ACTIVITY AND SUSTAINABLE DEVELOPMENT REPORT 2015
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136 LOCATIONS IN FRANCE

Construction Régions France and Ile-de-France
- Design
- Construction
- Refurbishment
- Repairs and maintenance
- Fit-out

Civil Engineering and Foundations
- Underground engineering works
- Engineered structures
- Industrial projects
- Local works
- Structural reinforcement and special works
- Special foundations
A leading independent group, Spie batignolles is a global player in construction and civil engineering. Our five main areas of activity encompass all sectors of the industry, in France and internationally. Spie batignolles is driven by a desire to design and build high-quality structures in line with customer expectations. This approach is based on structured offers and a culture of listening and dialogue: the Group strives to create and share sustainable value together with the partners and stakeholders involved in each individual project. Committed to maintaining quality of life at work, the Group undertakes to ensure the health, safety and professional development of its employees.

INTERNATIONAL LOCATIONS

5 AREAS OF EXPERTISE

OVER 100 SUBSIDIARIES

€1.5bn REVENUE 2015

6,239 EMPLOYEES

EUROPE

UNITED ARAB EMIRATES

AFRICA

Public Works
- Excavation
- Sewers and sanitation
- Hydraulic engineering
- Roads
- Asphalt manufacture and application
- Aggregate extraction and processing

Energy
- Electrical and HVAC services
- Electricity networks
- Power and Railway infrastructure
- Industrial fluids
- Multi-technical maintenance

Property Development and Concessions
- Arrangement of property deals
- Property development
- Design and operation of car parks and aquatic centres
A Group on the move

Although it came as no surprise, 2015 was yet another year of upheaval for all parties involved in the French construction and civil engineering industry. Notwithstanding, Spie batignolles stood its ground well in these difficult conditions: it has to be said that our teams anticipated the situation long in advance and that their foresight enabled the Group to post 2015 results in line with its targets. By reorganising our business around our core values, the fundamental principles that guide our manner of working and management strategy, and by setting out to conquer new market share and regions, we are drawing the outlines of a new phase of expansion that heralds exciting developments in the future.

Quality and local presence: specific areas of development

2015 saw the completion of a number of important projects: the handover of the Beauvais, Riom and Valence prisons; the handover of the tunnel boring machine for the Saint-Martin-la-Porte access gallery (Lyon-Turin rail link base tunnel); the completion of works on the A46 and A9 motorways; the ITER project and more... Major projects continue to be delivered on schedule, and the extremely complimentary feedback provided by customers confirms the merits of our methodology and the quality of our workmanship.

At the same time, local works have also played a crucial role in our business strategy. All of our subsidiaries are driven by this desire to provide our customers with hands-on support and assistance on a long-term basis: the Présance® business, whose regional network never ceases to expand, is enjoying growing success along with the local works and maintenance services provided respectively by Malet and Spie batignolles énergie.

This strategy is a combination of readiness to listen, expertise, responsiveness and flexibility. It enables us to generate synergies between our various areas of expertise in order to provide a global solution to a specific requirement. It is also based on an innovation approach involving the joint design of projects, both in-house and in collaboration with our external partners or directly with the customer.

In any case, there are growth opportunities for the taking, as we saw last year, whether we’re talking about property development in the hotel sector, the contract for operating the four Euralille car parks awarded to Spie batignolles concessions in late 2015, the upcoming launches of the Port of Calais and MGEN La Verrière institute projects, or the ramp-up of Spie batignolles international in the Middle East and Africa.
On every occasion, it is by offering global support and an original vision that our teams have succeeded in going the extra mile.

**From design to operation: supporting our customers in the long term**

The successes achieved in 2015 are a clear sign of how our Group will develop in the future. We know already that the coming months are going to be busy, with the operational launch of Grand Paris, the entry into force of the French government’s motorway revival plan and the expected recovery in the housing construction market.

Spie batignolles can rely on its comprehensive expertise and the strengths of each of its business lines in order to capitalise on these opportunities. But we must also anticipate and respond to the new challenges arising in each of our sectors and understand the new requirements of our customers, for whom the operation of a structure is now as important as its delivery.

The market has changed in that construction is no longer viewed in the same way. Our constructions are not static - they live and breathe, they are made to be lived in, worked in, travelled on, etc. All of these considerations must be factored in from the design stage onwards, including construction life cycle and maintenance and repair operations. Moreover, of course, the structures we build are becoming increasingly connected: more and more physical and digital technology is being integrated and this trend will intensify in the future.

**A group geared towards the future**

For all of these reasons, Spie batignolles has decided to base its strategic plan on three main priorities: differentiation, development and innovation. We will confirm our differentiation by adopting a resolutely customer-centric approach backed by our industrial expertise and the quality of our offers and services. We will pursue our development in the most buoyant markets in France and internationally. Last but not least, innovation is what drives us forward, it is the core component of our business, our management strategy and our projects.

These three priorities have been the main focus of Spie batignolles in developing the Fondamentaux, our core values programme, over the past two years. It is logical, therefore, that these priorities define the direction of the clear and ambitious roadmap we are currently rolling out. Because our subsidiaries possess all the skills and know-how required to implement these changes, we aim to confirm our leadership and galvanise all of our internal resources in order to get back on track towards sustainable and profitable growth. We are also planning an ambitious programme of targeted acquisitions, which will give us additional strengths to reinforce our differentiation strategy.

Spie batignolles is a group on the move that aims to continue to expand in all directions. And to achieve this goal, we’re not afraid to challenge traditional notions in order to reinvent our business.
The oversight of the Group by men and women working inside the company is a strong guarantee of independence and sustainability.

Spie batignolles’ Supervisory Board has appointed a new Executive Board. What are your expectations?

On 16 March this year, the Supervisory Board appointed Jean-Charles Robin as Chairman of the Executive Board and Stéphane Monceaux and Patrick Zulian as members of the Executive Board.

The Executive Board is expected to implement the Group’s strong ambition to develop and to give it a new impetus over the coming years. The Spie batignolles business plan is based on a stable capital structure, results in line with targets and a quality order backlog covering a period of over one year.

Spie batignolles currently has a number of strengths that will help it to return to growth.
**How are the Supervisory Board members selected?**
The Supervisory Board members come from different backgrounds: they have the skills and independence required to help the Executive Board make its strategic decisions, especially with regard to major projects and acquisitions. They also oversee Group management and approve the financial statements to be submitted to the Shareholders’ General Meeting. We have also enlarged the Supervisory Board and enhanced its skills by appointing a new independent administrator, Anne-Sophie Ducroizet, who has held financial and accounting positions at Société Générale.

Furthermore, Corinne Daru, Chief Financial Officer at Spie batignolles énergie, has replaced Laurent Grousset as representative of employee shareholders in the FCPE mutual fund.

**Did the capital structure change in 2015?**
The Group’s capital structure has not changed since Ardian acquired an interest in Spie batignolles in 2014.

Employees currently hold 9.48% of Spie batignolles’ share capital via the Group savings scheme, while senior executive and other management shareholders directly and indirectly hold over 70% of the share capital of Financière Spie batignolles, the remaining portion being held by Ardian and Salvepar.

The oversight of the Group at this level by men and women working inside the company is a strong guarantee of independence and sustainability.

**Where do you see the Group going in the future?**
Spie batignolles is holding up well given the ongoing challenging economic conditions. That said, we need to go further by continuing to develop the Group, particularly in the international market, a key area of growth for the future, as well as by seizing acquisition opportunities.

The Supervisory Board supports the Group in all of its initiatives.
Group governance

The Group’s governance is based on three bodies working in synergy on the Group’s development. The Supervisory Board, chaired by François-Xavier Clédat, and the Executive Board, comprising Jean-Charles Robin, Chairman, and Stéphane Monceaux and Patrick Zulian, members, rely on the daily support of the Executive Management and Management committees to define and implement the main strategic priorities.

Executive Board

Under the chairmanship of Jean-Charles Robin, the Executive Board is collectively responsible for the management and administration of the Group. It puts forward proposals to the Supervisory Board concerning the Group’s overall strategic direction and main operational priorities. It exercises the highest level of authority to manage the Group and act on its behalf.

Executive Management Committee

The Executive Management Committee defines the Group’s operational strategy and oversees its implementation. It is responsible for all decisions relating to the general management of the Group.

Management Committee

The Management Committee puts forward proposals for the Group’s strategic direction. It is the guardian of Spie batignolles’ core values, which constitute the basis of the Group’s management and operation. In this respect, the Management Committee is responsible for implementing decisions and acts as the vehicle for change management.

Share ownership

In 2003, Spie batignolles further underlined its independent status by implementing a strategy aimed at creating a high level of share ownership among employees and senior management. This strategy guarantees the independence, sustainability and stability of the Group.

Social dialogue

The Group Committee is the body responsible for dialogue between the management team and employee representatives elected from companies within the Group. It has 25 members.

The following agreements have been signed by trade union representatives at Group level:

- Incentive scheme: agreement signed in 2012 and renegotiated in 2014 and 2015. It focuses on performance and teamwork and is based on two criteria: financial performance and improved safety at work.
- Profit-sharing scheme: agreement signed in 2005 and renegotiated in 2013.
- Healthcare cover: agreement signed in 2008 and renegotiated in 2014 and 2015. Viability of the scheme is assessed annually by a committee of employee representatives responsible for negotiating the agreement.
- Forward planning for jobs and skills (GPEC) - ‘Building the Future’ cross-generation contract signed in 2013 for a term of 3 years.
- Assessment and prevention of occupational stress: Group-wide agreement signed in 2010.
- Annualised working time agreement for the majority of subsidiaries within the Group. Working time for most non-management positions is adjusted over the year (based on an average 35-hour week). For supervisors and managers, it is calculated in the form of a fixed number of working days or hours.
Results and key figures

at 31 December 2015

Consolidated Group results

- Revenue (€M):
  - 2014: 1,800
  - 2015: 1,500

- Order intake (€M):
  - 2014: 1,511
  - 2015: 1,600

- Operating profit margin (%):
  - 2014: 2.9%
  - 2015: 2.6%

- Order backlog (€M):
  - 2014: 1,470
  - 2015: 1,570

Breakdown by activity

- Construction 41%
- Construction Régions France 23%
- Construction Île-de-France 18%
- Civil Engineering 23%
- Public Works 26%
- Energy 7%
- Property Development & Concessions 3%

Revenue by operating division
Workforce

Total workforce worldwide (excluding trainees)

- 25% Managerial & professional staff
- 45% Manual workers
- 30% ATS* (Administrative, technical & supervisory staff)
- 18% Civil Engineering & Foundations
- 9% Energy
- 23% Construction Régions France
- 5% Property, Concessions & HQ
- 12% Construction Ile-de-France
- 33% Public

Employees by operating division:
- 60% Executives
- 26% ATS*
- 14% Manual workers
- 8% Total

Employees by grade:
- 25% Managerial & professional staff
- 45% Manual workers
- 30% ATS*

Employees by age range:
- 4.4% under 26
- 60% 26-49
- 35.6% 50 and over

Employees by gender and grade:
- Men:
  - Executives: 85%
  - ATS*: 73.5%
  - Manual workers: 99.5%
  - Total: 87.7%
- Women:
  - Executives: 17%
  - ATS*: 26.5%
  - Manual workers: 0.5%
  - Total: 12.3%

Training

Permanent employees (France only)

By age range:
- 10% under 26
- 64% 26-49
- 26% 50 and over

By grade:
- 22% Managerial & professional staff
- 46% Manual workers
- 32% ATS*
Highlights

GOVERNANCE: a new team
Jean-Charles Robin was appointed Chairman of the Executive Board on 16 March 2016. He is now assisted by Executive Board members Stéphane Monceaux and Patrick Zulian. Together they are collectively responsible for the management and administration of the Spie batignolles Group.

FINANCING: €95 million bond issue to fund Group growth
As part of its debt refinancing programme, the Group carried out a €95 million “Euro PP” bond issue. The purpose of this fund-raising is to finance Spie batignolles’ future development plans in France and internationally.

ABU DHABI: 165,000 hours without any accidents
Spie batignolles international Contracting and Spie fondations received an award from the Upper Zakum project stakeholders in recognition of their health, safety and environmental performance. In 2015, 165,000 hours of work were completed without any lost-time accidents on this project for extending the Abu Dhabi offshore oilfield reservoir.
In 2015 Spie batignolles handed over the "new generation" prisons in Beauvais, Valence and Riom. Each project won praise from the customer, Agence Publique pour l’Immobilier de la Justice (APIJ), for the quality of the services provided (architectural design, construction, legal and financial engineering) and compliance with deadlines. The efforts made to promote transition into work within the framework of these projects were also highlighted.

**BEAUVAIS, RIOM, VALENCE:**
handover of 3 prisons

**PORT OF CALAIS:**
an exemplary extension

Construction work on the Port of Calais extension started in 2015. Spie batignolles won the design-build contract for this major project, which includes a 3 km dyke and a new 110-hectare basin. This project, which aims to comply with the most exacting environmental, economic and employment standards, will bring in revenue of €148 million for the Group and will last five and a half years.

In March 2016, the 1,400-strong team of researchers working for EDF’s R&D division moved into the four circular buildings built by Spie SCGPM on the Saclay plateau. This project, which was awarded dual certification under France’s HQE environmental standard for non-residential buildings and the BREEAM Excellent label, required compliance from start to finish with highly stringent French environmental requirements and a custom international benchmark.

**SACLAY:**
dual certification for the EDF R&D centre project
EXPERTS DRIVING SUCCESSFUL PROJECTS

€1.5bn 2015 revenue

2.6% 2015 operating profit
Our activities

Spie batignolles capitalises on its expertise and know-how in all of its areas of activity in France and around the world. On a daily basis, the subsidiaries work in close collaboration with customers in order to design and complete highly successful cutting-edge projects tailored to the latest practices. This strategy, which combines high standards with local presence, paid off on a number of occasions in 2015.
2015 saw the handover of a number of major projects by the Group’s regional Construction subsidiaries. Customer satisfaction is continuing to grow and the Group is capitalising on this trend in order to penetrate promising new markets.

**MARKETS:**

**trends confirmed**

The industrial sector seems to be recovering and holds interesting opportunities for the coming years. 2015 was characterised by the vast number of industrial projects, including those for Merck, Eco-Titanium, Sika, Amplitude and BioTifuel.

Meanwhile, the healthcare sector, where Spie Batignolles has a strong track record, will continue to be a source of opportunities.

In 2015, the regional Construction subsidiaries also strengthened their development in the housing and accommodation markets. Refurbishment contracts generated additional revenues, notably in Poitiers, Mutzig and Saint-Nazaire, while new construction seems to be increasingly geared towards specialisation for target segments of the population: elderly residents in Bordeaux, students in Toulouse and the tourist market in Berck-sur-Mer.

**DCRM:**

**understanding needs at every stage**

DCRM - Design. Construction. Repairs. Maintenance. These four terms cover the whole range of services provided by Construction Régions France, which is capable of guiding its customers through every stage of a project. They also symbolise our desire to formalise our performance commitments with our customers (energy, sustainable development, services, etc.).

The “Design” phase is becoming increasingly important year by year, as evidenced by the Strasbourg data centre project or the elderly care centre built for UGECAM near Orléans. BIM (Building Information Modeling) software is becoming the standard tool for the design-construction phase.

“Maintenance” contracts are a logical addition to the offering and include, for example, the Venelles aquatic centre, the elderly care centres in Châtellerault and Condom, the secondary school in Valence or the Cran-Gevrier town hall (Haute-Savoie). The regional Construction subsidiaries have started a skills enhancement programme and set up dedicated in-house teams. External partners’ teams have also been called in to provide the requisite extra skills where necessary.

**présence:**

**a culture of service**

Présance® is Spie batignolles’ all-trades local works brand. In 2015, business not only remained steady but even increased in some regions. More than ever, the need for quality and local presence (availability, energy consumption) and long term commitment is being felt. Call-off contracts and other types of master agreement are reinforcing this trend.

To expand the geographical coverage of this business, a Présance® centre was reopened in Lille, a new centre opened in the Aisne department and two or three other projects are under review for 2016. Présance® currently has around 40 locations all over France. Last June, all Présance® business managers met in Nantes to consolidate this new drive and construct a business development plan for the period until 2019.

The company’s involvement in the initial design phase means that every aspect of the project can be optimised: quality is improved, the occurrence of unforeseen project site problems is minimised, the Zero Reserve target is confirmed and maintenance requirements are pre-empted.
Châtellerault elderly care centre: new lease of life for the hospital complex

Located at the centre of the current site of Châtellerault hospital complex, the elderly care centre dating from the 1970s was replaced in 2015 with a new 305-bed unit built by Spie batignolles ouest under a design-construction-repairs-maintenance contract.

For the Châtellerault hospital complex, it was essential to redesign the care centre in terms of a compact, efficient, human-sized unit whilst offering a capacity of 305 beds. To meet this challenging requirement, the team led by Spie batignolles ouest conceived the idea of reorganising the three existing establishments in the form of a set of residential units perfectly integrated into this preserved area. With each care unit comprising 15 to 25 beds, the care centre gives its elderly residents the impression of staying in a hotel.

The Group’s regional Construction subsidiary coordinated the design-construction-repairs-maintenance consortium. This arrangements allowed it to control all the parameters of the building site in the centre of the complex and comply with the requirement not to disrupt the daily operation of the hospital, particularly that of the heliport. The project was completed in 2015 on schedule and on budget. Spie batignolles ouest’s Présance® service will take care of building maintenance for a 10-year period.

LOCAL DEVELOPMENT: catering for local communities

The sales teams have launched a campaign aimed at local authorities and, in particular, at the newly elected local representatives. They are actively involved in the “Commerce et Collectivités” (Trade and Local Authorities) network set up to establish closer contact with local authorities, whether in the role of customer or specifier. The Group also plans to build on its strengths such as the positive feedback received from the subsidiaries, the quality of the services provided in the field and the Présance® network, as well as the ability to set up property deals, an offer that the regional subsidiaries intend to develop.
When synergies open up new markets

The building market in the Paris region followed national trends in 2015: the housing, hotel and refurbishment sectors confirmed their status as buoyant markets. As the Grand Paris projects begin to take shape, the Construction Ile-de-France business unit has chosen to capitalise on the complementary nature of its various areas of expertise in order to stand out from the competition.

REFURBISHMENT: growing recognition for our expertise

Given the shortage of available land and investors’ desire to increase their profits, the refurbishment share of the Ile-de-France market is increasing every year. The latest regulations in terms of energy efficiency are also boosting the market in the non-residential, office and listed building sectors.

Outstanding projects completed by Spie SCGPM in 2015 included the head office of Banque Française Mutualiste and the former headquarters of GDF-Suez in Paris’ 17th district. Each project presents the same challenges: interior fit-out of office areas, the need for height and luminosity, comfortable heating conditions, automatic systems, etc. And when refurbishment turns into structural works, the process becomes far more complicated. Spie SCGPM has widely recognised expertise in these areas.

SYNERGIES: working together to serve our customers

Coordination with Spie batignolles énergie on refurbishment and structural works; joint bid with SPR and Créatis for the Saint-Germain market’s future Apple Store; in 2015 Spie SCGPM leveraged its complementary mix of expertise to offer comprehensive solutions to its customer in both technical and finishing lots. This principle was extended to new activities for the subsidiary, such as the arrangement of property transactions with Spie batignolles immobilier or design-construction projects in conjunction with Spie batignolles TPCI.

Global solutions provide a number of advantages for the customer: single point of contact, rapid commencement of work, ease of coordination, etc. Synergies such as these generate considerable value added on the market and are expected to play an increasing role in 2016.
HEALTHCARE: growing number of projects

As the population ages, more and more specialised facilities (elderly care centres, aftercare, psychiatric care, etc.) and residential facilities for the elderly are being set up in the Paris region and elsewhere. In 2015, Spie SCGPM won the design-construction contract to rebuild the MGEN La Verrière institute as a specialised psychiatry and geriatrics unit. The project, worth €100 million, will enable staff to increase their efficiency whilst improving comfort and quality of service for patients and residents.

The RÉSIDENCE HÔTELIÈRE du Rail building: coping with severe space constraints

Handed over in July 2015, the Résidence Hôtelière du Rail is a six-storey building located right next to Montparnasse railway station and designed to accommodate travelling SNCF staff in its 150 rooms.

The usual difficulties of building in central Paris were exacerbated by the location right next to a railway station. The Résidence Hôtelière du Rail project was particularly complex in terms of technical requirements. To resolve the problem of space, Spie SCGPM decided to build the structure directly on the surface of the Montparnasse car park overlooking the railway lines. However, given that the car park was not designed to bear such a load, the building had to be suspended on columns driven through the platform.

The impossibility of installing scaffolding on the platform was another restriction that the engineers had to deal with. Construction techniques had to be adapted and the work was carried out from suspended aerial work platforms under particularly harrowing safety conditions.

Lastly, the nearness of the railway lines and the need to comply with HQE and BBC standards required the use of special building materials suited to the noisy environment. This involved installing systems designed to absorb the vibrations caused by passing trains.

Arrangement of property transactions, design-construction: Spie batignolles offers customers global solutions via synergies between its business lines.
Always getting closer to the customer

In 2015, Spie batignolles TPCI maintained a steady level of business and consolidated its order backlog. Confident in the future, the Group’s civil engineering subsidiary entertains prospects of sustainable growth.

Spie batignolles TPCI

Subsidiaries: Sotrabas. Spie batignolles TMB. Spie batignolles technologies.

ACTIVITIES
Underground engineering works, engineered structures, industrial projects, local works, structural reinforcement and special works.

KEY PROJECTS
• Port of Calais
• L2 bypass, Marseille
• Nîmes-Montpellier rail link
• 4 lots for RATP: line 4 - lot 1, line 14 - lot 3, line 14 - maintenance and storage site, Bagneux data centre
• ITER project / TB 16
• Trinity development project at La Défense for Epadesa
• Secoia project
• Rennes metro line B
• Gavet hydroelectric power station
• Penstocks, Malgover
• Salon Qatar and Salon 200 lounges for ADP, Roissy airport
• East pier, Orly airport
• South Terminal
• Exploratory tunnel, Saint-Martin-la-Porte

UNDERGROUND ENGINEERING WORKS:
a rare combination of skills
Already a major player in the French civil engineering market, by offering underground engineering works in addition Spie batignolles TPCI can reap the benefits of a booming sector currently undergoing a strong revival. Numerous projects, including the Lyon-Turin rail link base tunnel, the Rennes metro system and Paris metro lines 4 and 14, call upon the subsidiary’s technical expertise using both conventional methods and tunnel boring machines. Backed by the Group’s outstanding reputation, this combination of skills puts Spie batignolles TPCI in a strong position to bid for future contracts under the EOLE and Grand Paris programmes.

ENGINEERED STRUCTURES:
recognised expertise
Ongoing projects such as the Nîmes-Montpellier rail link and Marseille’s L2 bypass are an opportunity for Spie batignolles TPCI to maintain its expertise in large engineered structures. The signing of the contract for the extension of the Port of Calais has consolidated its position in the major civil engineering project sector.

INDUSTRIAL PROJECTS:
team restructuring
In 2015 the “Industrial Projects” and Spie batignolles technologies teams merged into a single operating department. The resulting technical and commercial synergies will allow Spie batignolles TPCI to provide a more rapid and appropriate response, particularly in the nuclear industry where EDF continues to roll out its post-Fukushima Grand Carénage programme. The ITER TB 16 contract was signed in recognition of the teams’ performance in the two previous projects under this international nuclear research programme.

LOCAL PRESENCE:
listening to the customer
In 2015, the merits of Spie batignolles TMB’s strategy were confirmed by the increasing demand for local works, as evidenced by the renewal of the call-off contracts for RATP and Aéroports de Paris and the signing of two contracts for the Safran Group and the first energy performance contract for the town of Conflans (Yvelines). Besides creating value via a truly local presence, this approach allows a genuine long-term partnership to be established with the customer.

EXPERTISE AND PROJECT MANAGEMENT:
a guarantee of success
Spie batignolles TPCI’s technical expertise is therefore its strongest selling point. This is based on a complex project management system, from design through to construction and completion, the subsidiary implements the right method and the right resources for each project.

To maintain its reliability in the future, the company initiated a training and hiring programme in 2015 in order to enhance the skills of its existing staff and bring in new blood to ensure that its expertise is handed down to the next generation.

« For nearly a year now, work has continued without disruption to local communities and the environment. No issue has escaped our attention. Swift, effective solutions have always been put in place. Everything has been done to minimise disturbance. Relations with the site management team are good and we are regularly updated on the progress of the work. »

Jean-Pierre Bernard,
Mayor of Saint-Martin-la-Porte
Increasing use is being made of digital technology in civil engineering as well as other branches of the building industry, both in the preparatory stages (technical studies, financing arrangements, etc.) and during the work (on-site connected technology). In 2015, Spie batignolles TPCI upgraded the “Design” phase of its projects by introducing BIM (Building Information Modeling) software. This technology upgrade has had a significant impact on the work itself, with the possibility of monitoring work progress in real time and coordinating the machines in accordance with the images transmitted.

**ACCESS GALLERY at Saint-Martin-la-Porte: mobilizing all of our expertise**

At Saint-Martin-la-Porte, Spie batignolles TPCI is coordinating a complex underground operation in a rock mass exhibiting severe squeezing behaviour.

Launched in early 2015, the Saint-Martin-la-Porte exploratory tunnel project marks a new phase in the construction of the 57 km rail tunnel between France and Italy. The cross-border segment of the future Lyon-Turin rail link will pass through the new tunnel, which will be one of the longest in the world.

For this project, Spie batignolles TPCI has been assigned the task of digging a 9 km exploratory tunnel using a tunnel boring machine (TBM). Part of the tunnel lies between two rock formations composed of schists, shales, sandstones and coal seams (coal face). This geological formation makes the work particularly complicated. To avoid this section, an additional 1.8 km access gallery will have to be excavated using “traditional method”, i.e. drill and blast.

At the bottom of this gallery, the teams will traverse the coal face by digging a second 1.4 km exploratory tunnel enabling the geotechnical data from this section to be consolidated.

The operation requires advanced environmental measures: relocation of protected species, recycling of wastewater and spoil.

**INNOVATION:**

**increasing role of digital technology**

- **9 KM** of tunnel to be dug
- **1 130 m** hard rock TBM boring
- **1 lining segments** factory managed by Spie Batignolles TPCI
- **Over 52,400 lining segments** to be produced
- **1.3 million m³** of excavated material
Success on all fronts

Spie fondations increased its overall order intake in 2015, despite the postponement of a significant number of major projects in France. With four separate but complementary business divisions, including an “Overhead Lines” division that continued to perform as forecast, the subsidiary is highly active in buoyant markets and views the future with confidence, both in France and internationally.

Spie fondations

RAIL PROJECTS: technical synergies

Spie fondations leveraged the complementary mix between its areas of expertise (diaphragm walls, piling and grouting) and the synergies established with other Group subsidiaries (primarily Spie batignolles TPCI and Valérien) to win a number of contracts in the rail sector. Besides lot 3 (Clichy Saint-Ouen station) and the maintenance and storage site lot for line 14, in 2015 RATP entrusted Spie fondations with lot 1 of the southern section of Paris metro line 4. These contracts follow on from previous projects coordinated by the subsidiary (EOLE rail extension; Lyon, Rennes, Toulouse and Lille metro systems).

SNCF renewed its contract with Spie fondations for a further two years to carry out a new wave of refurbishments on the RER C line. The upcoming Grand Paris projects and those related to the city’s application to host the 2024 Olympic Games give the subsidiary good reasons to be optimistic. The recent acquisition of a majority stake in Ilmsol, a specialist in instrumentation and monitoring, puts the company in a strong position to clinch future excavation and tunnel projects.

NUCLEAR POWER: coping with post-Fukushima challenges

Having completed a series of extensive soil treatment programmes at the Bugey nuclear power plant and laid the foundations for a handling crane at Paluel, Spie fondations is currently working on the Gravelines plant. The decisions made in the wake of the Fukushima disaster have put enormous pressure on the nuclear industry. Spie fondations was one of the companies selected for a soil treatment framework agreement set up to deal with the problem of soil liquefaction caused by seismic shaking. Spie fondations was chosen for its ability to offer five of the seven special foundation techniques required by EDF. The subsidiary is currently working under this framework agreement at the Blayais site.

RIVER AND SEA PROJECTS: a fast-growing area of expertise

Operating overground and underground, Spie fondations also carries out coastal and river works, either on a standalone basis or in cooperation with other Group subsidiaries, such as Spie batignolles nord on the Quai des Paquebots project in Boulogne-sur-Mer and the Port of Calais east jetty. Work on reinforcing engineered structures was also carried out in 2015 along the Seine, on the Choisy-le-Roi rail bridge for SNCF and on the Pont d’Iéna (“Jena Bridge”) for the City of Paris.
Foundations

the key to success

Netherlands (with Mast Grundbau), Middle East, French overseas territories: Spie fondations extended its operations far and wide in 2015, but without the least sacrifice to quality and responsiveness. Although staff in France provides support for overseas projects, it is at local level that success is won, as shown by the acquisition of turnkey excavation and soil treatment contracts in Qatar and Abu Dhabi.

In the overseas territories, after projects in Martinique in 2014, last year Reunion Island was the setting for a complex project masterminded by Spie fondations on difficult ground in order to lay the foundations for the Grande Chaloupe viaduct on the coastal road. On the basis of this success, the subsidiary was awarded another similar contract, this time for the abutments of the main viaduct.

Three cut-and-cover sections of the Marseille L2 bypass

North-east of the city, Spie fondations is working on three cut-and-cover sections each requiring different techniques tailored to the specific challenges encountered in each section of this monumental, multidisciplinary special foundations project.

The L2 bypass is a triple carriageway road that will bypass the centre of Marseille and link the A7 motorway to the north with the A50 heading east. The work is scheduled for completion in 2018. Spie fondations is responsible for the retention work and special foundations underpinning the construction site, which spans a wide geographical area and presents specific complexities owing to its urban location.

The three covered sections require different techniques depending on the different levels of the water table and rock substratum, including a diaphragm wall for the Saint-Jérôme interchange, butt-jointed, secant and Lutetian piles for the Florian interchange and the Sainte-Marthe section. For the trench, the Spie fondations teams are required to adapt, not only to geological constraints, but also to a complex works schedule designed to allow traffic to circulate on either side of the future kilometre-long structure whilst maintaining a work rate sufficient to comply with the demanding overall project timetable.

The technical resources deployed are in keeping with the scale of the project and have been selected in order to meet the challenges posed by the geological structure, complex schedule and work volume.

From engineering department through to technical teams, over 50 people are committed to ensuring the successful completion of this complex project.

Export: the key to success

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Three cut-and-cover sections of the Marseille L2 bypass

- 3 cut-and-cover sections
- 2,680 piles
- 8,000 m² of diaphragm walls
- 34,000 m of drilling
Synergies and prospects

Valérien capitalised during the past year mainly by making improvements in response time and efficiency. Despite the decline in major projects, the subsidiary managed to maintain its profit margins and increase synergies with the rest of the Group. Most importantly, Valérien is all set to face the challenges of the French government’s motorway revival plan.

Valérien

ADAPTATION: a company that knows where it’s going

While the industry struggled to face a significant drop in the number of projects, primarily due to local authorities budget cuts, Valérien chose to use this time to set new strategic targets and prepare for the future. Its aim was to improve response time and efficiency whilst promoting its value-added areas of expertise (studies, geotechnical and environmental risk management, etc.) as much as possible.

During the same period, Valérien worked on developing genuine public works synergies with the other Group companies, notably Spie batignolles TPCI and Malet. This judicious combination of teams and know-how, coupled with a shared vision of what customers expect from a consulting and support service, provides exciting prospects for future development.

MOTORWAYS: the revival plan is underway

At last, the motorway revival plan announced two years ago by the French government has been launched. The plan will give rise to a large array of projects between 2016 and 2022, providing Valérien with the opportunity to remind the world of the scope of its expertise in both major projects and regional operations. Recognised by all motorway operators, the subsidiary exercises flawless project management of complex, multidisciplinary operations conducted in highly restrictive environments, usually under continuous traffic.

ENVIRONMENT: overcoming considerable constraints

In 2015 Valérien continued to develop its hydraulic engineering (dyke reinforcement, drainage basins, etc.) and landfill centre activity. Year after year, environmental considerations form part of increasingly ambitious projects, an area in which the company possesses genuine expertise. A combined hydraulics and environmental training programme was organised in 2015 to develop staff skills in these areas of importance for the future.
Valérian and Malet drew on their full range of expertise for this huge project involving the addition of an extra lane on both sides of the current two-lane motorway section between Perpignan and Le Boulou.

After just under three years of work, the widening of A9 Section 2 into 3 lanes was completed in late April 2016, two months ahead of schedule. The task of adding a third lane on both sides of this 14 km stretch of motorway was not an easy one. In order to widen the road on both sides of the carriageway (central reservation and hard shoulder), the Valérian teams had to perform a multidisciplinary operation (civil engineering, road surfacing, excavation, drainage, safety facilities) in a severely confined space.

Another challenge, not the least, was to keep two narrowed lanes open to traffic from mid-September to mid-June. Besides meticulous planning of the works to avoid disruption to traffic, additional safety measures were required (for entry, exit and all traffic movements), necessitating conditions of extreme vigilance throughout the work site.

Valérian even went the “extra mile” by allowing the operator to temporarily open up three lanes in both directions to absorb summer traffic in 2015 while the work was suspended. This project was a perfect illustration of Valérian’s consummate management of complex processes enabling continuity of operation and, therefore, guaranteeing complete customer satisfaction.

**A9: exemplary management of a complex project**

- **WIDENING TO 2X3 LANES**
- **14 KM OF ROADWORKS**
- **450,000 M² OF EXCAVATION**
- **220,000 TONS OF SURFACING**
- **32,000 ML OF DRAINAGE SYSTEMS (collectors, drains and guttering)**
- **13 BASINS**

**GRAND PARIS: focus on materials**

The issue is seldom raised during discussions but is nonetheless true: nearly 10% of the estimated costs of the Grand Paris project involve questions of materials. Valérian is providing an offer engineering service and a fully-fledged “materials” strategy for these major projects, particularly with regard to the metro line extension tunnels. Its offer is bolstered by project engineering and civil engineering synergies with Spie batignolles TPCI.
Serving local communities

In 2015, Malet continued to prepare for the future in response to the challenges of its market. In both major projects and local works, it is through innovation that Spie batignolles’ Roads subsidiary is holding its ground.

REORGANISATION: reinforced local strategy

How do you cope with cuts in government subsidies when your main source of income is public procurement? By rethinking your organisation in order to increase your flexibility, responsiveness and geographical coverage. Malet continued its transformation in 2015, mainly by merging subsidiaries Bertrand and Nardelli into a south-eastern business unit tailored more closely to local market expectations.

The firm is also working on the development of a global offer targeted towards local authorities and covering the project cycle from execution through to long-term repair and maintenance. As new maintenance contracts include an increasing number of performance targets, particularly in terms of the environment, Malet has anticipated regulatory tightening and been proactive in choosing to introduce its own policy to manage the impact of its operations.

Deeply involved in local economies, Malet develops its local presence policy by contracting local firms to assist with its projects. Lastly, to provide more support for operations in the field, the dedicated complex project team was expanded in 2015; this team provides technology watch and technical support services as required for projects under review.

INNOVATION: experimental projects using 100% recycled materials

Malet is investing in the technical development of low-temperature products using less energy and more suited to traffic on rural and minor roads. The company has a mobile cold mix surfacing unit, and in 2015 it launched FLEXROUTE 100, road surfacing based entirely on recycled materials derived from road scalping operations.

These techniques have re-emerged in light of the provisions of the French Grenelle 2 environmental act and meet a genuine need on the part of local authorities and communities. The subsidiary has coordinated a number of experimental projects based entirely on recycled materials in the Tarn, Lot-et-Garonne and Hérault departments.

Entreprise Malet

Subsidiaries:

ACTIVITIES
Roads, asphalt manufacture and application, aggregate extraction and processing

KEY PROJECTS
• A9 Perpignan
• A466 interchange
• Boulevard Urbain Nord, Toulouse
• Montpellier tramway
• Île de Ré dyke
• 5th Center Parcs in Vienne department
• Saint-Jean railway station, Bordeaux
• Perpignan airport
• Road maintenance for various local authorities

Naturally, the commitment of our teams on the job makes a world of difference: the expertise of a major national group coupled with the flexibility and involvement of a local firm.
Center Parcs
“Le Bois aux Daims”
holiday park:
a nucleus of expertise in the Vienne department

France 5th Center Parcs opened its gates to the public in July 2015 and has already been hailed a resounding success. The contract for the entire highways package (excavation, roadways, rain and wastewater drainage systems) was awarded to Bellin TP, a subsidiary of Malet.

It took two years and a multidisciplinary team of over 700 to build 800 cottages for the Le Bois aux Daims park as well as the Aqua Mundo, the central dome housing three covered swimming pools that has made Center Parcs a household name all over Europe. The outstanding highways operation coordinated and executed by Bellin TP was crucial to the success of the project, involving 160,000 m² of roadways, over 90,000 ML of infrastructure, 53,000 m² of watertight lining for the artificial lake and creek.

A specific organisational system was set up to manage all the features of the project, involving 80 employees, operators and administrative staff of the consortium represented by Bellin TP. The various operations were coordinated in accordance with a strict set of rules in order to limit the risks inherent in a multifaceted project with a tight schedule. Malet’s subsidiary also had to allow for reserve areas for construction wastewater, given that the evacuation of such water from the site was totally prohibited by water legislation. Despite the large number of constraints, the project was handed over on schedule and to the operator’s entire satisfaction.

COLD MIX SURFACING:
a wealth of opportunities

An offshoot of FLEXROUTE, FLEXROUTE 100 is a cold-mix asphalt concrete composed of 100% recycled aggregates. Designed for use on new or resurfaced roads with low to moderate traffic levels (150-300 heavy lorries per day), this eco-friendly product could find an outlet in high value-added solutions for airport runways.
Local presence and specialisation, a winning combination

Spie batignolles énergie continued to grow in 2015 by focusing on several areas of development. The subsidiary’s maintenance and services divisions benefited from the demand for local works and support for energy transition. In the rail sector, customer requirements focused on safety systems.

**Spie batignolles énergie**

**Subsidiaries:**
- Aviso
- Borja
- MG Industries
- Sogintel
- Sopac
- Souchon

**Activities**

- Electrical and HVAC services
- Electricity networks
- Power and railway infrastructure
- Industrial fluids
- Multi-technical maintenance

**Key Projects**

- EDF R&D centre, Saclay
- Sénart theatre
- INSERM medical research institute, Paris
- Le Cordon Bleu culinary school, Paris
- T8 tram storage siding, Paris
- Multi-technical maintenance, Solendi head office
- Transfix plant, La Garde
- P8 & P10 HV units, Montpellier teaching hospital
- DCNS offices, Ollioules
- Malakoff Médéric offices, Paris
- Beauvais and Riom prisons

**Rail Projects:**

- Safety through energy

  The subsidiary’s business continued to be buoyed by the specialist disciplines. The rail division, for example, which operates in all Paris railway stations, won a number of new contracts in 2015 covering areas ranging from electrical engineering to signalling and telecommunications.

  While several contracts covered the renovation and maintenance of station technical systems (CCTV, centralised technical control systems, traveller areas, etc.), our attention was naturally focused on railway safety and security. The Spie batignolles énergie teams made an important contribution to a number of rail equipment renovation projects.

**Industrial Fluids:**

- All expertise galvanised for a global solution

  “Industrial fluids”, another specialised field, provides an overarching solution covering all phases from design and engineering through to execution and operation. Spie batignolles énergie continued to hire new staff and expanded its expertise in cutting-edge technologies, particularly in the low-voltage sector. The goal is to offer customers a global, high value-added industrial solution drawing on the subsidiary’s entire range of expertise.

**Maintenance & Services**

- Expanding our geographical footprint

  Spie batignolles énergie is basing its growth strategy on expectations of recurring work for its maintenance and services divisions, especially in the private office and services sector, which provided a significant amount of business during the second half of 2015. In the long term, local assignments are expected to account for half of the subsidiary’s revenue. To achieve this aim, the network is expanding geographically with new centres due to open in Rennes, Tours and Picardy.

**Spie batignolles énergie is developing its expertise in cutting-edge technology in order to offer customers high value-added solutions.**
Malakoff Médéric: total success

The refurbishment of a 1970s office building for Malakoff Médéric was a resounding success. Spie batignolles énergie coordinated all technical lots, taking full advantage of this opportunity to show off all its areas of expertise.

39,000 m² of offices in the very heart of Paris' 13th district: the refurbishment of the “Chevaleret” building for Malakoff Médéric was a complex operation, for very good reasons: the structure of this building erected in the 1970s made it an unlikely candidate for the required HQE and BREEAM “very good” certification. But Spie batignolles’ energy subsidiary rose to the challenge.

To cut down on the number of contractors, a comprehensive technical work package was assigned to Spie batignolles énergie. This required the use of major resources in order to meet deadlines, in particular for the level one basement destined to house all the equipment rooms. A large number of utilities were connected to this confined space, demanding highly precise techniques worked out via close collaboration between the electrical and HVAC engineering teams.

Satisfied with the execution of the works, management of the handover process and support provided by the teams throughout the project, Malakoff Médéric awarded Spie batignolles énergie a two-year maintenance contract covering all of the building infrastructure.

ENERGY TRANSITION: progress driven by partnerships

The issue of energy transition, thrust into the spotlight in 2015 by the COP21 conference, has long been a pivotal feature of construction and renovation projects. Nearly 60% of Spie batignolles énergie’s projects involve underlying energy performance factors. In order to cope with the increasing complexity of projects (automation, connected devices, etc.), the subsidiary plans to set up a dedicated “3.0” department to deal with these issues and is contemplating several partnerships with innovative start-ups in order to generate yet more value-added for customers.
Quality is our hallmark

In 2015, Spie batignolles immobilier took on a number of ambitious projects, relying on quality and innovation to gain a competitive edge. Customers are highly appreciative of this approach.

Spie batignolles immobilier

**ACTIVITIES**
Arrangement of property deals, property development

**KEY PROJECTS**
- Laura Flessel sports centre, Bussy Saint-Georges
- Exhibition centre, Le Touquet
- Residential buildings, Nanterre
- Holiday Inn Express hotel, Paris-Charles de Gaulle airport
- Okko hotel, Gare de l’Est, Paris
- Qualys hotel, Porte de Montmartre, Paris

In a sluggish market, what makes the difference is quality and our ability to go the extra mile in order to deliver real value-added to the customer.

**OFFICES:** putting the user back in the picture
Always on the lookout for new opportunities, Spie batignolles immobilier is focusing on the turnkey office market, either on a standalone basis or in partnership with other Group companies such as Spie SCGPM and Créatis (SPR Group). Although the market has not yet reached full maturity, an increasing number of quality projects are emerging that require the expertise of established players, starting with projects coordinated directly with the future occupants of the premises. These projects demand a fresh approach, more focused on user experience.

**HOTELS AND HOUSING:** mature and resilient markets
Having won a number of major projects in 2014, in 2015 Spie batignolles’ property development subsidiary moved on to the project finalisation and construction start-up phases. These important phases were perfectly coordinated, as usual, and promise to make 2016 a particularly busy year in terms of production.

The attentiveness, responsiveness and expertise of our teams continue to impress and win over both the luxury hotel and the housing sectors. Contractors seeking reliable partners are reassured by Spie batignolles immobilier’s expertise.
Roissy, working under restricted conditions

A project managed by Spie batignolles immobilier and executed by Spie SCGPM, the future Holiday Inn Express hotel at Paris-Charles de Gaulle airport will offer 305 rooms covering an area of 10,000 m².

The revamping of the Roissypole business zone has just begun in the west section with the construction of a hotel. The hotel, which will welcome travellers, flight staff and surrounding office users from 2018, will be operated by Holiday Inn Express, a brand of Intercontinental Hotels Group.

In anticipation of the expected sharp increase in air traffic, and therefore demand for hotel rooms, Spie batignolles immobilier has already carved out a strong position for itself conceiving the project in direct consultation with the future tenant. This unprecedented partnership with a hotel operator convinced Aéroports de Paris and allowed all impediments to be removed at an early stage, making this the first of the three hotel projects destined for completion by 2020 to get underway.

The subsidiary has made provisions for the constraints imposed by the airport city, which is governed by the French civil aviation authority (DGAC), and for air traffic constraints by liaising with the other project stakeholders.

The execution of the work has been assigned to Spie SCGPM, proving once again the effective nature of the synergies established between the various Group companies.

QUALITY APPROACH: coping better with complex projects

As an indirect result of a challenging market, projects are becoming more and more complex. Non-standard, variable and highly technical, they require anticipation, precision and rigour at every stage.

To meet this challenge, Spie batignolles immobilier has stepped up its commitment to quality by adhering to the “Fondamentaux de Spie batignolles” guidelines introduced in 2014. This has helped the subsidiary to strengthen its quality process and maintain maximum customer satisfaction.
A market driven by new practices

A single area of expertise applied with the same rigour to two different activities. In 2015, via its subsidiaries Autocité and Espacéo, Spie batignolles concessions succeeded in making its mark on sectors requiring innovation to be geared towards the end user. A winning method for both project management and operation.

Spie batignolles concessions

Subsidiaries: Autocité, Espacéo.

Activities

Design and operation of car parks and aquatic centres

Key Projects

- Louvre-Samaritaine car park, Paris
- Avenue des Ternes car park, Paris
- Euralille, TGV Europe station and Zénith-Grand Palais car parks

Aquatic Centres: Espacéo

New services highly appreciated

Despite the general decline in the popularity of aquatic centres in France, the Espacéo offer continued to generate a considerable amount of business in 2015. Customers particularly appreciate the new services developed in the five centres over the past few years, which provide a wider range of activities, including balneotherapy, fitness, aquabiking and aquagyms.

Although local authorities showed a certain reluctance to launch new projects last year, 2016 should be an entirely different story: freed from the distraction of electoral deadlines, large towns and cities are expected to launch a number of major aquatic leisure centre projects over the coming months.

Car Parks: Autocité

global innovation drive pays off

Although firmly established in the Paris region, it was in another part of the country that Autocité clinched the most important contract in its history in 2015. The decision made by the Lille European Metropolis to enlist the services of Spie batignolles concessions for four of its main car parks was a major turning point in the subsidiary’s business and the just reward for a concerted global drive combining joint project design and innovation.

The merits of this exacting approach have already been seen in the case of the Paris car parks managed by the Group. The proof: against a backdrop of a general aversion to the car, the efforts of our teams in thinking up new practices (entering and leaving the car park without having to open the window, vehicle recognition by number plate, etc.) and the new regulatory constraints (energy performance targets) bode well for the future. Accordingly, after becoming the first company to implement medium-voltage LED lighting, the subsidiary is currently analysing the possibility of incorporating low-voltage LEDs into its managed sites, to enable further energy savings of around 20% on average.
Until 2022, Spie Batignolles concessions will be responsible for the four car parks at Euralille 3000, a vast and varied cluster of activity including Lille Flandres and Lille Europe railway stations, a 70,000 m² shopping centre, 300,000 m² of offices and 200,000 m² of residential buildings.

Lille European Metropolis has chosen to lease the 6,300 Euralille 3000 parking lots to Spie Batignolles concessions for a 7-year period starting on 1 January 2016. The project includes two separate operations: operation and maintenance of the car parks, and modernisation of the sites (repainting, renovation of reception areas, new access control/toll system, installation of LED lighting, etc.).

An extensive analysis of flows and functions within this expanding and changing business hub was conducted with the aim of optimising and streamlining the customer experience for pedestrians and motorists alike. The envisaged project will blend harmoniously into the existing and future environment of the site: it will preserve the original spirit of the founding architects, including Jean Nouvel, and the works of art that adorn the buildings, including those by Felice Varini.

The special purpose subsidiary set up for the project (L’Ill’Autocité) sought assistance from Spie Batignolles nord and Spie Batignolles énergie staff in order to redesign the project from A to Z in partnership with the Euralille 3000 architects and town planning firm, Saison Menu.

This collaboration has proven fruitful and the innovations already implemented by the Group (closed-window payment by Liber’t badge, advance payment via smartphone application, etc.) will enhance the customer experience for all types of visitors to Euralille.

**INNOVATION:**

**digital technology is a game changer**

What value-added can new technologies provide on a daily basis? Having already pioneered the use of smartphone apps for car parks, Spie Batignolles concessions has come up with new ways of streamlining vehicle traffic (advance payment for a specific time period, entering and leaving the car park without having to open the window) and reducing subscription costs for those who use their car less often.

In terms of aquatic centres, the advent of e-health is a great source of potential which should soon give rise to innovative service offerings.

**EURALILLE:**

4 car parks presenting a host

4 CAR PARKS

€8 MILLION

OF INVESTMENT

MORE THAN

1 MILLION

VISITORS

PER HOUR

OVER

1,300

SUBSCRIPTIONS
International: opportunities for the taking

In just five years, the number of international projects has soared for all Group subsidiaries. While Africa and the Middle East provide the greatest potential for growth in the near future, the wide-ranging expertise offered by Spie batignolles could enable the Group to penetrate many other markets.

Spie batignolles international

Subsidiaries:
- Infra Tunnel (Switzerland).
- Spie batignolles Portugal.
- Mast Grundbau (Germany).
- Spie fondations UK.
- Spie batignolles international Abu Dhabi.
- Spie batignolles international Dubai.
- Spie batignolles international Qatar.
- Spie batignolles international Abidjan.

GROWTH: consolidation of trends

For several years now, Spie batignolles has been expanding its international footprint with a clear aim in mind: to penetrate new markets in which the Group can gain a competitive edge based on its expertise and original approach. Although the international share of Group revenue remains modest, the difference between one subsidiary and another is considerable. For example, in 2015 Spie fondations generated 27% of its revenue on the international market.

In view of the favourable response from certain markets, Spie batignolles is expanding its field resources in terms of both dedicated teams and local partners, the main aim being to support well established local firms with additional methods and know-how in order to provide global, structured, value-creating solutions to address specific issues.

AFRICA AND THE MIDDLE EAST: towards sustainable development

Qatar, United Arab Emirates, Kuwait, Ivory Coast, Senegal, Congo: year after year, Spie batignolles strengthens its presence in Africa and the Middle East and further consolidates its network. In addition to project tenders for which the Group applies, it is contemplating setting up a permanent operation in certain countries, beginning with Senegal and Ivory Coast, whose capital Abidjan is currently acting as the industrial development hub for Sub-Saharan Africa.

NEW MARKETS: innovation is our driving force

Spie batignolles’ expertise-based approach and desire to bring innovative responses to companies and communities are two principles that the Group plans to export. 2016 will see the ramp-up of this international strategy with the first results expected on new markets.
Spie batignolles lays the foundations of the new Marina District in DOHA

Spie batignolles international Qatar is involved in the development of the country’s new city of Lusail, located 15 km north of Doha. In around 10 years’ time, the 35 km² city is expected to reach a population of 200,000: the Group’s subsidiary is carrying out a turnkey excavation project that includes deep foundations and retaining walls for one of the Marina District property development projects on behalf of the local Al Jaber Group.

The construction of Lusail is one of the most important projects currently underway in Qatar. The future stadium of this new city, which is still relatively unknown to the general public, will house the opening match and final of the 2022 football World Cup. The stadium will be located at the heart of a massive complex comprising residential and commercial buildings, 2 golf courses, 4 man-made islands, 2 marinas (Spie batignolles international Qatar laid the special foundations for the Marina Yacht Club) and no fewer than 22 hotels.

Via its local subsidiary, Spie batignolles international Qatar, the Group is contributing to this huge operation by excavating and laying the foundations for the future Marina District’s twin towers. On the basis of Spie fondations’ expertise, the Group was commissioned to install tangent pile retaining walls on the site, excavate the pit, including pumping operations, and install the foundation piles in the pit floor. The work package includes compliance tests on the foundation piles.

The teams worked over a period of around 8 months to a tight schedule and under particularly challenging weather conditions.

The International management team will help each Group subsidiary to implement and extend its expertise beyond its normal scope of operations.
CREATING AND SHARING VALUE
Our sustainable commitments

Customers, project sites, people: by basing its formal sustainable development commitments on these three foundations, Spie batignolles has sought to devise a collaborative approach that generates quality and development for all stakeholders. The Group shares these commitments with all of its subsidiaries, which fulfil them on a daily basis by cultivating the customer relationships, promoting employee safety, monitoring the environmental impact of their projects as part of a new approach to working in cooperation with and on behalf of all stakeholders.

Our customers 38
Our project sites 46
Our people 54
How would you sum up Spie batignolles’ sustainable development policy in 2015?

The initiative we launched several years ago has now taken root in the Group. In 2015, this led to real progress in terms of health and safety measures. Our project accident frequency rate fell by over 20% to reach its lowest ever recorded level. This achievement shows the strong commitment of our operating management teams and the appropriateness of the prevention plan rolled out in all the subsidiaries. Naturally, we will stay on our toes: we will continue to guide our teams towards the “Zero Accident target” by coordinating between management and the Quality-Safety-Environment teams.

What results were achieved in terms of health?

Since the 2013 Assises de la Santé conference, the subsidiaries have continued to invest in resources: training, protective equipment, workstation adaptation, etc. We have set official targets and strengthened our partnerships with health sector players, including the occupational health service, the CARSAT retirement and occupational health funds and OPPBTP accident prevention association. Every year, several hundred job positions are analysed and as many risk factors eliminated. This is a long-term project which we will continue, and even step up, in 2016.
How does working with stakeholders enable the Group to advance?

Our partners’ expertise and external viewpoint help us to direct and fine-tune the measures we take. We seek to build sustainable relationships with customers, health, safety and environmental specialists and all other stakeholders. The CSR audits also enable us to reinforce the dialogue with our shareholders. Dialogue plays an essential role in the way we deal with environmental, staff and governance issues.

How can you make further progress in this direction?

In 2015 we published a set of environmental guidelines encouraging each employee to adopt specific tools for improving the environmental footprint of our projects. These guidelines will be introduced in 2016. Furthermore, this year we plan to publish a Group ethical charter formally laying down the basic principles governing our daily activity. It is important to share these principles with our customers, partners and subcontractors.

How will the Group’s HR policy support this initiative?

Our markets are evolving rapidly, and therefore we need to prepare for tomorrow via our future hiring policy, the quality of the induction process and the long-term professional guidance provided to each employee. Spie batignolles offers a rich and varied range of career opportunities: we foster the conditions whereby each employee is fully involved in this process.

ENVIRONMENTAL GUIDELINES:
to key to assimilating good practices

The fruit of a collaborative endeavour on the part of all Group subsidiaries, the Spie batignolles Environmental Guidelines is the authoritative guide to environmental best practices within the Group. The 32 page guide was drawn up by the subsidiaries’ Quality-Safety-Environment, operating and works teams coordinated by the environmental performance department. It sets down the methods applied across the Group, classified into five general topics, and provides specific guidance on action to be taken and progress to be made, so that each employee can assimilate the procedure in an operating environment and apply the best practices to their daily work.

The guidelines are based on three successive levels of performance that are enshrined in the Group’s continuous improvement policy: environmental standard, environmental performance and high environmental performance. Progress over time is measured by means of indicators applicable to each topic, on the basis of which action plans can be coordinated under the subsidiaries’ Performance Plans.

Guideline topics:
- Blending the project into its surroundings
- Preventing water and soil pollution
- Managing resources
- Managing waste
- Preserving plants and wildlife

A tool enabling each person to be involved in the environmental improvement process.
BEING A PARTNER FOR OUR CUSTOMERS

Spie batignolles has always placed customer satisfaction and the success of their projects at the core of its activity. To achieve this goal, the Group has developed a partnership-style approach based on a strong culture of listening and dialogue, unique offers and tried-and-tested project management methods. Spie batignolles offers customers global and innovative solutions that draw on its entire range of expertise.
A partnership approach based on listening and dialogue

Spie batignolles adopts a partnership approach with regard to its customers and other stakeholders. This is an essential condition for seeking innovative solutions and ensuring the success of each project.

Changing customer demands

For several years now, Spie batignolles’ customers have had to contend with increasingly tough and complex requirements: besides the need to work to a tight budget, structures are now required to have a minimal carbon footprint in compliance with the latest regulations and standards (energy performance, greenhouse gas emissions, protection of biodiversity, etc.).

Naturally, customer expectations are changing: to achieved the required quality standards, they want more advice, guidance, service and a genuine response to their specific needs.

Long-term support

The Spie batignolles philosophy encourages dialogue in order to provide long-term support to the customer and deliver appropriate, tailored solutions. This partnership approach applies from the very outset in order to identify project requirements as early as possible and provide an optimised solution.

The Group leverages its strong culture of listening and dialogue based on proven needs identification and analysis methods. Besides its promise to provide support to the customer right up to and even after handover, Spie batignolles also undertakes to guarantee project coherence and transparent business dealings. At any time, with the help of the Group’s specialists, the customer can see how the project is progressing and exercise control.

A positive commitment to serve the customer

The power of this approach has been proved countless times in the field. Going one step further in terms of providing a tailored service to each customer, Spie batignolles has chosen to transform this support into an ambitious commitment: make the act of construction a positive sharing experience. This is achieved through a shared, partnership-style experience in which the customer is given pride of place.

A rigorous “customer satisfaction” policy

Spie batignolles decided to launch a global initiative to measure customer satisfaction. This initiative is aimed at constantly raising standards and measuring customer satisfaction throughout the project, primarily by promoting dialogue regarding real expectations. As well as improving the level of support and increasing value-added, this approach encourages the building of a truly sustainable relationship.

After a pilot phase in 2015, three subsidiaries adopted this approach, which will be extended to the other Group subsidiaries from 2016 onwards.
Tailored solutions
dthat create value

Spie batignolles has developed specific offers and solutions that create lasting value for customers. The Group capitalises on its recognised expertise in project management and customised procedures in order to offer an optimised solution for each project.

Structured offers tailored to specific requirements
Spie batignolles offers tailored, value-added solutions on the basis of its commitments and specific methods. The Group has set up tried-and-tested in-house procedures and systems, thereby developing innovative offers implemented by highly trained and motivated men and women.

Concertance®
Concertance® is a partnership method based on working with the customers to build together the project that best meets their needs. Coordinated by a specifically assigned project leader, this approach is based on three principles: structured organisation in project mode right from the initial stages, joint design, and a win-win philosophy based on trust and transparency.

Éco-offre
Éco-offre is an extension of the Concertance® method in the form of a commitment to a building’s energy performance and user comfort. The solution includes post-handover support and guaranteed energy consumption levels.

Présence®
Présence® is Spie batignolles’ all-trades local works brand.

BIM: an alternative way of designing projects
Over the course of just a few years, construction projects have been revolutionised by the use of digital modeling techniques. BIM (Building Information Modeling), a collaborative process based on digital modeling of the structure throughout its life cycle, has rendered the design and construction processes much faster and more reliable while reducing costs and facilitating future operation. BIM promotes constructive dialogue between stakeholders, with a beneficial impact on the project. Spie batignolles’ subsidiaries are keenly aware of the advantages of digital technology and have had the opportunity to use BIM on several flagship projects in 2015, for example Spie batignolles nord on the Le Creuset project.
VENELLES AQUATIC CENTRE: Spie batignolles sud-est pilots France’s first building operation & maintenance contract

The Aix-Marseille-Provence metropolis awarded Spie batignolles sud-est the contract for the future aquatic centre at Venelles. This is the first major construction, operation and maintenance contract for an aquatic centre in France since the inclusion of such contracts in the French public procurement code in 2011.

The contract comprises 18 lots covering a variety of disciplines, including structural works, technical installations, interior and exterior fit-out and maintenance during the first three years of the municipal aquatic centre’s operation. Spie batignolles sud-est and its partner Cofely were the only consortium prepared to make a contractual undertaking to comply with the customer’s requirements in terms of maintenance tracking, quality of construction and operation, energy efficiency, etc.

A special project management team was set up to ensure that these commitments were fulfilled. A project team was formed including a contact person tasked with coordinating and monitoring commitments related to energy performance and water consumption. This monitoring system was doubly important given that the contract provided that the consortium alone would bear any cost overruns arising from operation and maintenance.

Satisfied with the project which is now nearing completion, the customer has chosen to renew its confidence in Spie batignolles sud-est by awarding the subsidiary the contract for the renovation of the iconic Yves Blanc swimming pool in Aix-en-Provence, this time under a design-construction-repairs-maintenance contract.

A WORD FROM...

Thomas Horvilleur, Operations Manager, Building Department, Pays d’Aix, Aix-Marseille-Provence metropolis

An exemplary operation

“This initial collaboration with Spie batignolles sud-est was exemplary in all respects. This was a highly technical project subject to very precise construction and energy performance criteria, which were defined prior to the call for tenders. The team assigned to the project demonstrated a perfect understanding of our needs and came up with an appropriate, quality solution. A big plus regarding the implementation of the contract was the impeccable management of the operation: organisation, communication, cooperation with subcontractors, etc., but also strict compliance with the deadline and an irreproachable quality of workmanship in the structures. For me personally this will remain a model experience.”
Providing a **local service**

With over a hundred locations spread all over France, the Spie batignolles network is one of its strongest assets for providing customers with a local service.

**A comprehensive local network**

Spie batignolles has operations in all parts of France, not only in **large cities**, but also in **medium-sized towns and cities** and rural **areas** which the Group helps to develop and revitalise through its construction projects. The density of the Group’s network means that customers benefit from the assistance of a dedicated local contact person throughout the duration of their project.

**Dedicated local operations**

This network is the **key to the success of the Group’s local operations**. Nearly 30% of Spie batignolles’ revenue is derived from the maintenance and renovation work generated by this network. The work draws on our teams’ **extensive areas of expertise**:

- **Présence**
  - The **Présance®** offer is based on a network of fully dedicated branches located throughout France. The aim is to provide first-class maintenance and renovation services for all types of buildings and locations, including occupied and sensitive sites. Whether the work is occasional, regular or involves a call-off contract, Présance® teams are always on-hand and ready to help. Providing the full range of trades, they have the in-house expertise needed to perform most building and civil engineering services.

- **MALET**
  - Every day, local works teams from Malet (road surfacing, roadways or hydraulic engineering, drainage, excavation) working from numerous local sites, are at work maintaining infrastructure and assisting in the development of new urban and inter-urban facilities.

**Maintenance & Services**

- **Spie batignolles énergie’s Maintenance & Services teams** guarantee the overall energy performance of a building, encompassing the building itself, its equipment and the needs of its users. They offer unmatched expertise in multi-technical maintenance, technical, energy and environmental engineering, and building services.

<< **Every customer receives customised, local support over the long term.** >>
Our customers

New lease of life for postal service offices in Pays de la Loire thanks to présence

Renovation of customer service areas in accordance with La Poste’s new image; optimisation of premises; compliance works to provide access for persons with reduced mobility; major building repairs and maintenance, etc. The support provided by the Présance teams based in Nantes, Donges, La Roche-sur-Yon, Angers and Le Mans takes many forms and enables the French postal service to ensure daily continuity of core services. Each project aims to complete all alteration work at a given location over a relatively short period of between five to eight weeks so that business can resume as quickly as possible. For this purpose, the project is meticulously prepared in advance, progress is monitored daily and a “Zero Reserve” target is set. In 2015, 18 post offices were refurbished in various locations in France.

As project manager for La Poste Immo, we have been working with Spie batignolles ouest for six years under a master agreement for the renovation of our post offices. This relationship works well because, besides the approachability and availability of our single point of contact, every project is prepared in advance. The teams we work with are really dedicated to giving advice and are eager to put forward new solutions that we may not have thought of. Factor in their responsiveness and systematic adherence to deadlines and budget, and you have all the ingredients of a win-win partnership.

Ronan Pellen, Operations Coordinator, Poste Immo, La Poste Group’s property holding, services and development subsidiary

A project in downtown Marseille

Malet has been selected by the Aix-Marseille-Provence metropolis to carry out the redevelopment of the north section of Avenue Pasteur, Marseille. The purpose of this project, located in the very heart of this ancient city founded by Greek colonists, is to create a bicycle path and green areas whilst reducing the speed of road traffic.

As the project is located on a busy public thoroughfare in the vicinity of five property development schemes currently in progress, the teams needed to devise a modus operandi with the least impact on the local community: maintaining pedestrian, car and bus traffic throughout the works, daily signposting, working at night, safety measures and coordinating with the green area contractor and concession holders. This hands-on management style requires giving broad consideration to all uses of the new public areas. The Malet teams are striving to avoid causing the least disturbance to local residents and users throughout the duration of the works. To this end, periodic meetings are held with local authority and community representatives.
Skills and synergies
serving projects

Spie batignolles’ wide-ranging expertise enables the Group to provide global, innovative solutions to customers’ needs and projects. This culture is illustrative of a mindset that is reflected in the conduct of our employees and in the synergies generated between the various Group subsidiaries.

Tailored solutions combining multiple areas of expertise

Managing complex projects often requires harnessing many different techniques and areas of expertise. Backed by its extensive range of expertise, Spie batignolles is able to galvanise a number of its business units in order to increase the quality and effectiveness of the solution provided to the customer. This allows the Group to optimise each component and interface of a structure.

From design to final handover of a structure, building or infrastructure, Spie batignolles’ teams combine their creativity, technical prowess and know-how to offer customers services with high value-added.

Complementary skills deployed on major projects

In 2015, the Group subsidiaries were called upon to provide solutions to an extremely varied range of requirements submitted by the Group’s customers. For example, Spie fondations coordinated actions subject to operating constraints with Spie batignolles énergie and worked with SPR Group on original interior fit-out projects for the Citylights project in Boulogne-Billancourt.

Some major projects require leveraging all of the Group’s expertise and the shared culture between the subsidiaries in order to provide the optimal solution. This is true of the Port of Calais project launched in 2016, for which Spie batignolles is providing a global multidisciplinary solution.
RIVERGATE:  
a Group project located on the banks of the Seine

On the banks of the Seine at the foot of the Issy-les-Moulineaux bridge, Spie SCGPM is coordinating the construction of the Rivergate project on behalf of Sefri-Cime. This project is a perfect illustration of synergy between the areas of expertise covered by Spie batignolles’ subsidiaries. The deep foundations and excavation work have been managed by Spie fondations, while Spie batignolles énergie will take care of high and low-voltage equipment and the building management system. The architectural work (plastering, ceilings, tiling, interior fittings) has been assigned to SPR Group.

Spie SCGPM is in charge of structural works, finishing, roof structure and waterproofing for this office building comprising 49,210 m² of net built area, 9 upper storeys and 3-level basement. It is also overseeing coordination and logistics for the whole operation, which aims to obtain HQE Excellent and Breeam Very Good certification. As the building is located in an area prone to flooding, which will affect all basement levels, the equipment rooms situated underneath the building will have to be made watertight on all 6 sides. The project also includes cantilever facades, in which each storey will have its own specific configuration of protrusions and insets.
For Spie batignolles, executing quality construction projects requires flawless expertise and ambitious environmental aspirations. Following the COP21 and the ensuing energy transition, the Group companies are doing their utmost to improve their management of resources, limit the impact of their projects and protect the environment and biodiversity. Moreover, in 2016 the Group will roll out its environmental guidelines, which will impose uniform standards on all the subsidiaries and define the areas of continuous improvement.

38% of subsidiaries certified
ISO 14001
**Sights set on high quality execution**

The process initiated by Spie batignolles from the outset is aimed at achieving the standard of quality expected by the customer at the time of execution. Quality processes are planned using criteria defined beforehand with the various project stakeholders when the pre-design studies are drafted.

**ZERO RESERVE: customer satisfaction before all else**

The “Zero Reserve” target on acceptance of each structure is one of the objectives set by the Group at the design stage of the project. To ensure total customer satisfaction, this goal is closely monitored throughout the project.

The customer, prime contractor and company define quality criteria at the outset. Once identified and communicated, these common objectives determine the required level of quality.

The tools, methods and schedule needed to meet these objectives are defined during preparations for the project site.

When the works phase is underway, the objectives are tracked using quality management milestones and intermediate checkpoints. In-house and third-party auditors may be invited to monitor the work.

Once work is completed, the various in-house and/or third-party participants together identify potential defects and resolve them prior to handover.

**Defect resolution process monitored by tablet**

The Zero Reserve handheld tablet device used by the construction subsidiaries fosters collaboration and makes it easier for parties to communicate about the progress of the defect resolution process. In the public works domain, Malet developed project site preparation software for works supervisors, including the Zero Reserve target.

**Technical risk inspections**

Valérían has introduced a system of technical inspections on its project sites in order to identify risks during the works phase that were not anticipated during the design phase. Twelve inspections took place in 2015. As a result, anomalies were identified and classified on a scale of 1 to 3, depending on the type of technical risk involved. A list of alternate solutions was then defined in such a way as to guarantee the success of each project.

**NEW CLINIC in Saint-Avold up and running in record time**

Construction standards in the healthcare sector are undoubtedly among the most stringent in the whole industry. However, in the case of the new Saint-Nabor clinic in Saint-Avold (Moselle), Spie batignolles Est also had to contend with an extremely tight schedule, given that the customer wished to move into the new premises as soon as possible. The subsidiary coped brilliantly with this technical and organisational challenge to put up the 10,800 m² building in only 16 months.

The customer was delighted with the final quality of this complex comprising 130 beds and 6 operating theatres. The 150-strong hospital team were able to move in during the same week as handover, only four days after official authorisation was granted by the Commission de Sécurité et de l’Agence Régionale de Santé. Operations resumed just three days following acceptance, ensuring a continuity of service essential for the surrounding east Moselle region. Through this project, Spie batignolles Est confirmed its total mastery of construction requirements in the healthcare sector.
Managing resources: tangible progress

Spie batignolles implements solutions designed to cut consumption of energy and raw materials. All Group subsidiaries promote the reuse, recycling and recovery of materials via appropriate measures tailored to each company’s areas of expertise and projects.

**Optimised and recycled raw materials**

For infrastructure projects (tunnels, excavation works, etc.), the Group develops innovative solutions for reusing materials sourced on-site without compromising on quality. In the road-building sector, Malet has launched FLEXROUTE, a road-surfacing material composed entirely of recycled materials derived from road scalping operations. In 2015 the subsidiary coordinated a number of experimental projects using entirely recycled materials in the Tarn, Lot-et-Garonne and Hérault departments.

In the same year, Spie batignolles conducted an energy audit of its locations in order to identify areas of improvement and measures in need of reinforcement so as to optimise energy management. This will be followed in 2016 by an action plan designed to reduce energy consumption.

**Improved waste management**

Spie batignolles makes plans for managing waste as soon as it launches preparations for works. The Group operates a well-designed waste recovery circuit, covering everything from on-site sorting to final disposal. Waste records are maintained to ensure traceability.

For greater efficiency, information about waste management practices is provided to everyone involved in our project sites.

**Reduced water consumption**

On-site water consumption is controlled by each subsidiary during the construction and operation phases of a project. Where possible, water treatment and recycling facilities are installed on site: equipment, regulation systems, etc.

The same policy is followed for buildings operated by the Group. Furthermore, the design phase includes a comprehensive brainstorm of ways to minimise consumption. In accordance with this policy, Spie batignolles concessions has installed variable frequency drives on its water filtration and treatment systems so as to consume only as much as is needed. Its aquatic centres now consume around 115 litres of water per bather, compared to an average of 180 litres in France.

**Greater control of greenhouse gas emissions**

Spie batignolles follows a global greenhouse gas reduction plan. The Group carried out a new audit in 2015 which gave a result of 63,270 tCO₂eq, meaning 12% less emissions compared to the previous audit conducted in 2012. Although French legislation does not impose the same requirement on all companies, Spie batignolles requires all of its subsidiaries to perform these audits, in order to make this a truly collective endeavour.

Furthermore, the Group renews its vehicle fleet in accordance with vehicle emission ratios: the most polluting vehicles are replaced as a matter of priority, and with more eco-friendly models.

**CSR factors integrated into our procurement policy**

Social and environmental issues are among the key considerations of Spie batignolles’ procurement policy. The Group pursues a number of initiatives with regard to relations with its subcontractors, covering the whole project life cycle. The task force set up in 2014 continued its work last year, focusing on the monitoring and coordination of subcontracting. An initial report has been drawn up and will serve as the basis for a specific action plan to be implemented in 2016.
Prevention of pollution: risks under control

The minimisation of air, water and ground pollution plays an integral role in the project site management process. Specific methods are adopted so as to limit the environmental impact of a project.

Reduced discharges and risks
In each of its projects, Spie batignolles takes every possible step to minimise air, water and ground discharges and prevent all pollution risks. Equipment that can potentially cause pollution is systematically stored in sealed maintenance areas and on settling tanks protected from rain and heat sources.

The Group works to find safer alternatives to all products that pose a threat to the environment. In the construction sector, for example, the Spie batignolles subsidiaries use 100% vegetable concrete form oil and seek to minimise dust pollution. All machinery and vehicles are regularly washed down and roads are dampened down with water, particularly on our infrastructure project sites.

Collecting and treating site waste water
On the project sites, we collect and treat wash water in settling tanks or sealed maintenance zones. We do the same for water from construction facilities and drilling equipment (oil separators and on-site drainage systems) and any natural water supplies. We also develop and implement innovative solutions to recover polluted water, such as the Ecod’O washing station.

Proactive management of environmental risks
As part of its risk management processes, Spie batignolles has decided to take out insurance to cover environmental damage. Our insurance policy provides cover for the financial consequences of any accidental damage to the environment and subsequent environmental liability.

The policy covers the cost of ground and water clean-ups as well as any compensation payments that may become due to make good damage to the ground, water, wildlife or natural habitat. The insurance cover applies to all surveying and site activities carried out by the Spie batignolles Group as well as to its role as an operator of sites and project sites.

Employee awareness and training
Protecting the environment, managing resources and preserving biodiversity are key issues for Spie batignolles. Construction site staff are systematically trained in these areas, primarily via special training modules delivered in-house by Group environment specialists. In addition, the environment often features on the agenda of the the “Minutes Spie batignolles” site meetings. Staff also benefit from external training: in 2015, 75 employees followed at least one environmental training course.
Biodiversity: low-impact project sites

Spie batignolles is determined to preserve biodiversity and the environment at all natural sites impacted by its projects. Group employees receive regular training, and steps are taken at each subsidiary to protect plants and wildlife before work begins.

**Preventive analysis for each project**

Before work begins, Spie batignolles systematically makes sure that its projects will not have a significant impact on the biodiversity of the sites concerned. **Environmental analyses** are conducted in order to draw up a list of Significant Environmental Aspects (SEAs) by job and by habitat. **Additional studies** look at all impacts on biodiversity and the environment, including changes to the landscape and the impact on plants, wildlife or the aquatic environment. If an issue is identified, suitable modifications and protective measures are implemented.

**A partnership approach to preserve plants, wildlife and sensitive environments**

Spie batignolles’ project coordination methods include targeted actions conducted in partnership with **ecologists, regulators and local environmental associations**. The aim is to identify and deploy the measures needed to protect plants, wildlife, rivers, streams and wetlands.

Among the most frequently used measures are special fences we erect to prevent wildlife straying onto construction sites and purpose-built crossing routes to allow animals to pass freely across public project sites. The works are scheduled so as to minimise disturbance to the ecosystem.

Other methods used to **protect natural environments** include closing off and clearly marking sensitive areas, diverting water courses using bioengineering techniques and creating alternative habitats.
THE PERTUIS DYKES: a plan for preserving plants and wildlife

Since 2015, Valérian, a subsidiary of the Spie batignolles Group, has been working on the construction of a number of 4 km long dykes along the Durance river near Pertuis (Vaucluse). This project, coordinated on behalf of the Durance valley development association, is divided into three sectors each with its own specific environmental character. To minimise the impact of the works on local plants and wildlife, an Environmental Management Plan and Environmental Protection Plan were drawn up.

Special attention was paid to machinery: a sealed parking area was created to prevent problems of leakage and accidental pollution, while each machine was fitted with an anti-pollution kit. “Protected area” information panels and orange fencing to demarcate protected tree zones on either side of the project site were installed in all sectors. Lastly, several areas of special interest and other natural habitats were identified along the dyke paths, and appropriate measures were taken: some sectors were not levelled in order to preserve plants essential to biodiversity or protected butterfly species.

A WORD FROM...

Richard Ciappara, forest warden at the French forestry commission (ONF)

La Clue quarry: restoration in partnership with ONF

"The restoration of the La Clue quarry saw two worlds apparently diametrically opposed to each other come together for the preservation of the environment. Quarrymen and forest workers pooled their knowledge and expertise to restore this site, operated as a limestone quarry by Nardelli TP (Entreprise Malet) for many years, to its natural state. It’s always an emotional experience to see nature reclaim its dues, trees growing again, and so on. The excavation performed by the Malet teams and the planting and revegetation work done by the local Dracénie/Verdon ONF forest workers will open a new chapter in the history of the site."
Preserving quality of life

Spie batignolles’ teams succeed in pre-empting and minimising the disturbance caused by each project by keeping up a constant dialogue with residents and local authorities.

NOISE, DUST, TRAFFIC: every detail counts

Spie batignolles is regularly involved in large-scale projects sometimes located right next to residential areas. To minimise the disturbance caused by these operations, special attention is paid to noise control, dust suppression and traffic management.

Each subsidiary has its own action plan centred on forward planning, responsiveness and communication. Spie batignolles teams are especially vigilant when it comes to pedestrians, vehicles and machinery, as well as cleanliness of sites and access routes.

We focus on a dialogue with local residents in the form of information and discussions at meetings and other communication tools (suggestions box, posters, letters and emails). Everybody involved in the project is made aware of these practices.

Innovation and pragmatism promoting mutual respect

Innovative solutions are frequently employed on our project sites, especially in urban areas: truck delivery scheduling software, regular measurement of noise levels, etc. The Group endeavours to use the least noisy machinery possible and may make adjustments to machinery to reduce the noise level.

In order to keep dust levels down, dust suppression is a feature of all equipment and operating instructions. All vehicle and machinery tracks at civil engineering and public works sites are watered systematically, especially during warmer months. In addition, site machinery is subject to speed restrictions during periods of high wind or dry weather.

THE SAINT-GERMAIN MARKET HALL: renovating an occupied site

Créatis, an SPR Group subsidiary, was awarded the contract for the renovation of the shopping mall in the Saint-Germain market hall located in the Saint-Germain-des-Prés district of Paris’ 6th d. Business will continue throughout this extensive renovation project aimed at revitalising the mall.

The Saint-Germain market hall houses 8 public amenities, including a nursery, a day care centre, a swimming pool, a music academy, a special needs centre, a car park and a food hall. The Paris city council wanted these amenities and the food hall to remain open during the works, and this is one of the main challenges of this job: Créatis drew up a series of impact studies giving details of each task to be accomplished or currently in progress (organisation, installation, duration, etc.) in order to keep all project stakeholders well informed of progress. This regular communication between stakeholders will ensure that the project runs as smoothly as possible.

To deal with the noise problem, acoustic guidelines were drawn up and sound alarms installed: a maximum noise level and specific time slots were defined and a sound barrier installed to minimise noise disturbance. Special attention has also been paid to keeping fire prevention and smoke evacuation systems operational.

Lastly, storage areas and lorry traffic has had to be adapted in view of the cramped space surrounding the market hall.
Innovation: a participative approach

Spie batignolles promotes innovation through the Spie batignolles Challenges, which form part of a global collective and participative improvement programme. Launched in 2011, the Challenges reward new initiatives and recognise innovation in our subsidiaries.

Harnessing in-house energy and creativity

The Spie batignolles Challenges are designed to promote creativity, innovation and sharing of best practices across the Group. Managed at Group level, the awards process encourages subsidiaries to run their own competitions, thus encouraging innovation in all Spie batignolles teams.

To be eligible for a Challenges award, innovations must be proven in the field and suitable for use by other Group subsidiaries or business areas within the Group. Awards are presented in four categories: reducing our environmental footprint; accident prevention, health and safety and quality of working life; technical innovation and construction quality; services and partnerships. Four prizes and two commendations were awarded in 2015.

Award-winning innovations are proven in the field and suitable for use by other Group subsidiaries or business areas within the Group.

FOCUS ON...

Tomorrow’s roads are being built today

Malet, Spie batignolles’ public works subsidiary specialising in the road sector, has assigned its R&D department the task of designing the next generation of roads. Via the “Lumiroute” concept, which has revolutionised street lighting, the subsidiary has added its contribution towards developing the connected road, already referred to as the 5G road. In addition, in 2015 Malet launched FLEXROUTE 100, a road surfacing material composed entirely of recycled materials. Less energy-consuming than conventional asphalts, this cold-mix asphalt comprises 100% aggregates and is particularly well suited to traffic on rural and minor roads.
PROFESSIONAL DEVELOPMENT: A GROUP THAT CARES FOR ITS EMPLOYEES

Safety, health, career development, gender equality, transition into work: at Spie batignolles, employee commitment is primordial. Every year, the Group continues to implement measures to improve employees’ quality of life at work.
Safety of project sites, a priority at all times

Every Spie batignolles team has been committed to the “Zero Accident target” for several years. Since 2010, fewer accidents have occurred and have been less severe. The accident prevention plan introduced in 2013 has fortified this trend.

Frequency rate: sharp improvement in results

15.6 in 2015 versus 19.9 in 2014: the accident frequency rate on project sites managed by Spie batignolles reached an all-time low last year. Accordingly, the total number of industrial accidents with and without lost time fell by almost 24% from 253 in 2014 to 193 in 2015, Furthermore, the resulting permanent and temporary staff absences are shorter, meaning that accidents are less serious. These are encouraging trends which the Group intends to consolidate over the long term.

Zero Accident awards

Every year, operational units that achieve a target of zero lost-time accidents within a 12-month period receive a Zero Accident award. 13 units received the award in 2015.

OPPBTP: an ongoing fruitful partnership

The Groups continues to develop its partnership with the OPPBTP accident prevention association, which focuses on three targets: pre-empting risks by working with customers from the project design stage; supporting teams to prepare and manage project sites; raising awareness of accident prevention among all stakeholders. All of the subsidiaries implement measures in coordination with OPPBTP. New initiatives were rolled out in 2015, including management and temporary staff training courses and a campaign aimed at getting subcontractors to provide on-site safety induction procedures to their staff.

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Safety discussions at the “Minutes Spie batignolles”

The Minutes Spie batignolles site meetings, chaired by site managers, are a valuable opportunity for team discussions on accident prevention, technical issues or any other matters concerning the operation of the project site. The goal is for every employee to attend at least two of these meetings per month.

Safety measures for all

The Group has introduced other measures to foster daily awareness of safety issues amongst its staff. While the number of safety inspections has increased on all sites, training plays a central role in a number of systems, including the “Zero Accident target” training course. This course aims to influence employees’ conduct, both as individuals and team members, at all Spie batignolles subsidiaries and at all levels of responsibility. The course has now been introduced in all Group subsidiaries and business units.
Health and quality of working life: a partnership approach

In 2006, Spie batignolles launched a health and safety and quality of working life initiative in partnership with doctors and occupational health specialists such as CARSAT and OPPBTP.

Health: commitment from operating managers and partners

The Group has implemented a number of measures aimed at protecting employees’ health and improving the quality of relationships at work, including the Group Health Plan, annual seminars with health partners and the “Assises de la Santé” conferences on health and quality of working life. These initiatives are organised in consultation with operating managers and the various partners involved (OPPBTP, occupational doctors, CARSAT, etc.).

All subsidiaries have introduced health indicators related to workstation improvement, the elimination of chemicals and employee health, which are monitored and consolidated in the performance plans. These results are shared at annual meetings organised with the relevant local health partners.

HEALTH COMMITTEE: strength in unity

In 2015 Spie batignolles nord set up a Health Committee together with local stakeholders to raise individual awareness on the importance of coordination for preventive action. Two meetings were held, in Lille and Reims, each one attended by around 50 people including a dozen doctors, partner representatives (SAMETH, CARSAT, OPPBTP, etc.) and representatives of a range of occupational statuses (management, works supervisors, site managers, health and safety committee members, etc.).

A WORD FROM... Sabrina Dulary, Health Officer at Spie batignolles nord

“The creation of the Health Committee came about from the desire to better coordinate our actions and strengthen the trust between in-house and external health specialists. The regular meetings are aimed at fostering constructive dialogue and reporting specific situations. The occupational health service provides assistance in following up individual cases and establishing work conditions that are suited to employees’ needs”.

Measures to reduce arduous work

The operating teams and HSE managers have developed a range of initiatives designed to improve the ergonomic aspect of workstations and materials. Several subsidiaries have involved their occupational doctors in this campaign in order to improve its efficacy. The aim of these actions is mostly to prevent musculoskeletal disorders (MSDs) as well as cutting noise, vibration and dust.

Stress prevention: quality of life to the forefront

A Group-wide occupational stress agreement was introduced in 2010. Once a year, the application and results of the agreement are reviewed by a special committee which monitors the initiatives introduced by the subsidiaries, such as the quality of working life charter rolled out by Spie batignolles énergie in 2015. This compendium of good practices specific to its area of expertise is a clear indicator of the subsidiary’s endeavour to cater for the needs of its employees.
MANUAL HANDLING: optimising equipment replacement

Manual handling remains the main cause of industrial accidents on project sites. To make their employees’ work as safe as possible, the Spie batignolles subsidiaries use equipment replacement as a means of reducing the amount of manual handling required.

For example, in 2015 SCGPM purchased a fleet of rail-guided electric vehicles to facilitate the mechanical transportation of equipment within its equipment store and on project sites with limited space. Meanwhile, Spie batignolles énergie has created on-site distributors and provides operators with special training enabling them, for example, to obtain the EB licence allowing them to tow cable unwinding spools and thereby avoid having to manually load the reels onto trucks. Trucks are also fitted with access ramps in order to eliminate handling tasks.

Furthermore, Spie batignolles sud-est worked on improving its system of shoring towers in order to facilitate the task of erecting and dismantling the towers while eliminating the risk of falls. Packaging was also redesigned so that no object carried manually (cement bags, jars, etc.) weighs more than 25 kg. The subsidiary also stepped up its use of pneumatic equipment, which is lighter and causes less vibration.
Career guidance

As the Group’s people are its primary asset, Spie batignolles’ human resources policy is based on a global approach to professional guidance and career management.

Occupational development watchdog

In accordance with the forward planning for jobs and skills agreement (GPEC) signed in 2013, Spie batignolles has set up an occupational watchdog in order to track development in the various branches of the Group’s activity. As a result, the pre-emption of occupational developments and the ensuing needs of the company can be factored into the industrial relations process. The watchdog defines strategic training targets which are proposed to employees.

An induction process for new recruits

Spie batignolles is committed to ensuring that every new recruit is fully integrated into the Group. Several schemes have been set up for this purpose. Under the “Alliance” scheme, newly hired or internally redeployed managers receive guidance from a dedicated sponsor as well as from their superior and HR manager. For other employees, an experienced employee acts as mentor to ease the transition into their new roles.

Guidance for all

- Appraisal and Development Reviews and the Professional Review are annual meetings between employees and their line managers. These meetings apply to all managerial, blue- and white-collar employees.
- Skills and Development Committees meet annually and are made up of business unit managers and human resources staff. They plan the future development of each employee and review the skills available in the light of the Group’s needs and employees’ aspirations.
- Spie batignolles supports internal promotion and provides regular information on job opportunities via the intranet job market page, emails and bulletins. Preference is given to internal candidates, provided they have the necessary skills and qualifications.

Training:

expanded regional offer for the Spie batignolles Academy

All Spie batignolles employees benefit from a training plan regardless of their occupation, level of qualification, professional status (executive, white-collar or blue-collar) and age.

The range of training courses offered by the Group is constantly expanding, particularly thanks to the Spie batignolles Academy. This hub of sharing, know-how and experience transfer is an essential tool for disseminating Group culture and strategy. Around ten trainees per day attend the Academy for training, 60% of which is provided by in-house specialists trained in teaching techniques.

In 2015, the Academy helped to disseminate the “Fondamentaux de Spie batignolles” via training sessions and expanded its offer of health and safety prevention courses. Training courses are increasingly being held in-house in the subsidiaries where possible, so as to be nearer to the trainees’ place of work.

Finally, and again with a view to expanding its offer, the Academy regularly develops new training courses and other forms of know-how and skills transfer, including tailored operating management courses, the creation of forums, contract and legal training, etc.

A WORD FROM...

Elodie Serra, QSE Officer

Progressive skills enhancement

“I’ve changed job three times over the course of ten years. Each time, the mobility department was a great help, as it assisted me in finding a job that suited my profile: I also had the opportunity to monitor major projects like ITER and the Valence prison and to develop my skills through assignments and projects. At the moment I’m working on the Paris metro line 14 project at Spie batignolles TPCI, where my induction went very well.”
Gender equality: improved distribution of tasks

Spie batignolles encourages women to take up technical and managerial positions. Gender equality indicators are tracked at Group level and in every subsidiary.

Career guidance for women
Each subsidiary’s commitments in terms of gender equality, whether they relate to hiring, training, promotion or pay, are encapsulated in action plans and three-year agreements.

The relevant indicators are monitored, analysed and consolidated at Group level on the basis of comparative status report. A report of the year ended is drawn up, steps are taken and suggestions made for the coming year.

Working within the Skills and Development Committees, the Group human resources division tracks the career paths of all women within the Group and encourages their promotion to operational and managerial positions.
A Group committed to supporting transition into work and access to employment

Spie batignolles helps people with difficulties finding a job to regain confidence in themselves and to make the transition to lasting employment. The Group’s project sites are ideal terrain for learning essential skills.

Positive internal and external relationships

On the job, each new recruit is welcomed by a mentor who guides them through the process of taking up their new position. The mentor is frequently a site manager or team leader. The mentor explains in particular the behavioural, relational and coordination skills expected of each team member.

In order to optimise this induction process, the Group develops close-knit partnerships with employment and work integration professionals.

EXTENSION OF ORLY AIRPORT SOUTH TERMINAL: opportunities for all profiles

Spie batignolles TPCI is the representative of a consortium involved in the construction of the east extension of Paris Orly airport’s south terminal. This project executed on behalf of Aéroports de Paris includes a work integration clause subject to a clearly defined set of criteria.

Nine people under transition into work schemes have occupied different positions in the project, including machine operator, road construction mason, unskilled labourer and administrative assistant. Each one of them joined a work team and was overseen by a representative of their sponsor firm*.

They were also welcomed by mentors who provided guidance throughout their secondment, an experience that was particularly formative for the employees concerned. One of the workers was awarded a permanent contract by Spie batignolles TMB, a subsidiary of Spie batignolles TPCI, while another obtained a professional qualification and is currently pursuing a formwork training course also leading to a qualification. Two others made a very positive impression and were offered further assignments on the same project site, for a different employer, once their present assignment is over.

These case studies are a good illustration of the success of the Group’s efforts to bring people back into the working world. With 9,500 transition into work hours completed compared to a budget of 5,500 hours, Aéroports de Paris’ targets were far outstripped, to the customer’s full satisfaction.

*SIAE: Structures d’Insertion par l’Activité Economique

Proactive approach to combating illegal employment

For several years, Spie batignolles has taken a proactive approach to combating illegal employment.

The Group has trained all of its executives and site managers and provides them with practical tools to manage each situation, including a guide to preventing illegal employment first published in 2008. The guide is periodically updated and distributed to all site managers as part of the training programme conducted by the human resources teams and the Group’s legal experts. The Group also works in close consultation with the employment authorities.

Precautions regarding subcontracting

Spie batignolles provides guidance to all its managers about the need for vigilance when hiring subcontractors in France and further afield. The Group is particularly resolute in its determination to combat social dumping. In 2015, subcontractors were provided with practical guides explaining the social and legal obligations relating to secondment and how to comply with them in practice.
The Spie batignolles Foundation: education and training for all

The Spie batignolles Foundation has been active in supporting outreach actions in the fields of education, culture and transition into work, with a special focus on activities that Group employees can participate in.

Support for young people from underprivileged areas

Employees of the various Group subsidiaries are involved in the work of an organisation named Énergie Jeunes. Since 2011, Spie batignolles has supported the organisation’s efforts to promote continuous education for lower secondary school children living in underprivileged areas.

The Group is also actively involved in the work of the Légion d’Honneur’s “Un Avenir Ensemble” [A Future Together] foundation: Group employees regularly sponsor school pupils and the Spie batignolles Foundation pays a large portion of the sponsored children’s school fees. Every year, around 15 children receive this support.

Student assistance schemes

The Spie batignolles Foundation has set up several schemes aimed at helping university students to pursue their studies. Ten scholarships were awarded to ESTP students at the start of 2015. The scholarships will pay for the students’ studies for a three-year period. Other students (HEI, IUT and BTS) also received scholarships. The Group is also involved in providing training, for example through a partnership set up by the Spie batignolles Foundation with the ESTP Foundation.

A proactive cultural sponsorship policy

Every year, the Group makes a number of commitments to support various festivals and foundations. For example, in 2015 the partnership with the Cité de l’Architecture continued to provide support for educational projects in association with vocational secondary schools.

2015 FOUNDATION PRIZE: promoting sports education in Sri Lanka

Every year, the Spie batignolles Foundation awards a prize for an initiative supported by a Group employee. In 2015, the Kasih Bunda France association was selected for a project presented by Martine Lepetit, an employee of Spie fondations, aimed at training sports teachers in a number of schools in Sri Lanka’s Bentota region. Sport does not form part of the school curriculum in this country. An initial pilot scheme will be set up in 2016, in which four volunteer teachers will be given six months of guidance specific to their disciplines (swimming, football, volleyball and athletics). Schools will also be provided with sports equipment so that pupils can learn under optimal conditions.
Non-financial indicators at 31 December 2015

### Our customers

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2014</th>
<th>2015</th>
<th>Goal</th>
<th>2016 priority actions</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breakdown of order intake by offer:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public/private-sector design-build projects incl. Concertance</td>
<td>10%</td>
<td>19%</td>
<td>Gain competitive edge via a customer-oriented approach based on the quality of our offers, services and customer relations.</td>
<td>Roll out the new customer satisfaction measurement system throughout the project.</td>
<td>38</td>
</tr>
<tr>
<td>Local works/Présance</td>
<td>30%</td>
<td>28%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public-private partnerships / Public service delegations</td>
<td>3%</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traditional activities</td>
<td>57%</td>
<td>51%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Business database

### Our project sites

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2014</th>
<th>2015</th>
<th>Goal</th>
<th>2016 priority actions</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breakdown of order intake by offer:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public/private-sector design-build projects incl. Concertance</td>
<td></td>
<td></td>
<td>Gain competitive edge via a customer-oriented approach based on the quality of our offers, services and customer relations.</td>
<td>Roll out the new customer satisfaction measurement system throughout the project.</td>
<td>38</td>
</tr>
<tr>
<td>Local works/Présance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public-private partnerships / Public service delegations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traditional activities</td>
<td>57%</td>
<td>51%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Business database

### Our people

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2014</th>
<th>2015</th>
<th>Goal</th>
<th>2016 priority actions</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group accident frequency rate (FR)</td>
<td>19.9</td>
<td>15.6</td>
<td>Zero accidents in all BUs.</td>
<td>Continue to improve frequency rate based on the 2015 level.</td>
<td>55</td>
</tr>
<tr>
<td>Group accident severity rate (SR)</td>
<td>1.60</td>
<td>1.42</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of accident-free Group business units</td>
<td>4</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of employees who attended the &quot;Zero Accident target&quot; training course</td>
<td>360</td>
<td>384</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: QSE and Academy networks

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[1] FR = Number of lost-time accidents > 1 day x 1,000,000 / Number of hours worked
[2] SR = Number of working days lost x 1,000 / Number of hours worked

---

*(Source: Group & subsidiary BEGES reports - Scope: administrative premises and project sites, scopes 1 & 2)*
HEALTH, SAFETY AND QUALITY OF WORKING LIFE:

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2014</th>
<th>2015</th>
<th>Goal</th>
<th>2016 priority actions</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of workstations assessed</strong></td>
<td>100</td>
<td>79</td>
<td>- 100% of subsidiaries with a formal strategy in place to prevent occupational incapacity.</td>
<td>- Each subsidiary to organise annual health meetings with local partners.</td>
<td>56</td>
</tr>
<tr>
<td><strong>Number of workstations adapted</strong></td>
<td>29</td>
<td>51</td>
<td>- 100% of workstations posing an MSD risk (musculoskeletal disorders) reconfigured.</td>
<td>- Continuation of measures to improve quality of life at work.</td>
<td></td>
</tr>
<tr>
<td><strong>Number of employees redeployed</strong></td>
<td>11</td>
<td>3</td>
<td>- 100% of CMR (carcinogens, mutagens and reprotoxins) products substituted.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Chemicals eliminated</strong></td>
<td>70</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

SKILLS DEVELOPMENT

<table>
<thead>
<tr>
<th>Training</th>
<th>2014</th>
<th>2015</th>
<th>Goal</th>
<th>2016 priority actions</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of workstations adapted</strong></td>
<td>29</td>
<td>51</td>
<td>- Ensure training provision is balanced across different age groups and professional categories.</td>
<td>- Continued review of potential developments in occupations via the occupation watchdog (Observatoire des métiers).</td>
<td>58</td>
</tr>
<tr>
<td><strong>Total training hours</strong></td>
<td>86,733</td>
<td>73,349</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Training hours provided by the Academy and Zero Reserve Campus</strong></td>
<td>9,113</td>
<td>10,332</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: GPEC dashboards

Appraisal and Development Reviews and Professional Review

Percentage completed by category:

<table>
<thead>
<tr>
<th>Category</th>
<th>2014</th>
<th>2015</th>
<th>Goal</th>
<th>2016 priority actions</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managerial &amp; professional staff</td>
<td>74%</td>
<td>78%</td>
<td>- 100% for all categories.</td>
<td>- Continue communicating and training the relevant employees via the Appraisal and Development Reviews.</td>
<td>58</td>
</tr>
<tr>
<td>Administrative, technical &amp; supervisory staff</td>
<td>59%</td>
<td>64%</td>
<td></td>
<td>- Continue with the plan to roll out these reviews across the Group.</td>
<td></td>
</tr>
<tr>
<td>Manual workers</td>
<td>43%</td>
<td>37%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: GPEC dashboards

Alliance

| Percentage of mentors/new managerial recruits                  | 60%  | 53%  | Mentoring for all:                                                 | - Strengthen monitoring of the Alliance process.                                    | 58   |
|                                                               |      |      | - 100% of new hires                                               |                                                                                      |      |
|                                                               |      |      | - 100% of internal redeployments.                                  |                                                                                      |      |

Source: GPEC dashboards

Gender equality

| Percentage of women in the Group                                   | 12.2% | 12.3% | - Increase the number of women occupying technical and management roles within the Group. | - Continue to assist women’s access to technical and management roles (professional training, recruitment, career path monitoring). | 59   |
| Percentage of women hired / total hires                           | 16.3% | 20%   |                                                                                           |                                                                                      |      |
| Percentage of women who received training                         | 49%   | 52%   |                                                                                           |                                                                                      |      |

Source: GPEC dashboards

Work/study programmes

| Percentage of employees recruited and trained through work/study programmes* | 6.4%  | 4%    | - Provide continued levels of support and integration for persons on work/study programmes. | - Increase the number of such persons in the Group.                                  | 58   |
| Percentage recruited on a permanent contract at the end of a work/study programmes | 24%   | 22%   |                                                                                           |                                                                                      |      |

Source: GPEC dashboards

TRANSITION INTO WORK

| Number of hours worked on Group sites by persons under job integration schemes | 320,000 | 360,000 | - Provide innovative and effective solutions for the transition into work.                | - Capitalise on experience for the preparation of future projects.                   | 60   |
|                                                                                |        |        |                                                                                           | - Continue the mentor scheme of guidance for persons under job integration schemes.   |      |

Source: HR dashboards
Extract from the Spie batignolles consolidated financial statements for the year ended 31 December 2015

### Assets (€m)

<table>
<thead>
<tr>
<th>Asset</th>
<th>Amount (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill</td>
<td>1.2</td>
</tr>
<tr>
<td>Market share</td>
<td>209.4</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>4.2</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>155.8</td>
</tr>
<tr>
<td>Non-current financial assets</td>
<td>104.6</td>
</tr>
<tr>
<td><strong>TOTAL NON-CURRENT ASSETS</strong></td>
<td><strong>475.2</strong></td>
</tr>
<tr>
<td>Inventories and work-in-progress</td>
<td>6.6</td>
</tr>
<tr>
<td>Trade accounts receivable</td>
<td>454.8</td>
</tr>
<tr>
<td>Other receivables, deferred income and prepayments</td>
<td>187.0</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>281.3</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td><strong>929.6</strong></td>
</tr>
<tr>
<td>Deferred tax assets</td>
<td>53.8</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>1,458.5</strong></td>
</tr>
</tbody>
</table>

### Equity & liabilities (€m)

<table>
<thead>
<tr>
<th>Equity &amp; liabilities</th>
<th>Amount (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share capital</td>
<td>44.6</td>
</tr>
<tr>
<td>Share premium account</td>
<td>13.5</td>
</tr>
<tr>
<td>Consolidated reserves, Group share</td>
<td>102.0</td>
</tr>
<tr>
<td>Net profit, Group share</td>
<td>21.5</td>
</tr>
<tr>
<td>SHAREHOLDERS’ EQUITY (GROUP SHARE)</td>
<td>181.6</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>2.9</td>
</tr>
<tr>
<td><strong>TOTAL SHAREHOLDERS’ EQUITY</strong></td>
<td><strong>184.5</strong></td>
</tr>
<tr>
<td>Loans and other financial liabilities</td>
<td>100.0</td>
</tr>
<tr>
<td>Trade and other accounts payable</td>
<td>441.1</td>
</tr>
<tr>
<td>Other payables</td>
<td>618.5</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>1,159.7</strong></td>
</tr>
<tr>
<td><strong>TOTAL EQUITY &amp; LIABILITIES</strong></td>
<td><strong>1,458.5</strong></td>
</tr>
</tbody>
</table>

### Income statement (€m)

<table>
<thead>
<tr>
<th>Income Statement</th>
<th>Amount (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,494.1</td>
</tr>
<tr>
<td>Other operating income</td>
<td>93.2</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING INCOME</strong></td>
<td><strong>1,587.3</strong></td>
</tr>
<tr>
<td>Purchases and external costs</td>
<td>1,068.0</td>
</tr>
<tr>
<td>Taxes, duties and other mandatory payments</td>
<td>21.2</td>
</tr>
<tr>
<td>Personnel costs</td>
<td>387.9</td>
</tr>
<tr>
<td>Depreciation, amortisation and provisions</td>
<td>48.0</td>
</tr>
<tr>
<td>Other expenses</td>
<td>16.5</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING EXPENSES</strong></td>
<td><strong>1,541.6</strong></td>
</tr>
<tr>
<td>Share of profits/(loss) from joint ventures</td>
<td>(7.1)</td>
</tr>
<tr>
<td><strong>OPERATING PROFIT</strong></td>
<td><strong>38.6</strong></td>
</tr>
<tr>
<td>NET FINANCIAL INCOME/(EXPENSE)</td>
<td>(3.3)</td>
</tr>
<tr>
<td>NET NON-RECURRING INCOME/(EXPENSE)</td>
<td>(0.2)</td>
</tr>
<tr>
<td>PROFIT FROM CONSOLIDATED COMPANIES</td>
<td>35.1</td>
</tr>
<tr>
<td>Corporation tax</td>
<td>(13.1)</td>
</tr>
<tr>
<td>Deferred taxes</td>
<td>0.3</td>
</tr>
<tr>
<td>NET PROFIT OF CONSOLIDATED COMPANIES (excluding goodwill)</td>
<td>22.4</td>
</tr>
<tr>
<td>(allowance)/write-back for amortisation of goodwill and market share</td>
<td>(0.5)</td>
</tr>
<tr>
<td>Share of earnings of equity affiliates</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL CONSOLIDATED NET PROFIT</strong></td>
<td><strong>21.9</strong></td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>0.4</td>
</tr>
<tr>
<td><strong>NET PROFIT - GROUP SHARE</strong></td>
<td><strong>21.5</strong></td>
</tr>
<tr>
<td><strong>EARNINGS PER SHARE (€)</strong></td>
<td><strong>0.48</strong></td>
</tr>
</tbody>
</table>