more so on a remote island. To address this challenge, in 2023, Reunion Island will welcome Run'Eva, the first waste treatment and recovery hub of its kind in France. There, recyclable materials will be sorted, biowaste methanised, and solid recovered fuel (SRF) produced from residual waste, all at the same facility. Spie batignolles is participating by carrying out earthworks, roadworks, connections to utility networks, building engineering and fit out works.

**MAINTENANCE**



**A new lease of life for the Verneuil bridge**

Resource efficiency is also about preserving existing infrastructure, which is achieved through optimal maintenance to safely extend its lifespan. The Verneuil bridge (Dordogne), built in 1872, underwent a major renovation, beginning with the demolition of elements that were too deteriorated to be recovered. The Spie batignolles teams then built a reinforced concrete slab for load distribution, finishing with stabilisation work and the replacement of bridge fittings. Throughout the works, measures were taken to prevent pollution of the water below.

**Low-energy upkeep for the A7 motorway**

Road renovation is an imperative, but it should not entail excessive energy and material consumption. For the A7 motorway refurbishment, the Group used an asphalt station run on biofuel made from pine resin, minimising the environmental impact of road upkeep. In addition to this technical innovation, already successfully used on the A66, the Group reused 50% of aggregate recovered directly from the old road surface. To avoid disruptions on this heavily trafficked road, the asphalt was applied at night-time.

**ALSO IN 2021**

**DELIVERED** Wind farm in the Vienne region: earthworks

**DELIVERED** Pont des Launay bridge at Saint-Aubin-le-Cauf: reconstruction

**DELIVERED** Route RD 18 between Éguilles and Aix-en-Provence: road widening and upgrades

**EXPORTING**  
our **EXPERTISE**  
internationally

The Group – already active on worksites in Europe, Africa and the Middle East – is continuing to expand internationally with the launch of Spie batignolles Canada Inc., a new subsidiary in Montreal. This latest opening demonstrates our teams' ability to export their know-how and lead large-scale projects around the world.



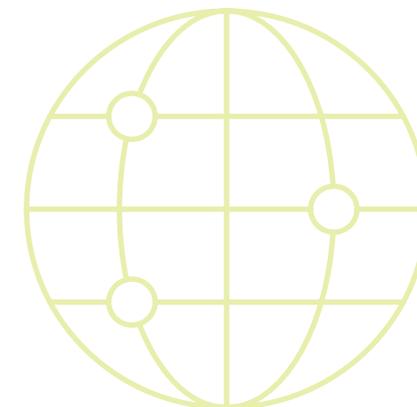
**Lisbon, home and dry**

Built on hilly terrain with steep slopes that form a basin at the mouth of the Tagus river, Lisbon is vulnerable to flooding in heavy rainfall. To address this chronic flood risk, the municipal authorities decided to equip the city with high-performance water drainage structures. Spie batignolles is helping build two tunnels to drain rainwater into the river. The 4.5 km-long and 1.1 km-long structures will cross the city from east to west, passing through the highest risk areas. Excavation, using a tunnel boring machine, takes the many different types of soil into account. It must also avoid impacting the both buildings above and the underground Metro infrastructure. Work began in the first quarter of 2022 and is scheduled to last 39 months.

**ALSO IN 2021**

**SIGNED** Renovation of the Félix-Houphouët-Boigny stadium in Abidjan (Côte-d'Ivoire): foundation works

**DELIVERED** Temporary railway bridges over the A40 in Mülheim (Germany): foundation works



# Preserving **NATURE** and **QUALITY OF LIFE** in **regions**

## REDUCING ARTIFICIAL LAND TAKE

Anticipating climate change impacts, protecting biodiversity, and enhancing people's living spaces are core concerns for every project. The Group – especially the Public Works and Environmental Project division – contributes to the sustainable development of regions by greening and redesigning urban and rural areas, building protective equipment for riverbanks and marine coasts, and working in ways that preserve ecosystems.



### Fertile soil for an eco-neighbourhood

When urban land is reconverted, the disposal of debris is a major consideration. By adopting a circular economy mindset for these projects, some of the excavated earth can be reused to landscape the new site. Spie batignolles teams are taking this approach in building a vast 20-hectare "garden-city" at the former Pion military barracks and grounds, bordering the park of the Château de Versailles. They will deconstruct existing buildings, remediate polluted soil, level the plot and reuse the site's fertile soil in future landscaping. Fertilization and turf laying will help create a biodiversity-friendly ecosystem, before the final planting stage.

## ENHANCING LIVING ENVIRONMENTS



### Transforming the town centre in Saix

Redesigning old town centres is part of the Group's everyday business, with teams working closely with local authorities. In the village of Saix, for example, our teams have redesigned the roads, created curbs and sidewalks with coloured pavement, installed fountains and flowerbeds, and created a plaza featuring decorative deactivated concrete.



### Nature in the city

As part of the city of Rouen's plans to regreen its urban landscape, Spie batignolles completely renovated the 8,000 m<sup>2</sup> Saint-Sever park, which now features leafy, green expanses, as well as recreational (sports court, play area) and relaxation areas. From the earthworks to the installation of a watering system, our teams prepared the ground, laid turf, planted flowers and plants, and created paths with sand and wood chips, leaving no detail unattended to for the comfort of residents and visitors. The existing trees were carefully protected throughout the process.

“ Our local presence is a priority because it means we can respond more effectively to the needs of regions and communities. For example, Spie batignolles is now the majority shareholder of **BATP 44**, a public works company in the Loire-Atlantique region that specialises in earthworks, drainage and road enhancements. This move will expand the range of urban development, landscaping and environmental services we provide in this region.”

# COOLING CITIES

## RETHINKING URBAN FURNITURE

2 cooling strategies:

- projected shade
- evapotranspiration

Spie batignolles has designed a local response to the problem of heat islands – a unique co-working bench. The connected space features greenery and an independent supply of water and energy, providing an oasis of coolness in a public area. The prototype combines two cooling strategies. A shade sail with a metallic support provides protection from the sun and also collects rainfall, which runs into a nearby planter. Next, an autonomous Vertuo® container uses evapotranspiration to optimize plant watering. The setup also accommodates wheelchair users. A trial in Nantes, from the spring of 2022 to October 2023, will test its efficiency and public appreciation in real-life conditions.



# Greening

## REGREENING WATERWAYS



### Preserving Aristolochia along the Canal du Midi

Renovating a Unesco World Heritage site means meticulously respecting very strict instructions. Before they could start earthworks to stabilise the embankments of the Canal du Midi cycle path, the Spie batignolles teams made thorough preparations. They collected and stored humus, carefully preserving the roots of the Aristolochia vine, which is the host plant of a protected butterfly, the Southern festoon. They also pulled out the stumps and roots of the plane trees infected by canker stain. After reshaping the embankments, they stabilised them with a wood retaining wall designed to blend in with the heritage site's natural surroundings. This was an Eqiliance-branded project.

## PROTECTING LOCAL COMMUNITIES

### No more floods in Dax

The Group was awarded the project to renovate the Talamon spillway. After the Adour river burst its banks twice in early 2021, the spillway urgently needed upgrading to protect residents and their homes. Our teams completed the work in three months and delivered to the local authority in December.



### Circular economy principles for the Montamer dike

Protecting coastal communities from rising sea levels is a crucial issue. Spie batignolles teams deconstructed and rebuilt the Montamer dike on the French island of Ré. The work was accomplished in compliance with the stringent requirements of this Natura 2000 protected site, which is adjacent to a marine natural park. Our teams were especially keen to limit the project's carbon footprint and prioritised the reuse of materials from the original dike.

# eqiliance

## A PARTNER FOR ENVIRONMENTAL TRANSITION

Since it launched the Eqiliance brand in 2020, Spie batignolles has helped countless communities boost their resilience to climate change – and enhanced its own expertise in the process. For example, Spie batignolles malet, Spie batignolles valérian and Spie batignolles vallia, the three Group entities that promote the brand, delivered more than ten Eqiliance projects in 2021. They were wide-ranging in scope and included regreening rivers, restoring biodiversity, building dikes, and reinforcing embankments. All aimed to protect and safeguard communities and prioritized circular economy principles.

### ALSO IN 2021

**DELIVERED** Vidourle river bank: a green offset scheme

# LIVING SPACES, DOING MORE WITH LESS

The world is changing ever faster, and human behaviour is evolving with it. To meet these new needs, we remain committed to building differently, more efficiently, and with fewer resources. Whether we are tasked with finding the most eco-efficient solutions, renovating existing buildings, or creating modular spaces, thanks to our comprehensive offer we can deliver more sustainable structures for the benefit of all.

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# BUILDING differently for VIBRANT cities

## OFFICES



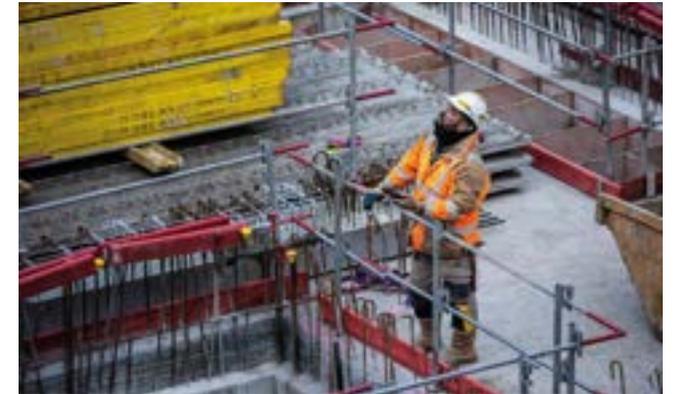
### Exemplary environmental quality with Flow

With the Flow office complex in Montrouge, Spie batignolles signed off a project of outstanding environmental quality, as attested to by a plethora of certifications and labels - NF HQE, BREEAM, WELL, WiredScore, and Effinergie+. To accomplish this high environmental performance, our teams implemented technical solutions, leaving no option unexplored: solar panels, negative-consumption chillers, dual flow air handling units with heat recovery, and gas condensing boilers. Green spaces - a central feature of this programme - were not overlooked. A rainwater harvesting system collects rain for watering, and the 1,500 m<sup>2</sup> planted terrace provides the building with natural heat insulation.

Innovating in construction to help protect the planet is a vital aim that guides our actions, day in and day out. We endeavour to enhance environmental performance at multiple levels - we manage our resources efficiently, prioritize renewable energies, green our projects, and use less concrete and steel, preferring alternatives like metal and bio-sourced materials.

### A low-carbon approach for the Keïko tower

In Issy-les-Moulineaux, several Group subsidiaries are involved in building the 69-metre Keïko tower, whose asymmetrical silhouette will dominate the ZAC, or integrated development zone around the Pont d'Issy bridge. This project also aims to meet the requirements of several environmental and quality-of-work life certifications. For this iconic tower, Spie batignolles applied innovative construction methods to reduce the building's carbon footprint and energy consumption, not only during construction, but also throughout its future operation. From low-carbon concrete floors and walls to the judicious use of eco-materials, from waste sorting and recycling to water recovery, no sustainability opportunity is being overlooked.



## HOUSING



### CHOOSING BIO-SOURCED FIRST

In the Léon-Blum neighbourhood in Issy-les-Moulineaux, the new residential and school complex was designed to comply with the RE2020 environmental regulation, which officially replaced the previous regulation, RT2012, on 1 January 2022. In addition to meeting this high standard, thanks to the construction techniques and materials used, the complex earned additional labels and certifications: NF Habitat HQE, E+C- level E2C1, BBC Effinergie, Bâtiment Bas Carbone and Bâtiment Biosourcé Level 3. Wood was used not only for floors, but also for structures on levels above the first two floors.

### ALSO IN 2021

- DELIVERED** Orange-Caritat Air Base 115: construction of a high-energy-efficiency mess hall
- SIGNED** Wood Up in Paris: construction of a 17-storey tower made of wood and low-carbon concrete

Thinking performance

# ATHLETES' VILLAGE

## INNOVATING FOR RESPONSIBLE CONSTRUCTION

12 buildings

42,346 m<sup>2</sup>  
of total floor area

157 kg CO<sub>2</sub>e  
maximum per cubic meter of  
manufactured concrete

Launched for the 2024 Olympic Games, the construction of the athletes' village must meet two essential criteria. One is to provide for its entire reconfiguration, so that when the Games are over, the buildings can be converted into homes, university housing, shops, and services. This future transformation must be planned from the start. The other is to meet strict environmental standards: namely, those for the Biodiversity certification and the E3C1 and E3C2 energy and carbon intensity standards. For this emblematic worksite, Spie batignolles teams chose an ambitious low-carbon approach. Over several months, they worked out the characteristics of the concrete to be used. The chosen formula incorporates blast furnace slag, a by-product of the steelmaking industry, and thereby reduces the amount of manufactured cement used. The concrete is produced on-site to reduce transport-related carbon emissions.



## SCHOOLS



### A geothermal middle school

For the construction of the Mercuroil middle school and gymnasium, the Drôme region chose to emphasize overall performance – covering design, building and maintenance – and measurable targets, especially to assess energy performance. Spie batignolles teams will therefore use bio-sourced components, with wood-framed walls and insulation material primarily composed of straw. A geothermal system will heat and cool the facility. Built to meet the requirements of the HQE or High Environmental Quality standard, with positive energy and low carbon impact, the school will be powered by two other renewable energy sources: wood and solar (rooftop solar system).

“At the end of 2021, Spie batignolles acquired **Curot Construction**, based in Longvic (Côte-d’Or). Specialising in structural works and general contracting and mainly serving industrial customers and local authorities, the company is one of the Burgundy’s leading construction firms. The acquisition reflects the Group’s constant efforts to work near its customers, where its teams have a good understanding of the region’s socio-economic fabric and local issues.”



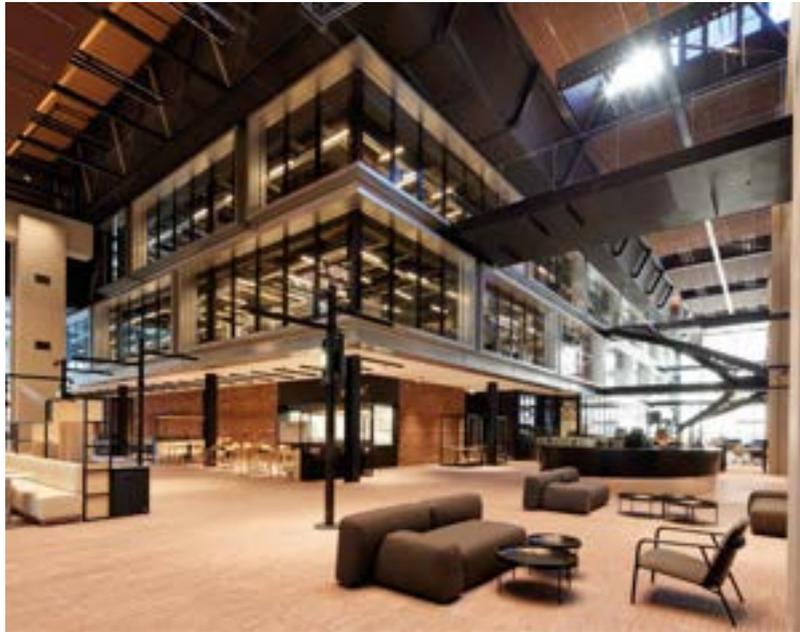
### Terracotta bricks and raw earth

Building the new school complex for the town of Brétigny-sur-Orge gave Spie batignolles teams the opportunity to apply their know-how in HQE (High Environmental Quality) certified construction. With its educational rooftop garden, solar self-consumption system (PV panels), wood-framed walls, and natural lighting, the school ticks all the boxes for an environmentally virtuous construction. What makes the school unique are the second exterior wall, made of an insulation material covered with a terracotta brick facade, and the inside walls made of raw earth. The latter will regulate humidity and also significantly contribute to the building’s thermal inertia, ensuring a comfortable indoor temperature from spring to fall.

# RENOVATING the old and PRIORITIZING a second life

Building sustainably means knowing how to repurpose existing structures in order to curb urban spread and protect biodiversity. It also means recycling materials and reusing fixtures and fittings to consume fewer resources. Working at an occupied site requires agility and mastery of specific techniques. The Group has acquired true expertise in this field and helps preserve heritage sites of historical value by reinventing them for modern-day uses.

## RENOVATING TO LAST



### Preserving Billancourt's history in Métal 57

Four years of work went into restoring life to Métal 57, a former Renault factory workshop that is emblematic of the Boulogne-Billancourt site's long manufacturing past. The original building was converted for new uses, and a new 37,000 m<sup>2</sup> structure was erected. To harmonise the architectural design of the two buildings and maintain a reference to the industrial era, a concrete core was combined with steel components. Some historic elements that were not adapted to the site's new functions or did not meet current safety code were reproduced exactly - for example, the sheds, or iconic saw-tooth roofs of the factories of the time. Because the soil had absorbed many years of residues from former industrial activities, a massive remediation operation was carried out. The architectural complex, delivered by Spie batignolles, targets high standards of environmental quality.

### A brand-new Building 7 in Reims

The Group was approached by the Reims Champagne-Ardenne University to renovate a disused building designed by Marcel Gabriel Lods. The challenge was to rethink the existing space to accommodate avant-garde, connected teaching methods, while overhauling energy systems. To optimise resource management and significantly reduce consumption, our teams chose renewable energies and bio-sourced materials, such as wood, hempcrete, and natural insulation. The goal is to achieve 48% energy savings compared with original consumption levels. Removed materials - whether from the construction or fixtures and fittings - are sorted to recover whatever can be reused. Not only does this recycling extend the lifespan of existing resources, it also preserves a part of the site's emblematic past.



### Unobtrusive operations on Rue Paul-Cézanne

The renovation of the building on Rue Paul Cézanne, in Paris, was meticulously orchestrated. It concerned six floors of office space, the rooftop terrace, and two underground levels - but not the second floor, which remained occupied throughout. To achieve this feat of organization, operations were synchronised with clockwork accuracy and every element to be replaced or retained was carefully identified. Our teams worked without disturbing the functioning of existing equipment, such as the fire protection system or the technical installations of a neighbouring building, which was also occupied. As with every operation of this kind, they had to adapt to circumstances, and in the end some existing systems, which were meant to stay, had to be modified.

### ALSO IN 2021

**DELIVERED** Bloom building in the Bercy district, Paris: renovation and thermal upgrade

**SIGNED** Roanne's administrative centre: energy renovation contract

# Preserving resources

# SCHUMAN BUILDING

## LOCAL RENOVATION

100%  
of deconstructed  
concrete recycled  
within a radius of  
10 km

Spie batignolles is giving new life to the 97 apartments in the Schuman building, in Poitiers, France, and profoundly changing its structure. Two of the thirteen existing stairwells were removed to split the building into two – a major operation that inevitably generated large amounts of demolition waste. The Group has therefore implemented an ambitious circular economy plan in which a maximum of materials are recovered and reused. In partnership with local firms, many elements from the worksite, such as metal railings, locks, doors, sanitary fixtures and wood elements are being recovered and recycled. Even deconstructed concrete can be immediately reused to make new concrete for the worksite.



# Reuse

## PRESERVING HERITAGE



### Luxury refurbishment for a Renaissance gem

The Hôtel de Bourgtheroulde is an architectural gem of Rouen, Normandy, and a listed historical monument part of which dates from the Renaissance period. This five-star hotel underwent an exceptional renovation, entrusted to Spie batignolles. Our teams restored marble finishings and stone arches and cut openings in 1.20 m-thick walls. These were just some of the challenges they faced so the establishment could expand the spa area, update the brasserie, and create a brand-new kitchen and gourmet restaurant. All this work was done while the site was occupied, with the requirement to minimise any disturbance for the hotel's guests.

### Revamping an icon on the Champs-Élysées

Number 26 on the most famous avenue in Paris, an Art Deco-style building built in the early 1980s, is also listed as a historical monument. Naturally, this status, and restrictions due to the iconic location, are being taken into account in its renovation. The Group's mission is to enhance the building's heritage value by conserving as much of its architectural identity as possible, while fully upgrading it to meet the multiple standards of the HQE (High Environmental Quality) certification. To optimise safety and the scheduling of work, Spie batignolles departed from its usual practice and built load-bearing structures to support the existing construction before, not after, the demolition phase. Our teams will be using a digital model and BIM-based monitoring to ensure a thorough understanding of this complex project.

### ALSO IN 2021

**SIGNED** Château de Pommard in Burgundy: renovation-extension of the property, winery, museum, and hotel facilities



# ADAPTING to CHANGE and new challenges

## PRIORITISING USES

Societal expectations for living spaces are changing. Homes are increasingly workplaces as well; the proximity of shops and meeting places is now a must; and the presence of nature is becoming a deciding factor once again.

Spie batignolles has integrated all these changes to offer a better quality of life to the younger generations and seniors alike. The Group furthers its commitment to better living through its philanthropic support of Fondation Palladio, which promotes dialogue and research in property and urban development.



### Focusing on quality of life at I-TER

The construction of the I-TER complex prompted the Spie batignolles property development teams to reflect on quality of life and the importance of social ties. Located at the entrance to the "Ligne Verte" pedestrian and bike path developed by Bordeaux Métropole along a disused railway line, the two mixed-use buildings will combine office space, university classrooms, shops, a café co-op and even an access-to-work concierge service. I-TER is accessible by public transport and lies at the heart of a network of pedestrian and bike paths linking the neighbourhoods of Le Bouscat and Bruges with downtown Bordeaux and the Saint-Jean TGV train station. Its location therefore encourages eco-friendly forms of mobility. The project will blend harmoniously with its surroundings, with its landscaped esplanade offering a natural continuation of the Ligne Verte path.



### Fresh appeal for the port of Dunkerque

On Quai de Leith, by the marina, Spie batignolles immobilier participated along with many local businesses in a programme to rejuvenate the city centre, with the construction of a mixed-use complex for hospitality businesses, office space and shops. To satisfy residents and attract new users, careful consideration was given to quality of life. Access to the complex, already located near the city's train station, was further facilitated by creating a parking area equipped with bike spaces and electric vehicle chargers. Environmental performance was also high on the agenda, as evidenced by the certifications obtained for various components.



### A WHITE PAPER FOR DESIGNING COMMON AREAS IN CARE HOMES

After exploring the needs of senior dependents who reside in state-funded ("Ephad") care homes with regard to their rooms, Spie batignolles and its partner Aïna, a start-up specialising in renovating living spaces for older people, launched a new study. This time, the subject was Ephad common areas and how to adapt them to residents' uses and needs. The same methodology was employed: immersion periods and interviews with staff, residents and families. The resulting second white paper, "Living and social ties at the heart of the design of Ephad common areas," contains a wealth

of ideas to inform action plans, along with suggestions for interior designs emphasising personalisation, modular construction and functionality. This initiative was presented at the Santexpo trade fair in May 2021.

### ALSO IN 2021

**SIGNED** Melun-Sénart  
Santépole 2 hospital complex

**DELIVERED** Albestroff disability  
and access-to-work centre

**DELIVERED** Coulommiers site  
of the Grand Hôpital de l'Est  
Francilien hospital

Meeting user needs

# USES,

## GUARANTEEING ALL-ROUND

# PERFORMANCE

We assess the overall impact of our projects and guarantee their high performance over the long term. Thanks to our mix of complementary business lines, we are able to intervene right from the design stage, incorporating solutions that will optimise the future operation of our structures.

Because quality maintenance also plays an essential role, our local teams work every day to keep structures in good condition and upgrade their energy efficiency.



# MONITORING the PERFORMANCE of our structure

In today's climate emergency, Spie batignolles pays particular attention to the smooth operation of its structures. Optimising their energy consumption during use is just as important as reducing their environmental impact during construction. It is therefore essential to choose cutting-edge equipment and combine it with powerful monitoring tools. The Group contributes its full range of expertise to these fast-growing areas.

## REDUCING CONSUMPTION



### High-efficiency systems for ZB2 in Bois-Colombes

One of the major challenges in achieving energy efficiency is to build structures that are capable of optimising their energy consumption. For the ZB2 building located in an integrated development zone (ZAC des Bruyères), Spie batignolles teams were in charge of electrical wiring and fire protection systems. Most importantly, they equipped the structure with a building energy management system that automatically controls and monitors technical installations, such as lighting, blinds, temperature control, and the Ethernet, resulting in significant energy savings. Setting up such a complex system over an immense area (71,000 m<sup>2</sup> of office space) requires thousands of detection points: no less than 50,000 will be needed for the system to operate optimally. To validate the solutions, tests are conducted within a selected area, in real-life conditions.



### Obtaining certification for Welink in Lyon

In Lyon's 7th district, the Group is working to equip the 18,600 m<sup>2</sup> of the Welink office building with HVAC (heating, ventilation and air conditioning), plumbing, and building management systems. The luxury four-storey building destined for Enedis will feature offices and common areas opening onto an indoor thoroughfare with a seven-meter-high ceiling. This express-delivery project, to be completed in just 15 months, aims to achieve a "Very Good" BREEAM rating for the building's energy performance. Six dual-flow air handling units with chilled water/hot water coils and two heat pumps will help achieve this certification.

## GETTING SMARTER

### SPIE BATIGNOLLES ITM+, AN EXPERT BRAND

spie batignolles

/itm +

Information systems are omnipresent, enabling applications in building management (smart buildings), urban areas (smart cities) and the environment (smart environments). The Group is keeping pace with this fast-growing trend in a range of fields. Spie batignolles

itm+ is a single brand encompassing all activities involving the design and implementation of smart systems, for a better quality of life and a more sustainable environment. It leverages our teams' experience in instrumentation and dense local network. It also builds on a powerful proprietary software platform that can centralise data flows and provide real-time information on network behaviour. This service was presented at the Smart City + Smart Grid trade show in October 2021.



### Arles, a future connected city

Spie batignolles itm+ is assisting the Arles-Crau-Camargue-Montagne conurbation with the design and implementation of Internet of Things (IoT) systems, as well as associated digital solutions, such as a hypervisor and an IoT cloud platform. This partnership, which was launched in 2021 for a minimum period of three years, will bring many benefits to residents: facilitated parking in the city centre, smart management of glass collection, and monitoring of air quality in day-care centres.

# Energy efficiency

# ROBERT-LAGIER SCHOOL

## SETTING IMPROVEMENT TARGETS

- Maintenance contract for
- 3** years
- 8** grade levels
- 1** recreational centre
- 1** school cafeteria

In September 2021, children in Meyreuil went back to school in a brand-new establishment in the Ballon eco-neighbourhood, overlooked by the Sainte Victoire mountain. The project was led by Spie batignolles, under a design, building, operation and maintenance contract. In addition to design and construction using BIM, the Group made commitments regarding the energy efficiency – in particular, the thermal performance – of this school, built to RT2012 standards. To ensure that these expectations are met, the Spie batignolles teams who carried out the technical installations (electrical wiring, HVAC, plumbing, fire protection, and building management systems) will also undertake the site’s maintenance for the next three years. The first year of operation will define the baseline for measuring further improvements.



# Performance

## PROMOTING ALTERNATIVE POWER SOURCES

### ALSO IN 2021

**SIGNED** School for Advanced Studies in the Social Sciences (EHESS): multi-technical maintenance contract for two buildings on the Condorcet campus (Aubervilliers)

**SIGNED** Essilor: multi-technical maintenance contract for its R&D hub, logistics site (Créteil), and headquarters (Charenton-le-Pont)



### Electric motors for the Keolis bus network

Spie batignolles is assisting public transport operator Keolis with its energy transition. After electrifying the Keolis sites in Aix en Provence and Vélizy, our teams won a new bid for five depots in Antibes, Vallauris, Vence and Châteauneuf-Grasse. They will build the electric charging station installations, with a total capacity of close to 6MW. Installing a monitoring device to optimize bus operations will be the final phase of this project which will be carried out at an occupied site.



### Facilitating energy savings at Les Courlis

Since 2006, energy suppliers in France are required to help individual and business clients reduce their energy consumption. Suppliers incite clients to make energy-saving upgrades by offering grants to offset the costs involved. These grants are subject to earning energy savings certificates (CEE). Spie batignolles is partnering with Caméo Energy to help clients obtain these CEE certificates. For example, for the renovation of the Les Courlis apartment complex in Orvault (Loire-Atlantique), through the partnership, the Group was able to arrange for the direct application of CEE certificates representing 42,893 MWh cumac (the discounted amount of cumulative energy savings). The certificates were generated by several energy-saving operations: insulation of walls and the rooftop terrace, replacement of exterior woodwork, mechanical ventilation, and common area lighting, and the renewal of exterior lighting.

# Ensuring **SAFETY** by **PREVENTING** all **risks**

Keeping people and property safe is the foremost priority of operators of buildings and infrastructure open to the public.

From fire protection systems to equipment to prevent malicious acts, Spie batignolles offers a comprehensive range of solutions and expertise under its Sb protect brand, thus providing each venue with a vital sense of safety.

## SAFETY SYSTEMS



### A robust safety and security system for the new Métal 57

For Métal 57, the major renovation and construction project led by the Group in Boulogne-Billancourt, safety and security systems were scaled to match the large number of users expected in the 37,000 m<sup>2</sup> of office space. For fire protection, the teams installed close to 990 detectors, 160 manual alarms and 189 smoke curtains. An access control and anti-intrusion system operating 257 doors was installed and combined with a network of 277 video surveillance cameras. People counters, number plate recording, and parking guidance complete the project. A hypervisor coordinates all these systems, aggregating data to ensure optimal operation.

## ACTIVE AND PASSIVE FIRE PROTECTION

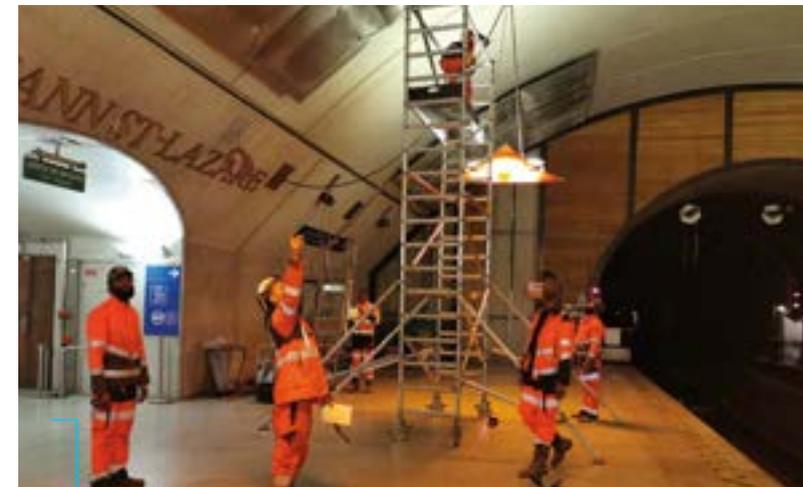
### A protected parking facility in Levallois

Fire safety equipment in establishments that are open to the public is highly regulated. In the fully renovated Covivio building in Levallois-Perret, Spie batignolles teams installed a fire sprinkler system. In the underground car park, 1,180 sprinklers protect the facility's three levels, as required by law. Our teams also installed a control panel that alerts the fire brigade when an alarm has been activated.



### New equipment for the Lille metro

The old fire protection system for the north segment of the Lille Metro Line 2 had not been updated since it was built in 1989. The metro operator tasked Spie batignolles with its complete renewal. Our teams replaced the equipment at all 21 stations, in the elevators for Lines 1 and 2, and at the command station. To maintain protection while the work was in progress, the system was rerouted to a temporary command centre until it could be connected to the newly upgraded one. Throughout the project, a series of tests were run at the end of each day to ensure the system's proper operation. Our teams carried out all these operations without interfering with the running of the metro trains.



### ALSO IN 2021

**DELIVERED** Haussmann-Saint-Lazare train station: installation of an alarm-evacuation system

**DELIVERED** Keolis electric bus depot in Velizy: installation of the fire safety system

**DELIVERED** Paris School for Decorative Arts (Ensad): bringing the fire safety system up to code

# Providing **LOCAL SERVICES, EXPERTISE** and **responsiveness**

Spie batignolles provides a comprehensive array of services, from small renovations to major structural or fixtures and fittings work, upgrades, concrete structure repairs and maintenance of roads, utilities and landscaped spaces. The Group's local networks coupled with the complementary nature of their areas of expertise enables it to handle all kinds of challenges, while always remaining responsive and attentive to its clients' needs.

## DIGITISING SERVICES



### 100% local and digital Proxilink services

Proxilink, a new service developed by the Group, offers custom-built solutions to maintenance, troubleshooting and remote facility management issues. Thanks to a digital platform that can be accessed 24/7 from a computer or phone, clients get transparent support and an immediate response to service requests. To provide these services, Spie batignolles leverages its Maintenance & Services teams and a network of more than 3,000 locally established partners. Our complete coverage ensures not only a high level of responsiveness, but also a smaller carbon footprint. Fast contact, real-time monitoring of operations, online validation of estimates, access to invoices, and advice from experts in all building trades – these services and many more are provided. For example, since the start of 2022, our teams have already carried out 500 operations for Colonies, a company managing 26 co-living communities across France, mainly occupied by students.

## CUSTOM-BUILDING SOLUTIONS



### Safety first at the Fessenheim power plant

A vital element in the proper operation of a nuclear power plant is the cooling system. At Fessenheim, following an incident, a structural repair of the discharge pipework and replacement of seals was necessary. This work was carried out by Spie batignolles' Présance® teams, who have regularly conducted operations on this site for many years. In this strictly controlled environment, the teams devoted special care to preventing risks working with all the site's stakeholders.

### THREE NETWORKS FOR ALL-ROUND COVERAGE

With their complementary areas of expertise, the local Spie batignolles networks offer agile services adapted to the full range of needs:

- the Présance® brand for local general contracting work;
- the Maintenance & Services network for multi-technical upkeep and maintenance
- the Public Works & Environmental Project division for urban and rural development on a daily basis.



### Award-winning pipework in Railleu

The upkeep and renovation of utilities networks represents a significant investment from small municipalities, especially in mountainous regions. At its 2021 local investment awards, the regional federation of public works for Occitania granted the special award for Water and Drainage to the project carried out by Spie batignolles in Railleu. In this village with a population of 35, the Public Works & Environmental Project teams renewed the drinking water branch lines and service connections for private individuals. The operation also created an opportunity to improve fire safety and roads.

“Addressing the full array of local needs entails acquiring new know-how. With this aim, Spie batignolles has become the majority shareholder of MSV and Paysages de l'Oust, two companies that are well established throughout Brittany. Specialising in tree pruning and maintenance, the upkeep of large natural spaces, the management of green spaces bordering infrastructure, and wood fuel production, they bring complementary expertise to the Public Works & Environmental Project division.”

# Day-to-day services

# GRAND MOULINS DE PARIS SILOS

## RISING TO EVERY CHALLENGE

26 silos to be renovated

A 16-26 m tall concrete wall for each silo

In Gennevilliers, Spie batignolles adapted its methods to conduct renovation work in an unusually tall and narrow space, inside the grain silos of the Grands Moulins de Paris. These atypical structures are up to 27 meters high, but just a few meters wide. The sides were reinforced by pouring a slim wall of concrete only 12 cm thick. But, before this, rebar had to be installed over the entire surface to be treated, and cracks filled in. For this step, our teams developed a setup specifically for this project: mobile baskets equipped with formwork, suspended from a winch. This operation has given a new lease of life to this major industrial structure in the Paris area.



### WORKING IN OCCUPIED SITES



## A COATING TO RENOVATE WATER PIPES

Usually, pipe renovation work entails dismantling large quantities of material, demolition, and the involves several different building trades. This makes the operation both time-consuming and resource-intensive. A radically different method is to apply an epoxy resin lining to the pipes, a process that Spie batignolles teams are familiar with. The insides of the pipes are dried and then sandblasted - this process is of course adjusted to the pipe material. Immediately after this step, a resin coating is blown onto all the pipes' inner surfaces. It only takes one day for the coating to dry thoroughly. This process protects both the pipes and the water circulating in them, which is a valuable benefit if the pipes contain lead.

### FULL ENERGY UPGRADE



Renovating social housing is a priority, especially where energy performance is concerned. At the Suffren apartment complex in Brest, the facades were refreshed and sanitary facilities were replaced. The project also included upgrading the buildings' energy rating by installing thermal insulation to the side walls, the ground floor and the attics, and replacing exterior woodwork and apartment doors. These operations were all carried out while the site was occupied. The Spie batignolles teams used Keyclick, a mobile work request

management application, to make it easier for the works manager and the building occupants to share and process information.

### ALSO IN 2021

**SIGNED** Monplaisir district in Angers: renovation of 256 apartments at an occupied site

**SIGNED** La Vigne aux Roses district in La Roche-sur-Yon: renovation of 560 apartments at an occupied site

# TOGETHER,

## COMMITTING TO A SUSTAINABLE

# FUTURE

Our seamless organisation and collaborative way of working, help us to be agile in rethinking our business operations. Innovation flows through all our processes. Whether they are technical, environmental, or managerial, our innovations ensure that we can meet new challenges, and build on our shared values.

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# Harnessing **INNOVATION** for ALL-ROUND performance



Innovation is an integral part of our business strategy at Spie batignolles. We innovate to find solutions to social and environmental issues and boost our performance. To ensure that innovation is also a reality on the ground, the Group introduced an ambitious programme called We Next. It is underpinned by a collaborative work organisation that enables solutions emerging from any part of the company to be efficiently adopted and implemented elsewhere.

## A CONDUCTIVE ECOSYSTEM

To manage innovation effectively, the Group must foster synergy through its initiatives and leverage the expertise that makes it unique. The Operational Innovation Committee (COI) applies this strategy with the We Next road map, which defines the ten areas for innovation that are most important to the Group's growth. A network of "sponsors" in the Group's Executive Committee provides support for each major initiative. In addition, in Spie batignolles entities, management committee members are designated as innovation experts. As such, they are in charge of sharing information and keeping the COI up to date on needs as well as solutions. The Group has created many communities of expertise and communities of practice, bringing together employees with complementary backgrounds to address specific topics, such as BIM or lean techniques. These communities help the Group to harness new solutions for improved performance and implement them in operations.

**10**  
COMMUNITIES  
OF EXPERTISE  
AND PRACTICE



## NEW WAYS OF WORKING



### Short-interval meetings for Paris Metro Line 11

At the site of the future extension of this metro line, the goal was to equip a 2-km length of the tunnel with thousands of hooks for the electrical cables to be installed later. The teams applied lean principles to this task. In addition to the Last Planner System (LPS), they used short interval management (SIM), which involved frequent but brief meetings focusing on practical issues, to identify and resolve problems very quickly. This approach helped to create an atmosphere of trust among the workers and foster a collaborative spirit. The worksite was delivered with a few days' advance and zero snags.

### LEAN GAINS GROUND

The widespread uptake of lean management – which aims to optimise tasks without wasting time or materials – is an important goal. The Group's community of Lean experts is working to promote lean techniques, which have many potential applications in the business activities carried out by Spie batignolles. No fewer than 250 employees are now certified Lean professionals. To encourage this trend, the Group is expanding training opportunities, for example, by developing a new webinar and creating an e-learning course that is open to all employees.

#### 249 TRAINED AND CERTIFIED PROFESSIONALS



### Lean project planning for a school in Greater Nancy

In this metropolitan area, where our teams carried out a design-build contract for a computer engineering school, lean methods enabled them to deliver within a particularly short deadline. The collaborative Last Planner System (LPS) facilitated schedule adjustments as the works advanced, with the direct input of the teams in charge of the various tasks. Thanks to this efficient organization, the worksite was completed in only eight months.



Building the future

## NEW CONSTRUCTION METHODS



### Recognition for our digital transformation

With its community of 206 BIM experts joining forces to explore digital modelling uses, Spie batignolles demonstrates leadership in this field. In 2021, the Group used modelling to enhance three aspects of its work: collaboration, with tests of the BIM360 collaborative modelling platform; quality, with augmented reality quality control solutions; and performance, with a modelling task automation tool.

Our excellent work has gained recognition, as shown by the Silver BIM awarded to the N2 Stream Building project at the Batignolles site in Paris. Due to the mixed uses of the building, which encompasses a hotel, coworking spaces, and shops, integrating BIM into processes posed significant technical and organisational challenges. It was necessary to involve all participants in the various construction trades (masonry, carpentry, HVAC, plumbing, electricity, architecture, etc.) as well as ensure compatibility with the building software used by each. Once construction is complete, the digital models will continue to be used to facilitate operation and maintenance.

### A CONNECTED CRANE

Another BIM-related application, powered by artificial intelligence, uses a connected CAD42 sensor installed on a crane block and equipped with a camera to model every load lifted by the crane. It continuously measures indicators such as the crane's positioning, weights lifted, number of crane strokes, empty and loaded waiting times. This enables the automatic, real-time assessment of worksite activity, providing valuable data for decision-making.

### More off-site production solutions

Moving the manufacture of building components off-site is an attractive option for scaling up production, shrinking carbon footprints, and reducing material consumption. Spie batignolles participated in the design of a standardised, modular, external insulation solution. It uses wood cases, factory-produced in three different sizes and filled with bio-sourced insulation materials. A generative design tool is used to arrange the cases to cover almost an entire facade. The approach reduces production costs, uses less material, speeds up execution, and adapts to the project's location and the resources that are available locally. The concept, called Element'R, won the EnergieSprong innovation contest in 2021.



# ADDITIVE MANUFACTURING

## BECOMING A PRINTER OF 3D SOLUTIONS

360 degree  
3D printing

A robotic arm with a  
5 m reach

Printable height of up  
to 5 m

In 2021, Spie batignolles became the first French builder to launch its own 3D printing business, in partnership with XtreeE. Having acquired a 3D printer, the Group can now manufacture small, easily replicable construction elements, such as beam nodes or formwork boxes, directly in its Ollainville workshop. It can also offer a range of standard or customised products for third parties, such as street furniture. Following a digital model, the printer manufactures components by adding successive layers of high-performance concrete, reducing material waste and producing parts with high precision. There are countless applications, especially considering the option of using other materials, such as plaster, raw earth, geopolymers, and recycled materials.



# TACKLING the CLIMATE EMERGENCY on every front

Helping to combat climate change is a major commitment at Spie batignolles and a pillar of its CSR policy. The Group is accelerating its efforts to reduce its carbon footprint. Preserving resources, using alternative materials, and promoting new mobility solutions are core priorities. Meanwhile, our teams also take steps every day to protect biodiversity and minimize negative impacts at our work sites.



## INTERVIEW WITH AUDE MAURY

CEO, Purchasing Performance, CSR, Carbon Action Plan

**You were recently appointed director of CSR performance in addition to your responsibilities in the purchasing function. How do these two roles relate?**

*If the Group is to meet its environmental goals, we must use every lever at our disposal. The goods we purchase account for more than 70% of our greenhouse gas emissions. So it makes sense to bring these two roles together and address our*

*environmental ambitions early on in our relations with suppliers, whom we encourage to follow our example. We prefer to partner with businesses that are already making commitments in this area, so we can progress together. In collaboration with the Innovation division, we are working with suppliers to create new, eco-friendly products.*

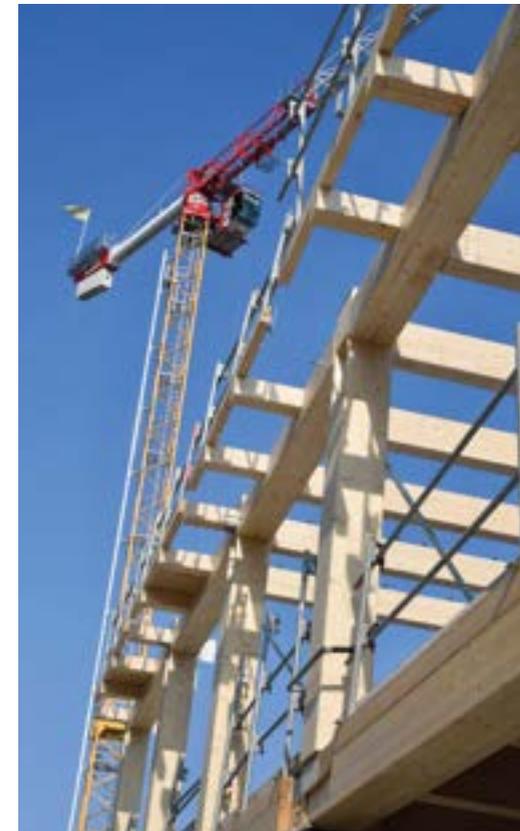
### What progress has the Group made?

*We have already made advancements in many areas. Some were driven by European regulations, such as the annual assessment of greenhouse gas emissions and the monitoring of non-financial indicators. Our technical committees also conduct research and development in many environmental areas, including circular economy, biomaterials, and low-carbon technologies. At the end of 2021, we launched an assessment of Scope 1, 2 and 3 carbon emissions. Currently, reporting is mandatory only for Scope 1 and 2 emissions. By including Scope 3 emissions, which are indirect emissions through non-energy purchases, the Group has demonstrated its desire to accelerate decarbonation.*

### What is the CSR ambition of Spie batignolles?

*Our jobs are metamorphosing. Spie batignolles is a player in many markets contributing to the environmental transition, including energy renovation, new mobility solutions, environmental restoration, and flood risk management. These new types of projects position us as a company with a positive environmental impact, within the meaning of the European taxonomy. We will continue to build in this direction.*

*Note that CSR is not just the carbon action plan: it encompasses a much larger set of issues that we want to act on collectively, both internally and externally. We signed the Global Compact several years ago and Spie batignolles was recently made an ambassador company of this worldwide United Nations initiative.*



## PROMOTING A CIRCULAR ECONOMY

Resource management is a pillar of the Group's policy to reduce the environmental impact of its activities, placing emphasis on reusing materials and sourcing bio-based, recycled and recyclable materials.

Spie batignolles coordinates the entire chain of construction site waste management, maintains records to ensure traceability, and facilitates recovery, recycling and reuse. The Group also uses a platform, Valosphère, which optimised the processing of 43,000 tonnes of waste in 2021. Close to 50% of the rubble was recovered as medium or coarse recycled sand. Valosphère also contributed to research on bio-based materials. Waste recovered through the platform was used to develop a 100% recycled compacted concrete, intended for bike paths.

Spie batignolles also joined the Booster du Réemploi initiative, from which it gains feedback and useful information about the reuse of fixtures and fittings.

## ACTIVATING ALL LEVERS

The first prerequisite to reducing our environmental impact is having accurate data on changes to our greenhouse gas emissions. For the past five years, the Group has been measuring direct emissions (Scope 1) and indirect emissions from purchased energy (Scope 2) for each of its entities. This enables us to identify short- and long-term action we can take to improve our performance. There are many available pathways: materials, equipment, transport, construction methods, and more.

Employee education is another key success factor for environmental policy. We have made significant efforts in this area. The Group joined the Hub, a collaborative platform created by IFPEB (the French building performance institute) to encourage project owners and contractors to promote low-carbon carbon solutions. The Hub gives members access to comprehensive information on each family of low-carbon materials, as well as training. For example, a webinar on carbon neutrality was produced; it presents the regulatory framework and available internal tools.

On the ground, these initiatives translate into greater use of low-carbon concrete and bio-sourced materials, such as wood, and the production of 100% recycled road surfaces. New construction methods with less environmental impact are also being developed, such as off-site prefabrication and 3D printing.

On worksites and in offices alike, energy efficiency measures include the installation of control systems, the use of renewable energies, rainwater collection, and more. On the mobility front, the Group aims to migrate its entire fleet to fully electric or plug-in hybrid vehicles.

### SCOPES 1 AND 2 EMISSIONS INDICATOR IN 2021

**51,321 tCO<sub>2</sub>e**  
(47,073 tCO<sub>2</sub>e in 2020)



## REUSE IN ISIGNY-SUR-MER

At the recreational base in this Normandy town, the play areas, furniture and landscaping were all provided by the Group. The soil, wood cuttings and construction rubble were all reused or repurposed on the site for planting, mulch, and filling, keeping the carbon footprint to a minimum.

### SHARE OF WASTE RECYCLED IN 2021

**84%**  
(84% IN 2020)

# ENVIRONMENTAL COMPENSATION

## PROTECTING ECOSYSTEMS

5.5 km-long secondary arm created

7 km of narrow forest land

100% of extracted materials reused

220 reptile shelters

45,000 forest plants

Following the construction of a 10-km dike between Arles and Tarascon, environmental compensation was provided by creating a 70 m-wide secondary arm between the dike and the Rhône river. This arm of standing water connects to the river and attenuates the effects of flooding, while providing a sustainable and suitable habitat for a wide diversity of organisms. It is also an area where fish can feed and spawn. In collaboration with La Compagnie des Forestiers and the National Mediterranean Botanical Conservatory of Porquerolles, the Group took every step to regreen the area, by restoring ponds, creating new bodies of water, planting vegetation and opening up ecological corridors. But the exemplary nature of this Eqliance-branded project, winner of a local investment award in the Ecological Transition category, is also owed to how our teams optimised the two projects – the dike and the secondary arm. To shore up the dike, our teams reused the materials they dug up to create the arm of water, thereby minimising the overall carbon impact.



# Regreening



## PRESERVING BIODIVERSITY

Biodiversity protection is one of the core commitments embedded in the Group's CSR policy. Many of the activities performed by Spie batignolles teams target this goal specifically, leveraging their greening and ecological restoration expertise under the Eqliance brand. Before any operation in a natural environment, a thorough environmental analysis is carried out in partnership with ecologists, supervisory agencies, and local environment organisations, to ensure the best possible approach. The Spie batignolles group is a member of the French professional union for environmental engineering (UPGE), a federation of companies in this field.



## PREVENTING SITE POLLUTION

Spie batignolles teams are careful to minimise the risk of accidental damage to the environment at its project worksites. To help prevent risks, continuous efforts are made to inform and train employees. In addition to numerous campaigns promoting best practices and "Environment Minute" meetings, a network of risk prevention specialists ensure compliance with safety procedures and audit environmental management processes on a regular basis. On the ground, this focus on pollution prevention takes the form of an environmental action plan developed ahead of each project, to anticipate and minimise its impacts. Our constant efforts, which include cleaning concrete buckets responsibly, recovering wastewater, minimising dust, and training employees in the use of depollution kits, have proved effective. As in 2020, there were no accidental pollution incidents in 2021.

## GRENOUILLE D'OR ENVIRONMENTAL AWARDS

To foster a strong environmental culture, the Group highlights outstanding initiatives by employees. Each year, the "Environment Attitudes" challenge distinguishes teams that have been particularly active in this area with a Grenouille d'Or award. In 2021, ten teams received this accolade for their efforts in managing waste, preventing pollution, reducing adverse impacts on residents, and consuming resources efficiently.



# THINKING collectively about the jobs of the FUTURE

Major ecological and technological transitions are transforming our business activities at Spie batignolles, creating both challenges and opportunities for our employees.

Digitisation, emerging manufacturing processes, and brand-new materials all present exciting opportunities to rethink and update our know-how. Another essential challenge is to offer our employees new ways of organising their work that are adapted to individual abilities and aspirations and that drive the Group's performance and the efficiency of our teams.



## INTERVIEW WITH VIRGINIE FLORE

Head of Human Resources, winner of the 2021 HR Entrepreneur award

### What is your vision of the HR function?

*Our aim is twofold: ensuring immediate results, and changing the rules of the game. This can be seen as having our feet planted firmly on the ground, but our head in the clouds.*

*In these areas, collective action is what counts.*

*Our employees are our best ambassadors! Whether they express it by referring talent,*

*maintaining relationships with schools, mentoring, or sharing skills, their engagement is strong and legitimate.*

*Of course, our human resources teams still have a central role in these initiatives. They are close to employees, listen to them attentively, and support managers day-to-day.*

### So, finding the right talent is your foremost priority?

*Absolutely. We recruit candidates externally and internally, such as through job mobility or a promotion. A "sourcing" department has been created at headquarters and acts as an internal recruitment firm, with a network of regional representatives.*

*Every year, we welcome more than 800 new employees and actively recruit young people. We organise more than 150 events per year with our partner schools, reaching out to students with qualifications from secondary- to graduate level. We also invest a lot in work-study programmes: in four years, the number of work-study participants and interns has tripled and 40% of these students go on to pursue a career with Spie batignolles.*

### Construction industry jobs are changing at a rapid pace. How are you dealing with the challenge?

*We are mobilising all our resources to help employees acquire new skills. In 2021, we rolled out Sb Talents, our digital platform that will eventually host all HR talent management processes. Its purpose is to provide access to services and information to empower everyone to take an active role in their training and career development.*

*In addition, we have set up a great many communities of practice, which serve as catalysts for innovative projects. Their members are experts from all of the Group's business lines and therefore learn from each other, enriching their techniques. The communities of practice are a wonderful way to develop skills and, consequently, enhance performance!*

## EXPANDING OUR HORIZONS

Spie batignolles owes its success to its human capital – its people. Recruiting new employees is therefore both strategic and essential to achieving the Group's growth targets. Now nearly five years old, the Recruiters' Club promotes the internal mobility of employees across all entities. In 2021, a recruitment "sourcing" department was also created to support this aim by identifying needs and the specific skills required.

The Group also leverages digital tools. It is active on discussion platforms, such as Visiotalent and PathMotion, as well as social media (90,000 LinkedIn followers, up 25% in one year).

A total of 811 employees were recruited, of which 18.5% were women. After onboarding new employees, the Group works to build their loyalty with volunteer-based programmes. These include the coaching of new workers by experienced employees and the Alliance initiative, under which managers are allocated mentors they can turn to for guidance, in addition to the support they receive from line managers and HR.



## CO-CONSTRUCTING WITH YOUNG PEOPLE

Spie batignolles focuses particularly on young people in its recruitment efforts. Through virtual construction site visits, company presentations, online forum discussions, jobdating events, and other initiatives, the School Relations team reaches out to students and recent graduates. Under its ongoing partnership with Paris-Dauphine University, Spie batignolles Campus invites master's degree students to explore on-site training for teams, a research topic that will likely lead to actual job offers.

Similarly, the Group launched a pitch competition to teach young people how to present themselves in an interview or showcase a business project. This initiative was lauded by the Cadremploi jobs site for its originality. Spie batignolles is also continuing its partnership with Infravenir, an organisation bringing more than 300 young infrastructure industry professionals together to address future challenges.

### PROVIDING TOOLS FOR GENDER DIVERSITY

Spie batignolles has pledged to help women access all roles and positions across the Group. Each entity communicates explicitly about this target and takes steps to promote gender equality.

The Group has also joined the Elles Bougent non-profit, which encourages girls and young women to pursue careers in scientific, technical and technological fields. Spie batignolles female employees mentor girls as early as in middle school.

# 13.9%

WOMEN IN THE WORKFORCE  
AT THE END OF 2021

# 23.6%

WOMEN IN MANAGEMENT,  
OPERATIONAL, TECHNICAL AND  
SUPERVISORY ROLES



### HAPPY TRAINEES

For the third year in a row, the Group won the Happy Trainees label attesting to its ability to onboard young people and develop their skills.

Once again, Spie batignolles improved its results over the previous year, with 91.1% of students saying they would recommend the company to their peers (87.4% in 2020) and 84.9% rating it positively.

The Group's overall score is 4.14 out of 5, versus 4.01 out of 5 in 2020 – an impressive performance!

In 2021, the Group welcomed 904 interns and work-study participants, up from the previous year's total.

# Teamwork



## ENHANCING TALENT MANAGEMENT

A key factor of the Group's global performance is the ability to develop our teams' skills. In addition to the competencies that are needed in our business lines today, the Group must plan for significant changes ahead for our manufacturing model. Our training policy is directly correlated to the Group's forward planning for its skills and workforce. It is also aligned to individual needs, taking into account their experience and career progression, which are monitored by committees in charge of skills and development. Rolled out in 2021, the Sb Talents digital platform centralises HR processes related to training, performance management, and career and skills development, and is designed for use by employees as well as HR teams. Support was provided to employees to help them to use the new technology, which enables real-time talent management. In the year of its launch, 66% of annual reviews were already being conducted using the tool.

### SPIE BATIGNOLLES E-CAMPUS

E-Campus, an online content management and knowledge sharing platform launched in November 2020, helped to keep up employee skills development throughout the pandemic. It has already attracted 2,100 users with its large offer of open-access e-learning courses, covering four main areas: professional techniques, collaborative digital tools, management, and personal development.

**1,54 %**

OF TOTAL PAYROLL ALLOCATED TO TRAINING IN 2021



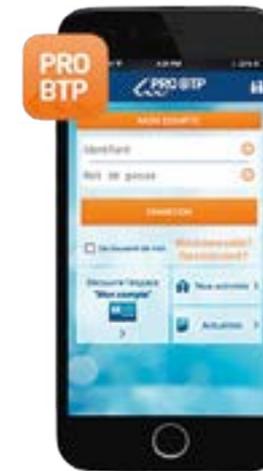
## BONDING AS A GROUP

Employee shareholding is a core value for Spie batignolles and the unfailing renewed trust in the Group's savings plan is at the crux of our business model. The subscription campaign launched in 2021 brought in €7.6 M, of which 80% were voluntary contributions. This high figure shows that our employees want our company to remain independent and are optimistic about its future.

Spie batignolles ensures high-quality dialogue between management and labour. The Group Works Council is the body for consultation common to the various entities. It meets twice a year and enables constructive discussions between executives and employee representatives.



## FEEL WELL TO DO WELL



For Spie batignolles, quality of life at work is not just about the workplace and an employer's responsibilities to employees. As the pandemic showed, circumstances outside the workplace can have a significant impact on employee well-being. Financial difficulties, chronic illness and accidents are unforeseeable life events that the Group has decided to address with an innovative initiative for all employees: a framework agreement with Alliance Sociale, an independent network of social workers.

In 2021, the Group also subscribed to Hub Santé, a free service coordinated by Pro BTP, which gives all employees quick and easy access to telemedicine consultations with a GP, specialist opinions, psychological counselling, and more. It also stresses the importance of prevention, with its "Health Attitudes" feature that highlights preventive behaviours in three key areas: sleep, nutrition and pre-work warm-ups. Spie batignolles has also considered the need to evolve how work is organised, which has become a major societal issue. A flexiwork charter was disseminated in early 2022 to establish guidelines for more flexible working arrangements and use them to drive performance. Feedback during the first year of implementation will be provided in quarterly reports.

## MOBILE BASE CAMPS



In partnership with a conversion professional and as part of the We Next programme, a project was launched to convert a van into a base camp. It aims to remedy the problem of poor working conditions at local, mobile, or very small worksites. The van was refitted to provide a living area with a table, bench, coatrack, microwave, electric outlets and lighting, in addition to the load space. It represents a significant improvement over the typical work environment at these types of worksite.



# SB PRÉVENTION

## DIGITISING TO BOOST SAFETY

3 new modules planned for 2022:

2022:

- task start minute
- safety minute
- safety induction

The Digital Tools centre of expertise and the Information Systems department co-developed an application, with the assistance of the Group’s prevention specialists, to facilitate communications relating to risk prevention. Using a digital tool, incident reporting is much simpler, and follow-up documents for each prevention initiative – especially safety visits – are easily accessible. With the gradual roll-out of this innovative solution, soon the worksite managers will no longer need paper documents, only their phone or tablet. The information entered feeds a central database, and high-risk situations, as well as suitable solutions, are identified more quickly, especially if they reoccur. The app also automatically generates a report after each prevention initiative.

# Zero accidents



### GUARANTEEING A SAFE WORK ENVIRONMENT

Risk prevention in the Group is centred around the Health, Safety and Environment (HSE) Committee, whose members are the prevention managers of the various entities. Led by the HSE risk prevention and certifications department, this network includes some 80 employees holding prevention roles on our worksites day-to-day.

But the best way to embed risk prevention into practices is through employee awareness and training, so that ensuring their own safety and that of their colleagues becomes a reflex for everyone.

This is why the safety action plan is based on such pillars as the “Preventive Attitudes” initiative, which highlights the habits to adopt to prevent accidents, the Spie batignolles “Minutes” meetings, the “Zero Accident Objective” training course, and the inclusion of a safety segment in every site manager or team leader training session. Safety awareness-raising is also part of the “Discovery Path” induction course for new hires.

#### CLOSELY MONITORED INDICATORS

Two indicators are tracked monthly at all levels of the Group and notably by the Executive Committee, entity management committees and specific cross-functional committees.

**16.14**  
FREQUENCY RATE IN 2021  
(18 IN 2020)

**1.29**  
SEVERITY RATE IN 2021  
(1.46 IN 2020)



### ENSURING ETHICAL COMPLIANCE

To prevent risks of bribery and influence peddling, the Group continues to implement the compliance measures coordinated by the Ethics and Compliance department, which works closely with the Executive Committee. Compulsory training courses cover this set of internal rules, as well as the Ethics Charter and the Code of Conduct. A network of ethics and compliance officers and correspondents on each entity’s management committee monitors the application of these rules and ensures the traceability of the actions taken.

All managers and their teams have the opportunity to discuss these topics on International Anti-Corruption Day on December 9 each year. This year’s theme, “Asking the right questions is the first step to compliance”, inspired specific actions and communications tools. A document outlining the essential principles of the compliance programme was updated and distributed to all employees.

# SPREADING the Group's VALUES through our FOUNDATION

The Spie batignolles Foundation was set up in 2006 and develops charitable actions that align with the Group's values. It supports education and culture, fights exclusion and inadequate housing, and promotes humanitarian and environmental causes. Many employees actively participate in these solidarity initiatives.



## PROMOTING SOLIDARITY AND SOCIAL TIES

Faced with a housing crisis and the need to put a decent roof over the heads of people in difficulty, the Foundation bolstered its financial support of Habitat for Humanity and Compagnons Bâisseurs, two non-profits leading the fight against inadequate housing and social exclusion. With the same aim of reinforcing social ties, in the cultural realm, the Foundation continued to partner with Palais-Royal for its Coup de Foudre concerts and to sponsor educational workshops at the Cité de l'Architecture museum.

## SUPPORTING SUCCESS

The Foundation supports education in diverse forms, based on need. It grants scholarships to two French engineering schools - ESTP (École spéciale des travaux publics) and ENEPS (École nationale de l'enseignement professionnel supérieur). ENEPS admits holders of vocational diplomas and gives them the opportunity to pursue studies in the general track (in the same way as holders of general or technical diplomas) after completing the first year of an IUT programme. Spie batignolles employees mentor young people from underprivileged backgrounds through another foundation, Un avenir ensemble, which is presided by the Grand Chancellor of the French Legion of Honour. They provide guidance and support to these youths from their high school years through to their first job. In early 2022, the Spie batignolles Foundation was officially named a founding member of Un avenir ensemble, in recognition of this unwavering support.

### 2021 GRAND PRIZE WINNER



Tina Kieffer. This non-profit works to send young underprivileged girls in Cambodia to school. After the country was struck by floods in 2020, the non-profit expanded its scope to provide housing that can be disassembled and reused, and decently accommodate the families of students affected by the disaster.

Every year, one solidarity project supported by the Spie batignolles Foundation is selected to receive double the funding that was already granted. The winning project must be presented by an employee who is personally involved in it. This year's prize was awarded to Toutes à l'école, a non-profit established in 2005 by the former journalist and TV presenter

# POLAR POD EXPLORING THE FUTURE

100 m tall

8 crew members

2 trips around the world in 3 years

0 greenhouse gas emissions

The waters of the Southern Ocean are little known, despite the essential role they play in the Earth's atmospheric and biological balance. With this knowledge, the explorer Jean-Louis Etienne embarked on a bold project to drift around this region, aboard an astonishing vertical ship, the Polar Pod, carried by the Antarctic Circumpolar Current. The Foundation is supporting this major international expedition involving scientists from 12 different countries. Valuable data will be collected to deepen our understanding of this area of the world, the planet's biggest ocean carbon sink. This challenge is an illustration of the Group's commitment in the fight against climate change and a source of inspiration for all employees.



Commitment

# NON-FINANCIAL INDICATORS

	2020	2021	Ambitions	2021 priority actions	Pages
<b>CLIENT RELATIONS</b>					
Number of client satisfaction surveys carried out	205	226	Standing out by placing attentiveness and dialogue at the heart of the client experience	Following up on client satisfaction surveys and associated action plans	10-11
Percentage of satisfaction with the quality of client relations	90	87			
Percentage of satisfaction with the quality of construction	88	84			
<b>SAFETY AT WORK</b>					
The Group's accident frequency rate <sup>1</sup>	18	16,14	Zero accidents in all entities	Pursuing the "Preventive Attitudes" programme Pursuing the "Zero Accident Objective" training pathway Rolling out the "Sb Prévention" application across all worksites	62-63
The Group's accident severity rate <sup>2</sup>	1.46	1.29			
Number of employees that have taken the "Zero Accident Objective" training pathway	159	164			
<b>CERTIFICATION</b>					
Percentage of ISO 9001-certified subsidiaries	52	48	Zero reservations on delivery of projects		54-57
Percentage of ISO 14001-certified subsidiaries	40	52	Reducing our environmental impact		
<b>REDUCING THE USE OF RESOURCES AND RAW MATERIALS</b>					
Greenhouse gas emission assessment	47,073	51,321	Reducing the Group's energy consumption	Launching assessment of the Group's Scope 1,2 and 3 carbon emissions Increasing the share of bio-sourced materials and low-carbon concrete	54-57
Percentage of reused materials	84	84	Encouraging the use of recycled or low-impact materials	Monitoring recycling processes Boosting the percentage of reused materials	

1 : TF = Number of lost time accidents in the reporting period multiplied by 1,000,000 hours worked, divided by the total of employee hours worked in the reporting period

2 : TG = Number of lost-time days multiplied by 1,000 and divided by the number of hours worked

	2020	2021	Ambitions	2021 priority actions	Pages
<b>TRAINING</b>					
Percentage of total payroll allocated to training	1.28	1.54	Developing professional training for all employees	Expanding the use of E-Campus, the online training platform open to all	60
Total number of hours of training	67,334	78,809	Offering balanced training for employees of all ages and socio-professional categories	Launching the Sb Talents digital platform centralising HR talent management processes (training, performance management, and career and skills development)	
<b>CAREER DEVELOPMENT AND PERSONAL APPRAISALS</b>					
Achievement rate for each socio-professional category			100% in all categories	Communicating with and training employees involved with these interviews	60
Management	71	79		Using the Sb Talents digital platform to facilitate employee development and performance reviews and their follow-up	
ETAM (office, technical and supervisory staff)	59	70			
Labourers	45	61			
<b>ALLIANCE</b>					
Percentage of mentorships for new recruits in management roles	57.2	64.9	Mentorship for all: 100% of new recruits and 100% of people undergoing internal mobility	Continuing to monitor the Alliance process and enhancing the integration of Group entities	59
<b>GENDER EQUALITY</b>					
Percentage of women in the Group	13.8	13.9	Increasing the representation of women in Group technical and management roles	Continuing to help women access technical and management roles through recruitment, training and career guidance Reinforcing initiatives to promote women in construction professions, especially in partnership with the Elles Bougent non-profit	59
Percentage of women in total recruits	20.7	18.5			
Percentage of women that have taken training	12.7	7.2			
<b>WORK-STUDY PROGRAMMES</b>					
Percentage of employees recruited and trained through work-study programmes	4.4	5.6	Maintaining the level of guidance for and integration of people in work-study programmes	Remaining constantly engaged despite the Covid-19 pandemic	59
Percentage of hires following work-study programmes	34	40.3			

# Extract from the **CONSOLIDATED** **FINANCIAL STATEMENTS**

As of 31 December 2021

## Assets in €M

Goodwill	241.9
Intangible assets	9.6
Tangible assets	85.3
Financial assets	84.8
<b>TOTAL FIXED ASSETS</b>	<b>442.60</b>
Inventories and work in progress	28.6
Trade and other receivables	728.7
Other receivables and accruals	290.5
Cash and cash equivalents	380.2
<b>TOTAL CURRENT ASSETS</b>	<b>1,428.0</b>
<b>TOTAL ASSETS</b>	<b>1,870.6</b>

## Equity and liabilities in €M

<b>EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT</b>	<b>263.4</b>
Non-controlling interests	3.7
<b>EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT AND NON-CONTROLLING INTERESTS</b>	<b>267.1</b>
<b>TOTAL PROVISIONS</b>	<b>176.2</b>
Loans and other financial debt	61.1
Trade payables and related accounts	657.7
Other payables	708.6
<b>TOTAL LIABILITIES</b>	<b>1,427.3</b>
<b>TOTAL LIABILITIES</b>	<b>1,870.6</b>

## Income statement in €M

Goods sold (revenue)	2,091.1
Other operating income	104.3
<b>TOTAL REVENUE AND OTHER INCOME</b>	<b>2,195.4</b>
Purchases and external charges	1,561.5
Taxes, levies and equivalent	20.1
Employment costs	482.0
Depreciation, amortisation and provisions	82.0
Other operating expenses	16.3
<b>TOTAL OPERATING EXPENSES</b>	<b>2,161.9</b>
Share of profit/(loss) of joint operations	16.1
<b>OPERATING INCOME</b>	<b>49.6</b>
Operating income including depreciation/goodwill amortization	46.6
<b>NET FINANCIAL INCOME/(EXPENSE)</b>	<b>-2.4</b>
<b>NET EXCEPTIONAL INCOME/(EXPENSE)</b>	<b>-3.3</b>
<b>INCOME FROM CONSOLIDATED COMPANIES</b>	<b>40.8</b>
Income tax	-17.9
Deferred tax	3.5
<b>NET INCOME FROM CONSOLIDATED COMPANIES (excluding goodwill)</b>	<b>26.4</b>
Share of profit/(loss) of companies accounted for under the equity method	-
<b>NET INCOME OF ALL CONSOLIDATED COMPANIES</b>	<b>26.4</b>
Minority shares	0.4
<b>NET INCOME - GROUP SHARE</b>	<b>26</b>
<b>EARNINGS PER SHARE (IN €)</b>	<b>0.58</b>

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“  
DEFENDING an idea we BELIEVE in,  
takes time,  
a lot of WORK and perseverance  
Which is why you need to remember  
WHY you are to be comitted,  
and always BRING your dream to the surface!”  
Jean-Louis Étienne, explorer

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