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2021
INTEGRATED
ANNUAL
REPORT

SPIE, sharing a vision for the future

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SPIE, **part of the solution**

After years of gaining momentum, the green economy finally reached a turning point in 2021. Governments and companies have realised the urgency of energy and environmental challenges and are now taking action on a massive scale – driving strong demand for services in these areas in the process. SPIE, a key player in the energy transition and responsible digital transformation, has responded to their needs with innovative, sustainable solutions that create value for everyone. Despite the ongoing Covid-19 pandemic, the Group reported solid earnings in 2021.

SPIE was among the first companies to calculate the green share of its revenue in line with the EU taxonomy. In 2021, the Group broke new ground by setting ambitious, measurable targets through 2025 to contribute to a low-carbon economy, reduce its carbon footprint, strive for excellence in terms of safety and increase the number of women in management positions. And SPIE's commitments to help limit global warming to no more than 1.5 degrees Celsius have been endorsed by the Science Based Targets initiative (SBTi). You can find out more about our first achievements in these areas in the following pages.

We hope you enjoy reading our integrated report.

SPIE, sharing a vision for the future

An accessible version of
the SPIE 2021 integrated
report is available at
rai2021.spie.com



“SPIE IS A KEY ENABLER IN THE ENERGY TRANSITION AND THE DIGITAL TRANSFORMATION.”

INTERVIEW WITH GAUTHIER LOUETTE, Chairman & CEO of SPIE

What do you take away from 2021?
2021 undoubtedly marked a major shift towards a green economy. More and more companies are making measurable commitments. That's good news for the planet – and for SPIE too. More than ever before, our businesses are part of the solution, including in the nuclear industry, which can produce huge amounts of low-carbon energy. I'm proud that we considered the importance of the ecological transition so early on, particularly by measuring and reporting the green share of our revenue well before it became a requirement. As things stand, 42% of our revenue is generated by activities aligned with the green taxonomy. That's an excellent result that positions us as a key accelerator of the energy transition.
The year was also shaped by the ongoing Covid-19 epidemic. Here, our constant priority was to protect our teams from the successive waves that swept Europe. In the last two years, however, we've learned to adapt and work differently with our customers, who have themselves realised how essential our services are.

SPIE returned to growth in 2021, despite the health crisis. How do you explain such a strong performance in these circumstances?

After demonstrating the resilience of our business model in 2020, in 2021 we proved that, even in the throes of such a serious crisis, SPIE could continue to drive profitable growth. With revenue up to almost €7 billion, we started increasing our margins again, which are better today than in 2019. We achieved profitability of 6.1% and organic growth of 3.2%. And with cash conversion of 98%, we generated enough cash to finance more acquisitions than originally targeted. It's a fantastic performance, which we owe in particular to SPIE's excellent results in Germany, one of our main locations and an area with significant future growth potential.

Two major trends are driving your business: energy transition and digital transformation. How are these two markets developing in Europe?

There's enormous demand for services related to the energy transition, supported by government stimulus plans and the European Green Deal. In countries that have few power plants or that, like Belgium and Germany, have phased out nuclear energy, the grid needs to be completely reworked to accommodate more renewable electricity. We're providing support throughout this transformation as more intermittent energy sources are integrated into the system. Across Europe, we're also very actively developing electric mobility. Digital transformation is fuelling societal change too. In addition to installing fibre optic cabling – where significant progress has already been made in France but which is only just beginning in some other European countries – we work on all issues associated with data routing, storage and security. SPIE has developed strong expertise in responsible data centres and cybersecurity solutions, for example.

What is your strategy for gaining market share in a highly competitive industry like yours?

SPIE is already very well positioned in its European markets. In Germany, we're the leader in electricity transmission and distribution infrastructure and in technical facility management, and number two in the multi-technical services sector. But these markets are still highly fragmented and we have plenty of room to grow yet. To achieve this, our strategy remains the same: carry out bolt-on acquisitions in the energy transition and digital transformation sectors. We made nine acquisitions in 2021, including the Dutch company Worksphere, which has made us the number one provider of multi-technical services in the Netherlands, with total revenue of more than €1.2 billion. We've strengthened our sourcing and integration teams so we can further accelerate our strategic acquisitions in the coming years.



GAUTHIER LOUETTE,
Chairman & CEO of SPIE

SPIE's strength largely lies in its employees' expertise. What are you doing to attract and retain talent?

Currently, thanks to our SHARE FOR YOU employee shareholding programme, our employees are SPIE's largest group of shareholders, and we're very proud of that. Having a stake in the performance of a growing company is a major factor for retaining talent, but it's not the only one. We also attach great importance to training and integrating young people. It's crucial that we manage to retain apprentices, especially in our professions which struggle to recruit. Lastly, two of our four CSR objectives for 2025 concern SPIE's people: reduce serious accidents by 50%⁽¹⁾, and increase the proportion of women in management positions by 25%⁽²⁾. This last challenge is very ambitious. At SPIE, we strongly believe in promoting people from the field, but our operational positions still don't attract enough women. It's something we're working on!

Your other two CSR objectives relate to the environment. What are your commitments in this area?

We've set two ambitious targets for 2025: increase the green share of our revenue to 50%, and reduce our direct carbon emissions (scopes 1 and 2) by 25%⁽¹⁾. Today, these emissions mostly come from our buildings and transport, which is why we've chosen to convert our vehicle fleets to electric. It's not an easy transition, because it involves carefully analysing the journeys of all our employees to ensure they do not lose out. We also want 67% of our indirect carbon emissions (scope 3) to come from suppliers who have set ambitious targets for reducing their carbon footprint. So as you can see, we're already working hard to help decarbonise the economy – and that's something we prioritise both within the Group and through the services and solutions we provide to our customers.

(1) Compared to 2019.

(2) Compared to 2020.

A word from management

With a focus on performance, responsibility and proximity, SPIE's management share some of the concrete solutions they have put in place to meet the challenges of the energy transition, responsible digital transformation and inclusive employment.

Performance

Markus Holzke

Managing Director,
SPIE Deutschland & Zentraleuropa

“ The six strategic acquisitions carried out in 2021 have strengthened SPIE's presence in Poland and Austria and made us the leader in certain markets, particularly in tunnel and traffic engineering in Germany. They've also enabled us to continue expanding our service offering, for example in mechanical engineering and broadband networks in Germany. These strategic assets will help us to achieve our ambitious growth objectives and speed up the energy transition and digital transformation.



Jérôme Vanhove

Chief Financial Officer, SPIE
(succeeded Michel Delville on 11 March 2022)

“ SPIE delivered solid results in 2021. We were also able to resume our M&A strategy at full speed, with eight bolt-on transactions and the acquisition of Worksphere, a transformative operation for SPIE in the Netherlands. With a sound balance sheet structure and leverage at all-time low, SPIE has all the fundamentals to deliver a solid performance, finance bolt-on acquisitions and accelerate its profitable growth.

Responsibility



Pablo Ibañez

Development and Operational Support Director, SPIE

Working with suppliers who are reducing their carbon footprint is a major strategic objective for SPIE, which has announced ambitious commitments in this area. We've launched substantial preparatory work covering our 69,000 suppliers across Europe. The first step is to implement a methodology as well as clear and effective assessment criteria that is available to all our partners: very large suppliers, small and medium enterprises. Their approach to environmental issues varies significantly. SPIE's strength lies in its ability to take this diversity into account.

Lieve Declercq

Managing Director
SPIE Nederland

Energy transition and digital transformation have become real performance drivers for our customers across all markets. But they also frequently raise complex questions when it comes to taking action. Every day, our employees work alongside our customers to transform this complexity into solutions and make change possible. They go the extra mile to truly understand the exact needs of our customers in a given industry or region, so they can find the best way to meet those needs. This is one of SPIE's greatest strengths and it gives real meaning to our business.



Isabelle Lambert

Corporate Social Responsibility Director, SPIE

When you provide customers with services that are central to the energy transition, you need to be exemplary in your own internal CSR objectives. With this in mind, SPIE has made strong CSR commitments for 2025. We're deliberately setting the bar high in terms of shrinking our carbon footprint, reducing serious accidents, increasing the number of women in key management positions, and more. This is really ambitious for a group as diverse and decentralised as SPIE. It's also a major driving force for our employees and a concrete way to meet the expectations of all our stakeholders on these issues.

Proximity

Pierre Savoy
Managing Director,
SPIE Switzerland

“ The way we work at SPIE Switzerland has changed a lot, which I find very positive. Remote working will continue long after the pandemic. The proportion of employees working from home has risen significantly. We’ve moved towards a hybrid work model, where people alternate between the office, customer sites and home. That’s why we redesigned our workspaces. Offices will become a platform for direct interpersonal interactions; a place to meet co-workers and managers, learn new skills, find motivation and share information and knowledge.



Élisabeth Rasmussen
Human Resources Director, SPIE

“ I’m particularly proud of the results of our employee share ownership scheme, SHARE FOR YOU 2021. There was a lot of interest, including in the seven new companies we acquired around the time of the subscription period. Our employees further strengthened their status as the Group’s largest shareholder. We’re very pleased with this because it’s an excellent show of trust. I’d also like to commend them for their outstanding commitment to our customers. They’re our biggest asset, not to mention our leading source of recruitment through the candidates they refer and the positive opinions they express about SPIE.

Rob Goodhew
Managing Director, SPIE UK

“ At a time when the market is starting to see a shortage of talent, one of our key challenges remains to ensure we have the right expertise available to support and deliver for our customers. To retain this expertise, we have an ambitious training policy with a particular focus on upskilling among our employees. The new accreditation we’ve obtained to recognise chartered engineers (see page 60) is a major step forward in this direction. We also constantly strive to make SPIE more attractive to potential recruits, placing additional emphasis on our ability to work in an agile and flexible manner.



Transition and transformation

Arnaud Tirmarche

Managing Director, SPIE France
(succeeded Olivier Domergue on 3 February 2022)

“ In France, our expertise is central to energy transition and responsible digital transformation issues. Our positioning across the entire value chain and our proximity to our customers are major assets when it comes to meeting today's challenges. These include energy efficiency in cities, buildings and transport, carbon neutrality targets, industry relocation, changes attitudes to remote working and growing demand for connectivity. In 2021, the acquisitions of Valorel, in industry services, and Infidiss, in data centres, further improved our growth prospects.



Hein Dirix

Managing Director, SPIE Belgium

“ In 2021, SPIE Belgium expanded into new industries that have strengthened our already significant contribution to the green share of Group revenue. I'm referring particularly to the battery banks used for energy storage to support the power grid, with a hallmark project in this field. But also our increasingly substantial contracts in high-voltage power lines, the first steps taken with our partner in the hydrogen industry, and our innovative shore power system for ships.

Christophe Bernhart

Managing Director, SPIE Oil & Gas Services

“ We are seeing a real awareness among our oil and gas customers of the need to implement concrete initiatives to reduce their greenhouse gas emissions. This is a major opportunity for SPIE, which has all the necessary expertise to help them move towards cleaner and more responsible production methods. Another growth driver is the leveraging of our offshore skills to drive renewable energy projects, especially marine energy. We all know that oil production will gradually decline over the next few decades and this is an excellent way for us to support this gradual transition.



Engaging with stakeholders to ensure their expectations are integrated into our strategy: a crucial challenge for remaining relevant and innovative in addressing their needs. This approach is illustrated by SPIE's materiality matrix.

Taking targeted action in diversified markets by creating value for all: a performance lever backed by a wide range of complementary technical expertise and a strong local presence.

Measuring our performance and what we give back to civil society – an economic, social and environmental imperative attesting to the efficacy of our business model and our social responsibility commitment.



Watch the video
of the 2021 highlights



part 1 **Our activities** in 2021

Listening [page 12](#)
Taking Action [page 14](#)
Measuring [page 20](#)

At SPIE, we listen closely to our stakeholders and make their expectations a central part of our strategy. This can be seen through our materiality matrix, which was first released in 2020 and is valid for a period of three years.

Strategic priorities defined with our stakeholders

The materiality matrix maps out the issues likely to have the greatest impact on SPIE and its stakeholders tomorrow. It has been widely disseminated both inside and outside the company. Among the issues listed, the Group's customers ranked the shift in the energy mix as the most important, reflecting the urgent need to act, growing expectations of companies and more stringent regulatory requirements in this area. Next came the use of new technologies, now a crucial tool for achieving market performance and competitiveness while offering an optimal experience to end customers. SPIE's customers also put strong emphasis on workplace health and safety, a key factor in securing engagement among employees and SPIE contacts and driving operational excellence in project execution.

Investors too said environmental issues were their top concern, citing the green economic recovery and the client shift to sustainability. Both these priorities are set to create a highly favourable market environment for SPIE's operations in the coming years. Other issues for investors included data protection, echoing the increase in cyberattacks in all industries, and skills shortages, a challenge to be overcome if the Group is to continue along its growth trajectory.

Employees, meanwhile, were convinced that employee retention was the most important challenge today, followed again by skills shortages. The Group must be able to rely fully on its teams' commitment and expertise to meet the many challenges of energy transition and digital transformation. Like customers, employees gave third place to workplace health and safety, a topic recently thrust into the spotlight by new workplace practices, particularly the adoption and enduring appeal of remote working.

OUR METHODOLOGY

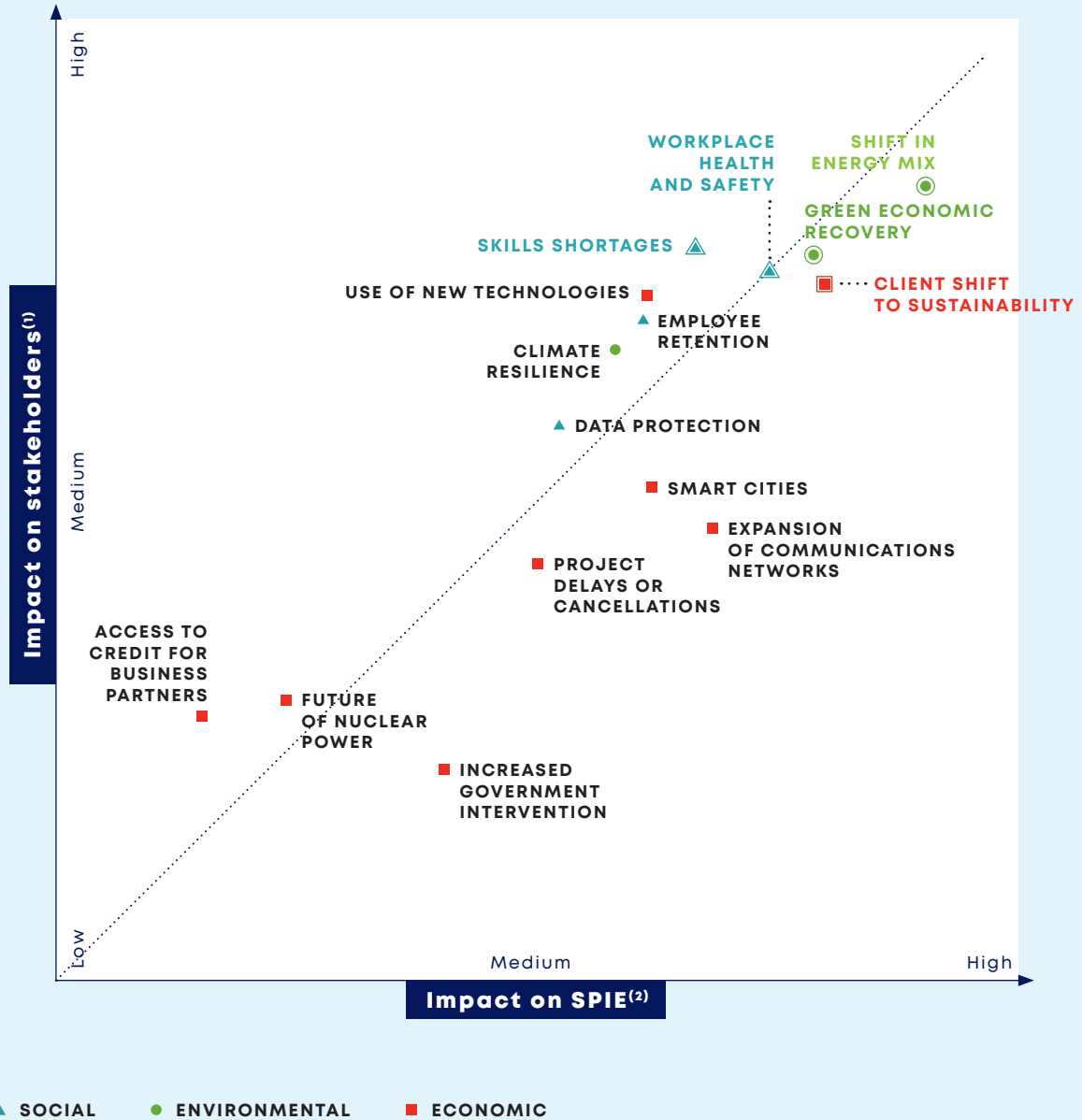
The methodology used to build the materiality matrix comprised four steps:

- 1.** Defining the priority issues for SPIE and its external stakeholders
- 2.** Identifying participants who were representative of the Group's stakeholders
- 3.** Conducting the materiality assessment, using an online survey and qualitative interviews
- 4.** Building the materiality matrix, which SPIE will regularly update in the coming years

Find the full
methodology here



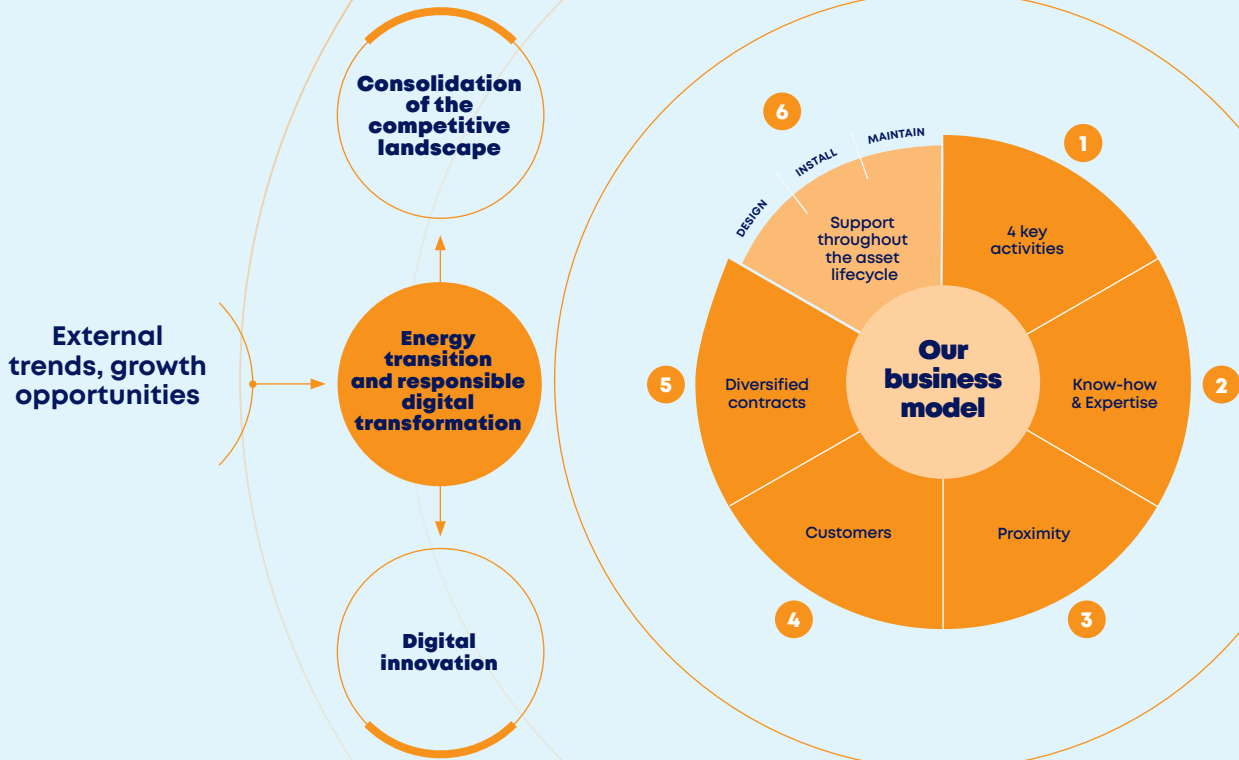
Materiality matrix: Key issues for SPIE and its stakeholders



(1) Includes answers from employees, clients, investors, suppliers and partners.

(2) Includes answers from the Executive Committee.

A sustainable business model supported by a **performance-oriented strategy**



A robust, future-facing business model

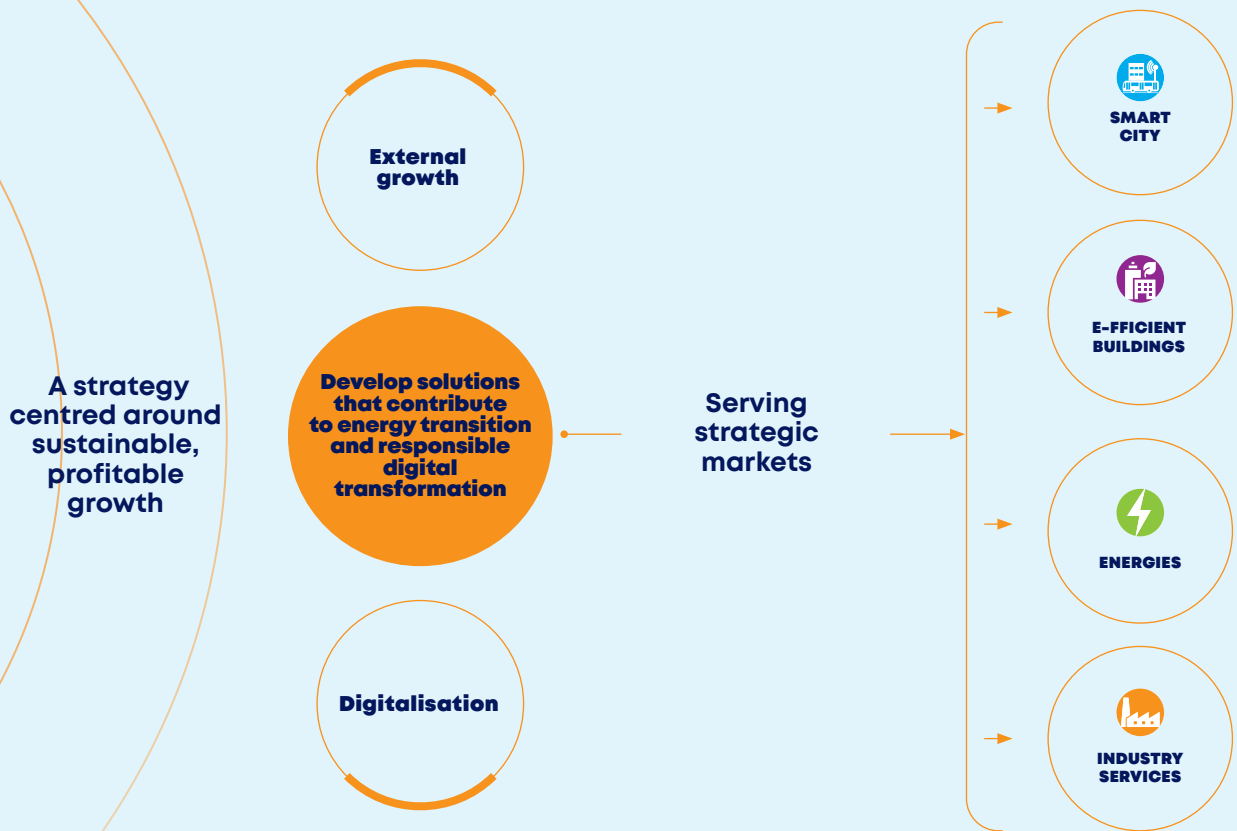
The strength and sustainability of SPIE's model stem from the four businesses **that deliver our services**:

- **Mechanical & Electrical Services.** We support our customers in designing, building, extending, renovating and maintaining their facilities, through our expertise in electrical, mechanical and climate (HVAC) engineering services.
- **Technical Facility Management.** We provide support for operations and process industrialisation throughout the entire lifecycle of our customers' equipment. Our services include audit, diagnostic and mono- or multi-technical maintenance services, combining electrical, HVAC and mechanical engineering.
- **Information & Communications Technology Services.** We offer a wide range of solutions and services for information and communication systems, from design to managed services, as well as operated and cloud computing services.

- **Transmission & Distribution Services.** We deliver a comprehensive range of transmission infrastructure and energy distribution services, primarily in the electricity segment.

The diversity of our businesses, the markets we serve and the countries where we operate allows us to regularly tap new sources of growth.

This acts as a powerful accelerator for the Group's expansion based on three shared values: performance, proximity and responsibility. The recognised expertise of our employees and our deep local roots are also key assets in supporting a wide variety of customers throughout the lifecycle of their facilities, from design to installation and maintenance. We maintain long-term, trust-based relationships with these customers.



Three strategic avenues

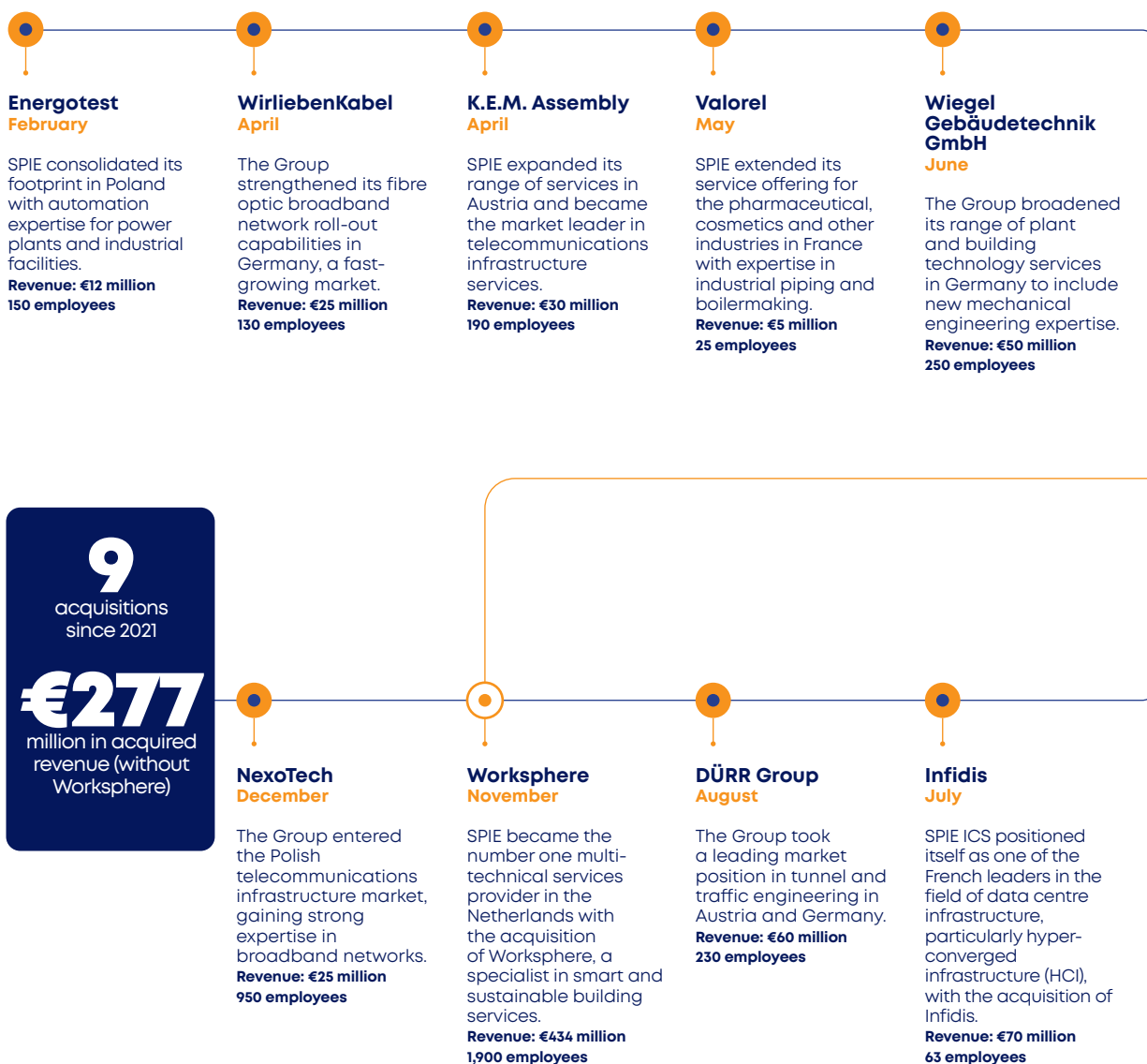
SPIE operates in an environment that is being shaped by three major trends. First, energy transition and responsible digital transformation. These impact customer expectations and open up new areas of opportunity. After a gradual ramp-up, many projects to reduce customers' environmental footprints were firmed up in 2021. Another major trend is consolidation in multi-technical services. Industry fragmentation is offering SPIE many new acquisition opportunities in its host countries, while transforming its competitive landscape. Lastly, digital innovation is pervading all aspects of the Group's businesses and changing how they are conducted.

SPIE is responding to these trends and enhancing its business model via **three strategic avenues**:

- **Transition solutions.** Thanks to our expertise in energy and communications, we are particularly well placed to develop solutions aligned with the transformations affecting our customers, including new forms of mobility, the energy transition, 5G mobile networks, hyper-converged data centres, intelligent infrastructure and Industry 4.0.
- **Regular acquisitions.** Supported by an efficient cash flow policy, acquisitions enable us to rapidly seize opportunities in growth markets and increase market share in our host countries in Europe. 2021 was a particularly busy year in this regard, with nine acquisitions, including a transformative deal in the Netherlands that helped lift SPIE to industry leader.
- **Digital and technological innovation.** Innovation is nurturing all our businesses, with three major benefits: the integration of high value-added solutions for our customers, the ability to support new uses and practices, and improved project management performance, particularly in energy efficiency.

Acquisitions: a particularly dynamic year for SPIE

SPIE made **nine acquisitions** in five countries in 2021, gaining stronger positions and enhanced expertise to better support customers in their energy transition and responsible digital transformation.



Revenue and number of employees are for the year 2020.



SPIE becomes the no. 1 multi-technical services provider in the Netherlands with Workspere

Workspere in a nutshell

Headquartered in Utrecht, Workspere is a specialist in technical facility management and building services. Its expertise lies in collecting and analysing data to make buildings smarter and more sustainable. At the crossroads of digital transformation and energy transition, Workspere operates across the entire life cycle of customers' assets, from engineering and installation to operation and maintenance. It serves the healthcare, mobility, education and service sectors.

SPIE becomes the industry leader in the Netherlands

With this acquisition, completed in February 2022, SPIE has become the leading multi-technical services provider in the Netherlands, generating total revenue in excess of €1.2 billion. SPIE is now the partner of choice for over 2,500 customers throughout the country, benefiting from higher visibility and greater appeal among technical talent. SPIE Nederland's growth profile has also been enhanced, with a clear path to industry-leading margins.

"I AM DELIGHTED AT JOINING FORCES WITH WORKSPERE TO CREATE THE UNDISPUTED LEADER IN MULTI-TECHNICAL SERVICES IN THE NETHERLANDS. WORKSPERE'S LEADING EXPERTISE IN BUILDING SUSTAINABILITY IS AN EXCEPTIONAL ADDITION TO OUR OFFERING AND, TOGETHER, WE ARE IN THE BEST POSITION TO ACCELERATE THE ENERGY TRANSITION AND DIGITAL TRANSFORMATION FOR OUR CUSTOMERS. I STRONGLY BELIEVE WE WILL BE ABLE TO POSITION OURSELVES AS THE EMPLOYER OF CHOICE WITH GREAT CAREER AND DEVELOPMENT OPPORTUNITIES FOR TECHNICAL TALENTS."

LIEVE DECLERCQ

General manager, SPIE Nederland.

“Our CSR roadmap shows our determination to accelerate”

Interview with **Isabelle Lambert**,
CSR Director of SPIE

SPIE has set out a CSR roadmap with strong commitments for 2025. Why is that?

First and foremost, because it is a fundamental responsibility for all companies. The largest ones, through their leverage, have the capability to effect change. Secondly, CSR is central to SPIE's business, particularly in terms of the environment: our expertise is at the forefront in mitigating climate change in a practical and efficient way and supporting the energy mix transition. We also feel that our customers' expectations in this area are growing, and we noted a real shift in gear in 2021. The same trend can be seen among investors, non-financial rating agencies and current and potential employees. Being a credible player recognised for its sustainable performance is an asset when it comes to recruiting in markets where there is a real skills shortage.

How do you intend to achieve your environmental objectives?

Over the last two years, we've already made very good progress in terms of the green share of our revenue. We plan to speed this up further by taking advantage of the positive market momentum generated by the various stimulus plans. I believe all of our subsidiaries have a role to play, for instance SPIE Oil & Gas Services, which is using its expertise to develop renewable marine energy. We are equally determined to reduce our own carbon footprint. In particular, this includes a gradual increase in electric vehicles within our fleets, as new electric utility models come to market and are available, and as charging networks are developed. We'll also continue to improve the energy efficiency of our buildings in all countries in which we operate. And we've launched a vast project to better understand the CSR commitments of our 69,000 suppliers and to encourage them to make progress with us, particularly in reducing our climate footprint.



“AT THE HEART OF THE ENERGY TRANSITION, SPIE HAS LONGSTANDING COMMITMENTS TO CSR ISSUES. OUR 2025 ROADMAP SHOWS OUR DETERMINATION TO STEP UP OUR EFFORTS BOTH INTERNALLY AND FOR OUR CUSTOMERS.”

ISABELLE LAMBERT, CSR Director of SPIE

And what are the levers for action to meet your social and societal objectives?

While SPIE is a standard setter in terms of safety, we don't take this matter for granted! Safety never should be. We are therefore committed to implementing continuous improvements, with strategic initiatives such as the 10 Life Saving Rules deployed in 2021 in all of the Group's subsidiaries. We plan to continue in this vein, with four priorities: exemplary management, prevention culture, skills development, and closer partnerships with sub-contractors.

In terms of gender diversity, we aim to achieve our 2025 objective with internal promotions among our female employees and by recruiting women through a range of initiatives: mentoring programmes, requirement to have at least one CV from a woman on manager recruitment shortlists and visits to schools and universities. These actions are supported at the highest level and relayed by our gender diversity awareness network So'SPIE Ladies.

Our 4 CSR commitments

To meet the challenges of the energy transition and responsible digital transformation, SPIE has drawn up a CSR roadmap based on four ambitious objectives, each with solid commitments.

Environment

PILLAR



Commitment 1: Contribute to a low-carbon economy

50%

green share of our revenue in 2025 (proportion of revenue aligned with EU taxonomy criteria)

In 2019, SPIE was among the first listed European companies to measure the green share of its business in accordance with the criteria of the EU taxonomy for sustainable activities. This required identifying the Group's activities that made a substantial contribution to climate change mitigation. Our main contributions are in the area of energy efficiency and the decarbonisation of the energy mix as well as, to a lesser extent, low-carbon mobility.



Commitment 2: Reduce SPIE's carbon footprint

25%

reduction in our direct carbon footprint compared with 2019 (scopes 1 and 2)

SPIE is accelerating steps to reduce its own carbon footprint. Its target for 2025 was approved by the international Science Based Targets initiative and is considered to be in line with efforts needed to keep the global temperature rise below 1.5°C (scopes 1 and 2). The Group is also taking action on emissions from its purchases of products and services (scope 3). By 2025, SPIE plans to source 67% of its purchases from suppliers who have set ambitious targets for reducing their carbon footprint.

Social and society

PILLAR



Commitment 3: Strive for excellence in terms of safety

50%

reduction in serious accidents compared with 2019

Safety in the workplace remains SPIE's top priority. Protecting the safety of the Group's 48,000 employees is a major responsibility and also a performance driver. To achieve its goal of zero serious accidents, the Group has set an interim target of cutting the number of incidents by half.



Commitment 4: Increase gender diversity

25%

more women in key management positions compared with 2020

SPIE aims to be an attractive employer for everyone, regardless of their gender, at all levels of responsibility and across all professions, many of which are technical. In order to go further, the Group has now set an ambitious target for key management positions that are particularly visible. This approach draws on a dedicated charter as part of a proactive policy to promote diversity.

Risk management: a strategic Group strength

Faced with increasingly complex and interconnected risks, SPIE deploys a structured, time-tested risk management system across all levels of the company.

A shared, regularly updated roadmap

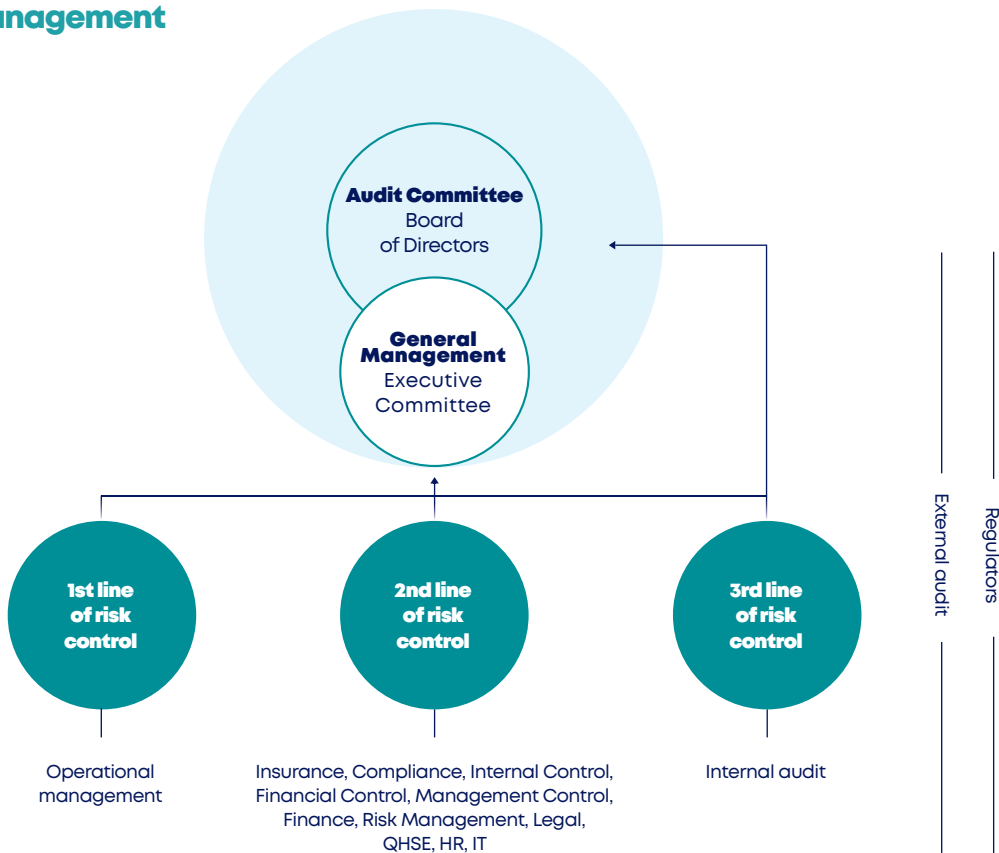
Guaranteeing reliability to all stakeholders, this risk management system was designed as both bottom-up and top-down to match the Group's decentralised business.

It is based on a detailed map of the major risks that may impact SPIE.

As these risks are constantly and sometimes very rapidly changing, particularly as a result of the Covid-19 pandemic, the Group is committed to regularly reviewing its risk map. In 2021, SPIE performed a full update of this map using a three-step approach:

- The members of the Executive Committee were interviewed, with each person specifying the risks that had emerged or changed in their scope of responsibility since 2019.
- The list of major risks affecting SPIE was updated, with approximately 10% new risks.
- Each of these risks was assessed to draw up a shared roadmap.

Risk management



4 major risks

SPIE's risk management roadmap contains action plans for four particularly material risks common to all Group subsidiaries, as described below.

Business sector risks

These risks cover competitive pressures, disruptions from new entrants and market conditions affecting SPIE's growth. Consequences could include loss of customers and opportunities, pressure on the Group's margins and profitability, and organic growth below expectations.

To reinforce monitoring of these risks, SPIE plans to develop specific strategic and market studies, identify and address talent shortages, deploy innovative solutions integrated with its partner ecosystem and promote knowledge sharing and cross-functional expertise within the Group.

Cybersecurity

Companies are increasingly exposed to the risk of cyberattacks. These may impact SPIE's digital operations and the operating systems of customers with which the Group interacts. IT architecture, security and contract management need to be strengthened.

To bolster its cyber defences, the Group plans to focus its efforts on security operation centres, threat detection and incident response. SPIE will lead committees with its subsidiaries to assess and coordinate all actions within the Group.

Skills shortage

Skills shortage is at greatest risk of occurring in SPIE's sales, production capacity and development positions. The rise in the average age of SPIE employees and the scarcity of available technical resources are creating tensions in the labour market. It is increasingly difficult for companies like SPIE to recruit, particularly for technical and digital positions, to retain talent and to improve team diversity.

To anticipate its recruitment needs as effectively as possible, SPIE plans to implement strategic workforce planning. It will also develop a toolkit of virtuous HR practices designed to make the Group an employer of choice and provide it to subsidiaries.

Supply chain pressure

The Covid-19 crisis has severely impacted supply chains. This has led to material and component shortages with a knock-on effect on project delivery and costs.

SPIE has decided to assess the risk of supply chain disruption and to explore action plans with its main suppliers. The Group also intends to monitor raw material cost indicators and production indexes. For a selection of standard materials and equipment, SPIE will adjust its inventory management depending on supply pressures and market values.

Value-creation model

Resources

Economic

SPIE has economic resources to finance and develop its business.

- €1,683 million in equity
- €874 million in net debt (excluding IFRS 16), down €53 million compared to 2020

Manufacturing

To successfully carry out its business, SPIE needs facilities and transport. The Group also purchases and consumes materials.

- €3.9 billion in goods and services purchased from suppliers and subcontractors
- More than 750 local sites
- 25,600 SPIE vehicles in use

Human

As a service company, SPIE calls on the expertise and know-how of its employees.

- 45,842 employees
- 5,175 new hires on permanent contracts
- 2,196 apprentices in the Group

Social and relational

To deliver its services, SPIE draws on a network of partners, as well as on the trust-based relationships with its customers.

- Between 25,000 and 27,000 customers in more than 15 business sectors
- 69,000 suppliers and subcontractors

Intellectual

SPIE's added value is built on certified operating processes and expertise.

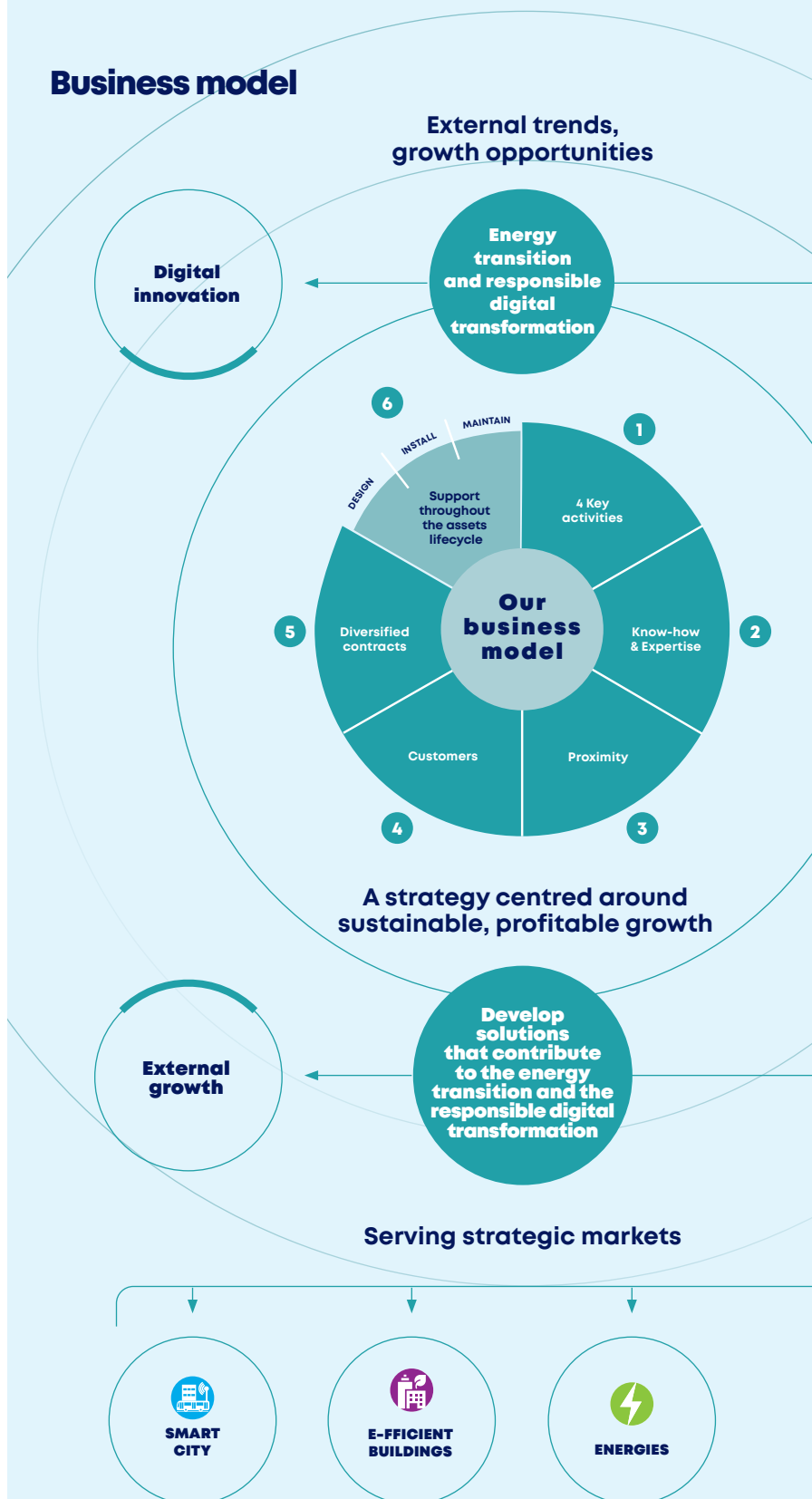
- 558,426 hours of training
- 54% of employees received at least one training course in 2021

Environmental

SPIE mainly uses energy to carry out its operations, particularly vehicle fleet fuel.

- 491 GWh of direct energy consumption, of which:
 - 82% fuel for the vehicle fleet
 - 9% electricity
 - 8% of gas
 - 1% domestic fuel oil

Business model



Consolidation of the competitive landscape

Digitalisation



INDUSTRY SERVICES

Results

Economic

SPIE's business generates economic resources that are redistributed to the Group's stakeholders.

- 6.10% EBITA margin
- €2,553 million paid in wages
- €91.3 million paid in dividends

Manufacturing

SPIE continues to create and improve facilities for private and public use.

- €1,525 million in revenue generated by new facilities
- €1,379 million in revenue generated by the "e-efficient buildings" market
- €360 million in revenue generated by the deployment of fiber optics, i.e. 5% growth compared to 2020

Human

By paying careful attention to its employees' safety and well-being, SPIE develops not only its teams' commitment and its reputation as a great place to work, but also operational excellence and top quality service.

- Stability of severe accidents compared to 2019
- 6.70% of capital held by employees through employee shareholding (at 31 December 2021)

Social and relational

SPIE's long-standing relationships with its customers ensure that its business is sustainable. The Group also develops trust from wider society by acting as a responsible company.

- €3,385 million in revenue generated by recurring service contracts
- 64% recurring customers
- SPIE obtains the Gold category for the 8th consecutive year according to the EcoVadis 2021 ranking
- 380 stakeholders contributed to the materiality analysis at the end of 2019

Intellectual

SPIE develops and provides innovative solutions that help the Group and its customers gain in efficiency.

- 27% fewer connections compared to 2020 on the SIOUX innovation platform created by SPIE, but 34% more compared to 2019

Environmental

SPIE's initiatives and commitments help it reduce its environmental and energy footprint.

- 2% reduction in the vehicle fleet's carbon footprint
- 4% of low-carbon vehicles in the SPIE fleet
- 7% reduction in the carbon footprint of buildings

Impact

Economic

SPIE is able to maintain its economic activity over the long term and contribute to economic growth in its host regions.

- €252 million in acquired revenue
- €67.7 million in tax paid in host countries

Manufacturing

Through its business, SPIE simplifies access to infrastructure that is essential to business and human development.

- Services provided to the health sector for €190 million
- More than 26,500 charging points for electric vehicles installed by SPIE in Europe since 2017

Human

SPIE is a responsible and inclusive player in countries where it has a presence. It is also committed to fighting discrimination and to promoting gender equality in the workplace.

- 18% women in key management positions, up 13% compared to 2020
- 89/100 on the gender pay equity index in France
- The board of directors is composed of 5 women and 6 men
- In 2021, SPIE recruited nearly 1,100 new work-study students at Group level

Social and relational

SPIE takes part in collaborative global initiatives that promote a more ethical and responsible economy.

- 98% of services ISO 9001 certified
- 45% of the Group spent assessed on CSR performance
- €2.4 million spent with protected worker sector in France

Intellectual

As a key player in local services, SPIE is a driver of innovation. The Group enables economic players, whatever their size, to access useful and innovative solutions.

- 5,463 contracts benefited from the Smart FM 360° unified digital platform, i.e. double the number of contracts compared to 2020
- 65 pilot projects led with customers

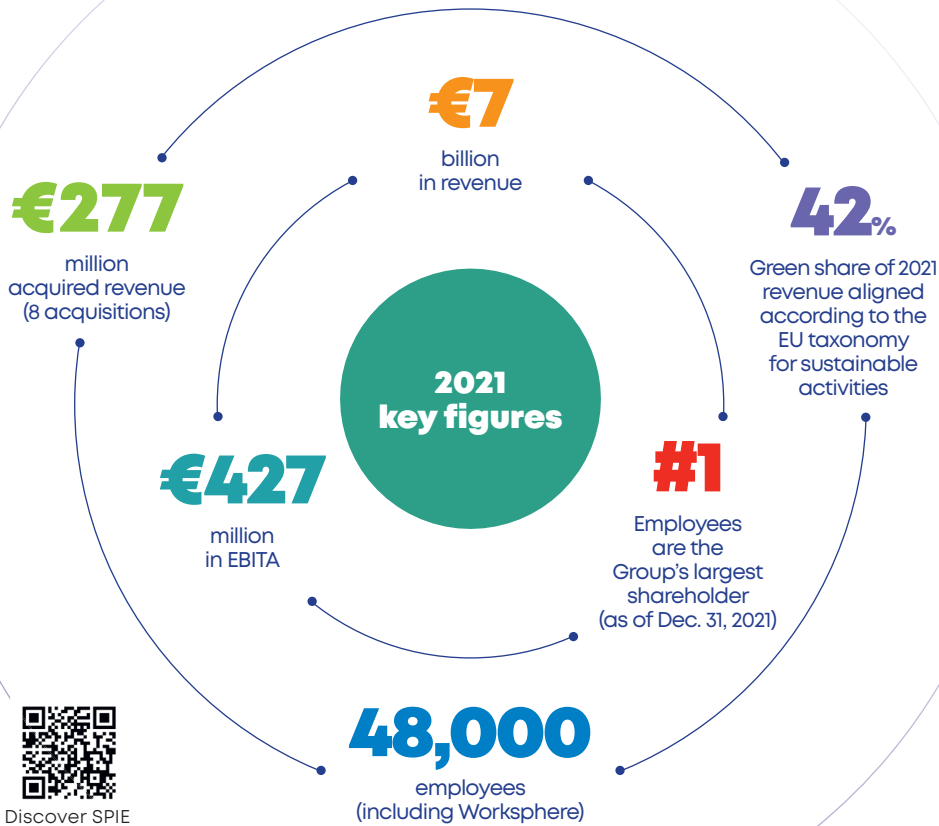
Environmental

SPIE's business makes it a key player in the energy transition.

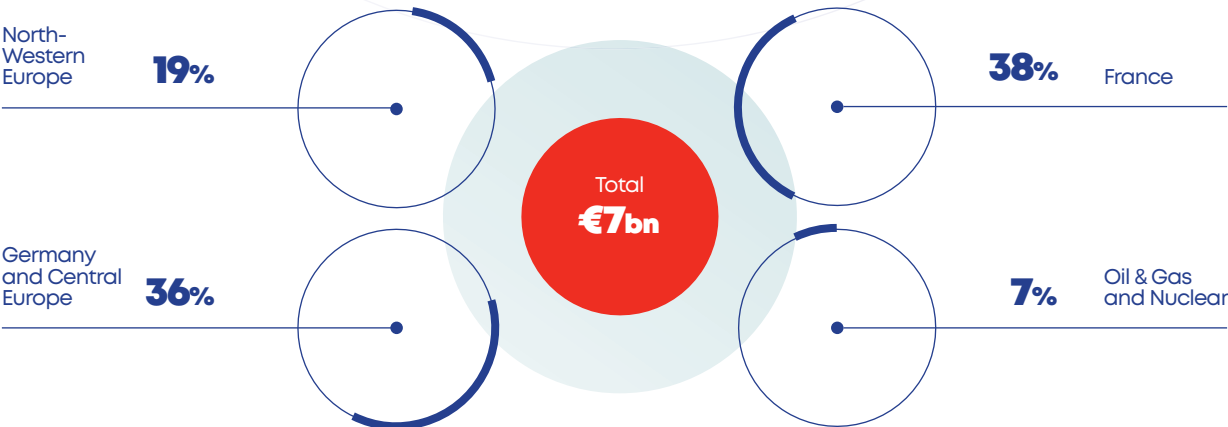
- 42%: green share of SPIE's activity aligned with European taxonomy:
 - energy efficiency: 23.4%
 - transition of the energy mix: 17.2%
 - mobility: 1%

Our **financial performance**

In 2021, SPIE once again demonstrated the strength of its profitable growth model.



2021 Revenue Per reporting segment



4 markets



Energies

Facilitate the energy transition



Industry services

Support the development of each industrial sector



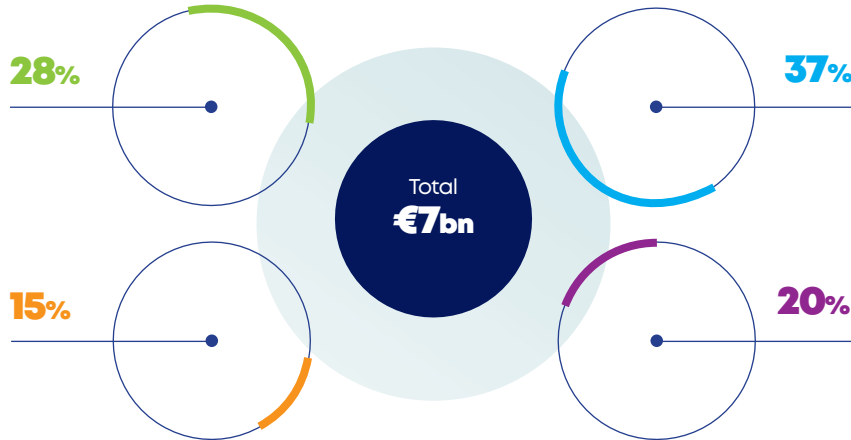
Smart city

Contribute to a sustainable model of urban and regional development



e-efficient buildings

Optimise real estate performance in the long term

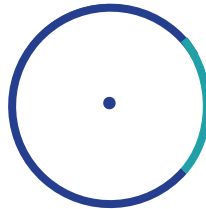


Supporting our customers' assets throughout their lifecycle

Asset support

- Replacement
- Upgrading and modifications
- Maintenance and services

78%

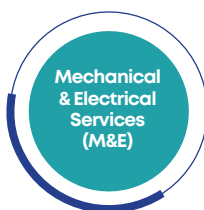


22%

New facilities

- Engineering and supply
- Installation
- Consulting and design

4 fields of expertise



36%



24%



23%



17%

Our **non-financial** performance

In 2021, the Group made ambitious commitments to corporate social responsibility (CSR) and included them in a roadmap drawn up after discussions with stakeholders.

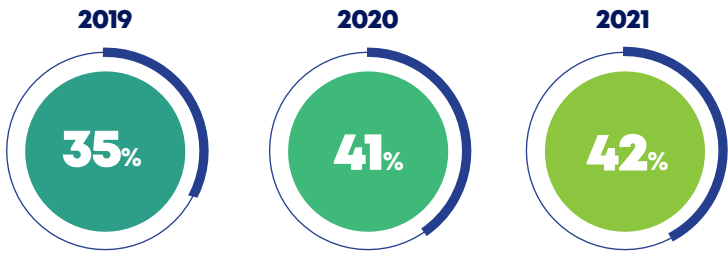
PILLAR #1 Environment



2025 objective #1
Contributing to
a low-carbon economy



50% Green share of SPIE's
revenue in 2025
(according to EU taxonomy)



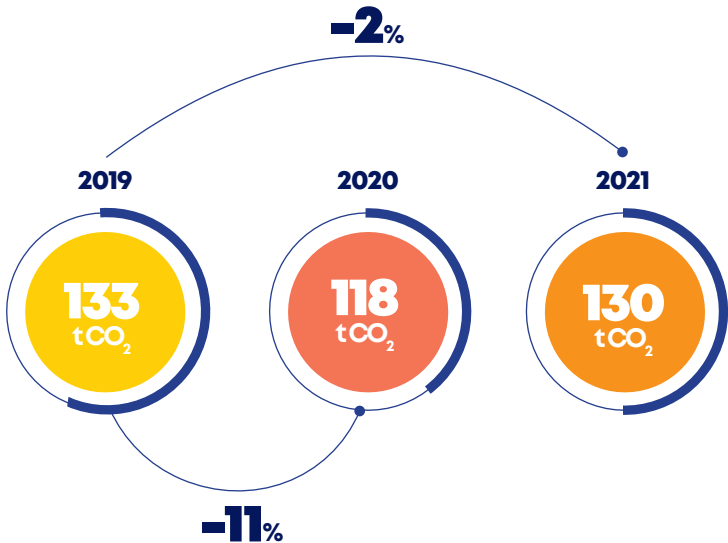
SPIE has been measuring the alignment of its activities with EU taxonomy criteria for three years now, making it a pioneer in the area. This green share of its revenue has steadily increased. In 2021, the Group's contribution was based on three pillars of the energy transition: improving energy efficiency (23.4% of 2021 production), supporting the shift in the energy mix (17.2% of 2021 production) and promoting eco-mobility (1% of 2021 production).



2025 objective #2
Significantly reducing SPIE's
carbon footprint



-25% Reduction of SPIE's
direct carbon footprint
compared to 2019
(scopes 1 & 2)



As a pure-play service provider, SPIE has a relatively small direct carbon footprint. Its fleet emissions decreased by 2% only in 2021 compared with 2019, due to delays in the vehicle supply chain. Building emissions decreased by 7%. And commuting and business travel emissions were halved as a result of Covid-19 prevention measures.

PILLAR #2 Social & society



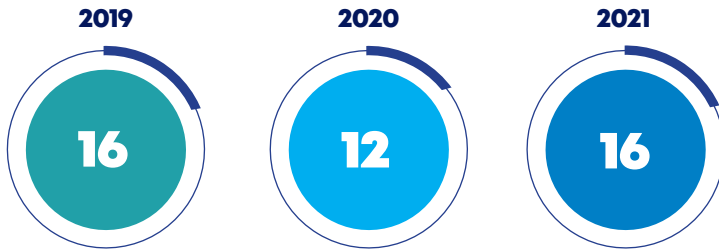
2025 objective #3

Aiming for excellence
in safety



-50%

severe accidents
(compared to 2019)



A new safety campaign was rolled out for all employees in 2021 to promote the Group's 10 Life Saving Rules. Taken from the Safety Prevention Code, these rules are also based on breaches observed in fatal and serious accidents that have occurred over the past three years at SPIE. All Group employees, at all levels, are required to have read and understood these life saving rules and apply them at all times.



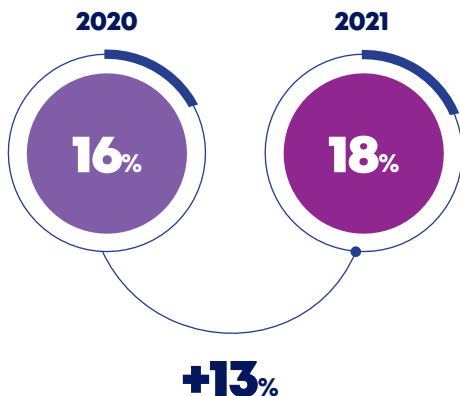
2025 objective #4

Strengthening
gender diversity



+25%

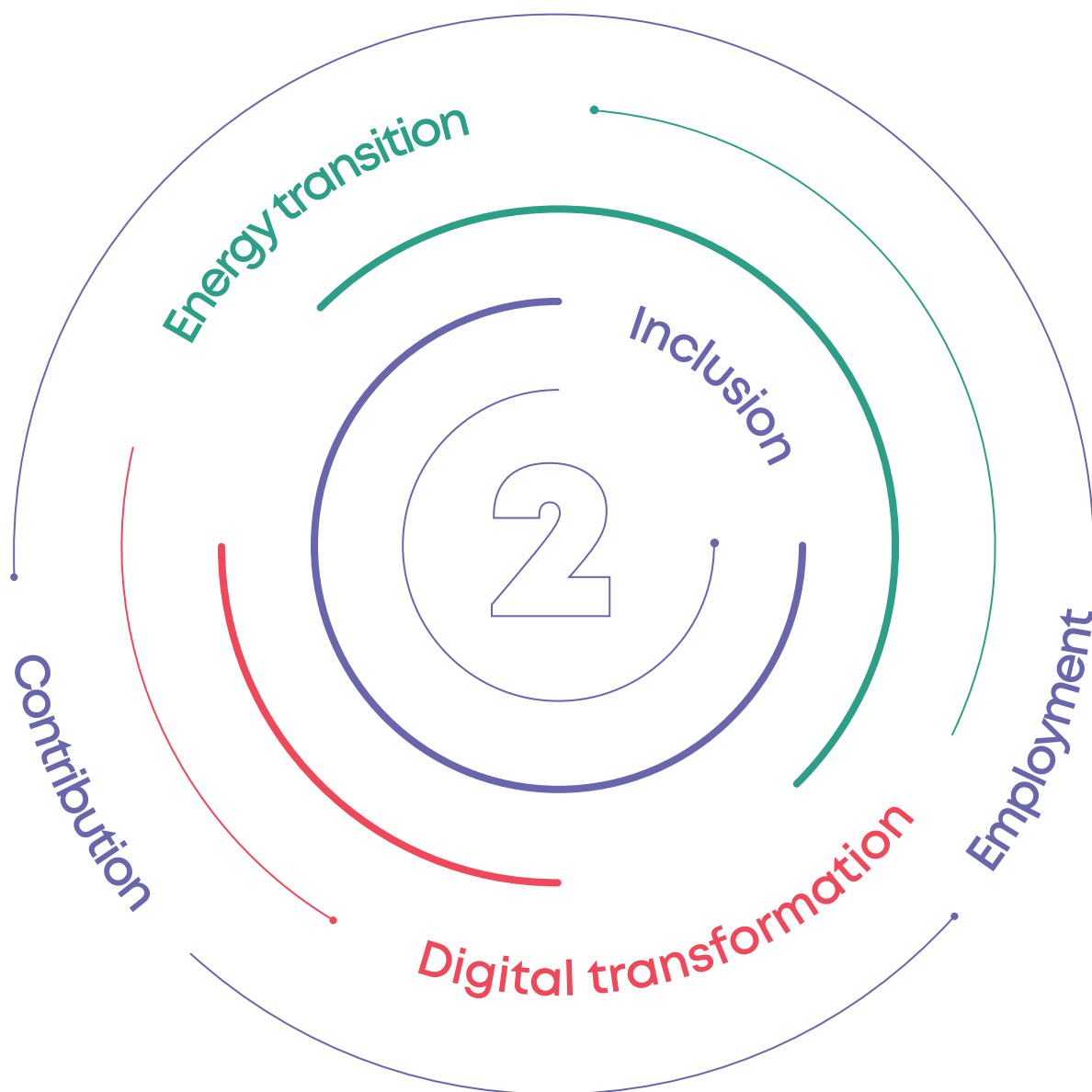
Women in key
management positions
(compared to 2020)



In 2021, the proportion of women in key management positions rose by 13% compared with 2020, marking a significant step towards achieving the 25% increase target set for 2025. The internal gender diversity awareness network So'SPIE Ladies, active in all host countries, promotes awareness-raising on unconscious bias, networking initiatives and mentoring programmes. At least one CV from a woman is also required on all recruitment shortlists for key management positions.

The coming decade will be decisive for the future of our society and economy. Tackling the climate emergency requires a rapid, global transformation of our lifestyles and our growth drivers and the way we manage our energy resources. The digital revolution is paving the way for new ways of working, consuming, relaxing, living and moving, trends that have all been accelerated in the aftermath of the pandemic.

At SPIE, we have chosen to turn these developments into opportunities and avenues for progress. We transform living spaces to meet the requirements of the energy transition and the goals of responsible digital transformation in a way that ensures sustainable progress for all.



part 2 **3 drivers** to transform living spaces

Supporting the energy transition [page 30](#)

Accelerating the digital transformation [page 42](#)

Becoming a responsible and inclusive stakeholder for regions [page 54](#)

A full-page background image showing a male worker in safety gear (helmet, goggles, high-visibility vest, gloves, and boots) climbing a large steel structure, likely a wind turbine tower. The worker is positioned in the center-right of the frame, looking towards the camera. The structure consists of large, grey steel beams with red-painted sections and numerous bolts. The background is a clear blue sky. Overlaid on the image are several thin, white and teal circular lines. The title text is centered over the worker.

Supporting the energy transition

Climate and energy challenges

SPIE's core business is addressing the climate challenges facing society today, from developing the energies of the future and accelerating the transition to electric mobility, to improving the energy efficiency of buildings. As a key partner in the energy transition, we help customers to consume less and differently and help energy stakeholders respond to changes within the industry. We believe it will be possible to create a highly efficient low-carbon economy that creates value for everyone.

Renewable energies

32%

of energy will come from renewable sources in 2030, compared to 23% today.

Source: European Union

Air conditioning

275 million

Air conditioning system stock in Europe by 2050, compared to 110 million in 2019.

Source: IEA

Infrastructure

€20_{bn}

in EU funds will be needed to repair climate change-related infrastructure damage in 2030, up from €3.4bn in 2018.

Source: Global Environmental Change: Human and Policy Dimensions, Vol. 48

Energy efficiency of buildings

3%

of public buildings should be renovated annually according to the European Green Deal and targets adopted by the European Union in 2021.

Source: European Commission

Electric vehicles

28 million

electric vehicles in Europe*, requiring more than 32 million charging points in 2030.

* SPIE's geographies
Source: Wood Mackenzie, IEA

Green hydrogen

2.7 GW

of hydrogen electrolyser capacity by 2025, a 50-fold increase in capacity built in recent years.

Source: Delta-EE

Energy **Viewpoints** efficiency



For many years, SPIE UK has been providing facilities management services to over 70 schools to meet their growing energy challenges. In Scotland, we're particularly active in this area. I'm responsible for managing the energy efficiency contracts of 23 schools.

At all 23 sites, we've installed smart meters that automatically collect electricity, gas and water consumption data. The data is then transferred to a dedicated platform and analysed remotely by our experts on a daily basis. We have also recently started using a drone with infrared camera to identify potential heat loss.

There are many advantages. We can detect if there is excessive consumption and rectify the problem quickly, either via the building management system or by intervening on site. We can also provide our users with predictive maintenance solutions or, for the long-term, recommend that they upgrade certain equipment depending on improved energy efficiency where applicable. It's a much more proactive approach.

"TECHNOLOGY WILL PLAY A KEY PART TO MEET NET ZERO GOALS, HOWEVER YOU CAN'T UNDERESTIMATE THE POSITIVE IMPACT ENHANCED ENGAGEMENT WITH THE ENTIRE SCHOOL COMMUNITY HAS."

CHRIS WILSON,
Energy Manager, SPIE UK

And it works! In 12 months, the consumption of electricity, gas and water in the 23 schools has decreased by an average of 25%, 26% and 54%, respectively. It's a win-win situation for both the South Lanarkshire Council, which manages the establishments and achieves significant savings through this system, and for SPIE, which receives a set percentage of the savings in return.

We've also installed CO₂ sensors in the schools, which enables us to monitor the air quality of about 1,300 teaching environments, with some more closely monitored than others. On the basis of this data, we were able to identify the most effective solutions for reducing CO₂ content in the air, from simply opening the windows to upgrading the ventilation system. The initiative is now ready to be implemented on a wider scale. The goal is to help protect the well-being and health of the students and everyone who works in the schools.

Testimonial by Martin Van Putten,
Program Manager in the Netherlands
at Emmi, the leading Swiss
manufacturer of high-quality
dairy products

We're currently building a second goat milk powder factory in Etten-Leur in the Netherlands, right next to our existing site that's been operating since 2013. The new facility will enable us to meet growing demand for powdered infant formula, while diversifying our range of milk-based end products. Scheduled to come on stream in autumn 2022, the new factory will be highly energy-efficient. It will help Emmi to achieve its goal to reduce its greenhouse gas emissions by 60% by 2027 and achieve its vision of becoming carbon neutral by 2050.

Our production process will be powered mainly by an electric heat pump, rather than a conventional steam system normally fed by natural gas. This is a first in the Netherlands, where a transformation like this is unheard of for a company of our size! Thanks to this operation, we'll be able to reduce our CO₂ emissions by more than 6,000 tonnes per year. To give another example, we also plan to transfer the milk condensate generated during the production process back into the water circuit, which will help us to lower our water consumption by almost 20%.

**"OUR NEW GOAT MILK
POWDER PLANT IS A
SHOWCASE FOR ECO- AND
ENERGY EFFICIENCY THAT
WILL HELP EMMI ACHIEVE ITS
VISION OF BECOMING CARBON
NEUTRAL BY 2050."**

MARTIN VAN PUTTEN,
Program Manager in the Netherlands at Emmi,
the leading Swiss manufacturer
of high-quality dairy products

At each stage of the production and building design process, our project team sought to use the most energy-efficient technologies. For instance, we invested in new-generation air compressors that recover and feed back into the production system the energy used to cool them. And since our two plants will be interconnected, the current site will also benefit from all these advances.

As a systems integrator, SPIE played a critical role in making all this possible. We've entrusted the Group with a wide-ranging project encompassing heating, ventilation and air conditioning, piping, electrical systems and instrumentation, and utility services and building management. SPIE's employees have worked hand in hand with all our partners in different countries using our digital building information modelling (BIM) tool. They were also able to turn our innovative ideas into realistic and effective solutions. Today I'm proud of everything that's been accomplished.





Testimonial by **Nico Braam**, Senior Project Manager at Nippon Koei Energy Europe B.V.

“BY PROVIDING FLEXIBILITY AND STABILITY ON HIGH-VOLTAGE GRIDS, OUR BATTERY PARKS HELP INCREASE THE SHARE OF RENEWABLES IN THE ENERGY MIX.”

NICO BRAAM, Senior Project Manager at Nippon Koei Energy Europe B.V.

Viewpoints

Energy storage

At Nippon Koei Energy Europe, we've developed a specific offering around energy storage batteries because we're convinced that they are a powerful tool to accelerate the energy transition.

As we know, renewables are by nature intermittent, while electricity grids need to be supplied in a stable and reliable manner. Our technologies offer real flexibility to grid operators, allowing them to store solar or wind energy when demand is low, and draw on the stored energy at times of peak demand.

We're currently building several such battery parks, including Ruien Energy Storage in Belgium. With 84 battery enclosures and a capacity of 100MWh, it will be the one of the largest ever battery park connected to the Belgian high-voltage network. Installed on the site of a former coal-fired power station, it will be able to supply 25 megawatts for 4 hours and will be one of the first battery parks in Europe to have such a capacity. Following its delivery, scheduled for January 2023, we'll be able to provide ancillary services for the high-voltage grid operator Elia, and operate in the short-term electricity markets and the recently created Capacity Remuneration Mechanism in Belgium.

SPIE has a very important role in this project, since the Group is providing the complete fitting services as well as supplying all equipment other than the Batteries, the Power Conversion System, the Energy Management system and the medium voltage step up transformers. This includes foundation work, cabling, HV transformers and switching infrastructure, as well as lighting, traffic lanes, fencing and CCTV. With such a broad scope, it was important to have an open and constructive partner with a wide range of experience that was able to work hand in hand with the other project stakeholders. One of the challenges for SPIE was to put in place a very tight schedule in order to meet Nippon Koei Energy Europe's contractual energisation and take-over commitments. Mission accomplished so far!

Smart Viewpoints grids

Testimonial by **Thomas König**,
Chief Operating Officer – Networks at E.ON SE

The E.ON Group is one of Europe's largest operators of energy networks and provider of customer solutions for more than 50 million customers. We see our distribution networks as the backbone for Europe's green energy transition. We have already connected almost one million renewable power plants to the grid in Europe, as well as over half the installed renewable capacity in Germany.

We have set three clear priorities on which we will focus our resources in the coming years: sustainability, digitalisation and growth. We will invest around €27 billion up to 2026. €22 billion of these investments will go towards expanding our energy networks and €5 billion toward our customer solutions business. Furthermore, the rapidly growing number of new applications such as e-mobility, electric heat pumps and decentralised storage systems will be integrated primarily in the distribution grids.

Against this backdrop, digitalisation will enable us to integrate millions of new participants and to keep the energy system manageable. We can harness it to optimise network use and increase efficiency. Each year, we invest more than €400 million to digitalise our energy networks business. Digitalisation also helps us to master the demographic change and the resulting shortage of skilled workers.

SPIE is working with us on our digital goals, by deploying smart secondary substations, for example. More generally, SPIE is one of E.ON's most important partners, not least because it's connecting new facilities up to gas and electricity networks. We work together in Germany, but also in Poland, Hungary, Slovakia and the Czech Republic. Our group needs to work closely with companies like SPIE that can provide skilled and commercially competitive capacities. I believe this is a prerequisite for achieving the energy transition.



Read the full
interview

**"WE'LL BE INVESTING
€27 BILLION BY 2026 TO
SUPPORT THE ENERGY
TRANSITION, INCLUDING
€22 MILLION TO EXTEND OUR
DISTRIBUTION NETWORKS."**

THOMAS KÖNIG,
Chief Operating Officer – Networks at E.ON SE



The energy transition in action

Consolidating SPIE's lead in the decarbonisation market

Reducing CO₂ emissions has become a major strategic and operational priority for SPIE's customers in all sectors of activity. While not new, this trend clearly accelerated in 2021, with numerous projects and investments undertaken during the year. Backed by cutting-edge, multi-technical expertise in this field – for example, a new team focused entirely on sustainable solutions has been formed in the United Kingdom – SPIE is ideally positioned to meet this growing demand.



SPIE Oil & Gas Services: leveraging offshore experience for the benefit of renewables



Drawing on its expertise in offshore projects, SPIE Oil & Gas Services is working alongside the Industrie division of SPIE Industrie & Tertiaire on the future offshore wind farm in Courseulles-sur-mer, France. The teams are in charge of project management, engineering and procurement of the equipment for the transition pieces of the 64 wind turbines.



SPIE takes part in France's first offshore wind farm in Saint-Nazaire



The Group has installed approximately 1,000 connected objects to monitor and protect the farm's 80 wind turbines prior to their installation. It has also built the test bench that will verify the soundness of the turbines. In addition, SPIE is installing and commissioning the high-voltage equipment for the offshore electrical substation that will connect the wind turbines to the onshore power grid.

Supporting evolution in the energy mix

To build an efficient, low-carbon economy, SPIE is promoting change in the energy mix by contributing to the development of renewable energies. The Group is present throughout the value chain: it ensures, for example, the preservation of wind and solar equipment during storage via IoT solutions, the connection of new farms to the electricity grid and the maintenance and control of high-voltage grids during the operating phase in order to integrate intermittent energy sources.



Power-to-Heat plant connection to the high-voltage grid in Germany



SPIE is assembling a new high-voltage transfer station in Rostock to enable the grid operator to connect to a future Power-to-Heat plant that will convert excess electrical energy into heat. The outcome will be a secure and sustainable supply of electricity and district heating.



A large battery bank to support Belgium's power grid



SPIE Belgium is helping to build the Ruien Energy Storage system, the largest battery bank ever connected to Belgium's high-voltage grid. This storage system will deliver ancillary services to grid operators and electricity markets. SPIE Belgium is providing cabling, switching infrastructure, lighting and video surveillance.



Smart city



e-efficient buildings



Energies



Industry Services

Continuing the energy renovation of buildings

SPIE provides a broad range of connected, high-performance solutions to improve the energy efficiency of buildings, including HVAC system upgrades, photovoltaic devices and smart lighting and energy management systems. Suited to all types of buildings, the Group's offer is especially attractive in a dynamic market that is being driven by new regulations, major public infrastructure investment and the emergence of more sustainable production processes.



Renovation of the administrative complex in Albi, France to improve energy performance



As part of the renovation work on Albi's administrative campus, SPIE is upgrading the heating system, installing photovoltaic solutions and replacing the lighting and air exchanger installations. The goal is to reduce the site's primary energy consumption by 56%.



An ambitious energy-efficiency contract with the German town of Korschbroich



SPIE is modernising and refurbishing the city's swimming pool and fire station under a 15-year energy performance contract. The aim is to significantly reduce the energy consumption of the two facilities and to lower their CO₂ emissions by around 420 tonnes per year.





Aviko, a new energy-efficient factory in Belgium



In Poperinge, SPIE Belgium is helping create a new production unit for Aviko, one of Europe's biggest potato processing companies. Responsible for medium and low-voltage distribution, ICT, fire detection and utilities, SPIE ensures that energy efficiency requirements are met in all areas at all stages of the project.



Eco-efficient management of Siemens Energy's technical facilities



In Germany, SPIE has been awarded an extension of its facilities management contract from Siemens Energy for office and production space covering 385,000 square meters. By optimising processes and ensuring efficient operation and preventive maintenance of facilities, the Group will help Siemens Energy to reduce costs, energy consumption and CO₂ emissions.

Decarbonised hydrogen: anticipating market change

Green hydrogen is destined to play a key role in the future transport industry and the European energy mix. SPIE is poised to become a major player in this growing market thanks to its extensive expertise, strategic value-chain positioning and already wide presence spanning industrial applications, energy production, energy networks and transport solutions.



Championing hydrogen with the EUREF community in Germany

In 2024, SPIE Deutschland & Zentraleuropa will move its headquarters to the new EUREF Campus in Düsseldorf. A true innovation platform for the energy transition and climate protection, EUREF brings together companies, start-ups, academics and researchers to collaborate on hydrogen, mobility and other issues. The new campus will have a carbon-neutral energy supply from the moment it opens, with SPIE responsible for technical facilities management.



Accelerating the transition to electric mobility

Reliable and accessible charging station infrastructure is a key enabler of electric vehicle adoption. SPIE installs charging station networks and equips them with intelligent management systems. Orios by SPIE is an electric mobility system in France combining services and applications with a payment system. The Group plans to extend its e-mobility solutions to other modes of transport.



German EV network contract extended to maintenance



In Germany, SPIE was chosen to service and maintain EWE Go's charging station infrastructure after having already set up, installed and commissioned the network. The teams will ensure the maintenance of a dense 900-plus charging point network incorporating 100% green electricity, with a further 1,000 stations to be added in the future.



Innovative quayside power for ships in Antwerp



SPIE Belgium has joined forces with two partners to develop a prototype model for a quayside power supply installation. The system allows ships to get electricity without having to leave their diesel generators running. Ten supply units were recently installed along the Albert Canal in Antwerp for the government agency De Vlaamse Waterweg.



Get to know more about this system

Our impact

Rise to the energy transition challenge while creating value

€1,525_m

Revenue generated by new facilities in 2021

€37_m

Revenue generated by e-mobility in 2021

Increase the green share of revenue from each Group business

42%

Green share of 2021 revenue, of which:

23.4%

Energy efficiency

17.2%

Energy mix transition

1%

Mobility

Enable societal transformations

+26,500

Electric vehicle charge points installed in Europe by SPIE since 2017



A woman with dark skin and braided hair is shown in profile, smiling as she works on a laptop. She is wearing a yellow patterned top and a watch. The background is a server room with rows of white server racks. The text 'Accelerating the digital transformation' is overlaid in large white letters. There are decorative white and red curved lines around the text and the woman.

Accelerating the digital transformation

Digital transformation challenges

To help customers respond to an increasingly digital world, SPIE offers expertise in several key areas: development of 5G and fibre-optic infrastructure and networks, implementation of data security systems and integration of high value-added digital solutions. Whether for connected buildings, industrial automation, healthcare monitoring or urban flow management, these solutions deliver optimal energy performance and efficiency, as well as superior quality of service to our customers.

Smart data and artificial intelligence

+470%

growth in global spending on smart data and artificial intelligence to €126bn between 2020 and 2025.

Source: Statista

E-buildings

€90 bn

to be invested in the European connected home market by 2026.

Source: AFRY 2021 business study

5G networks

€56 bn

to be invested in 5G networks between 2020 and 2026 in Europe.

Sources: Deutsche Telekom, GSMA, AFRY

Data centers

+70

data centre projects underway in 12 European countries in 2021, representing a total of 851,000 m².

Source: Data Centre Pricing

Fibre optics

€90 bn

to be invested in the development of fibre-optic networks in Europe by 2026.

Source: AFRY 2021 business study

Cybersecurity

8%

annual growth expected in the European cybersecurity products and services market, reaching \$50 billion by 2025.

Source: IDC

(r)evolution in usage

Viewpoints



“THE NUMERIQUE RESPONSABLE¹ LABEL ATTESTS TO THE SERIOUSNESS AND CONSISTENCY OF OUR RESPONSIBLE DIGITAL APPROACH, FOR BOTH SPIE ICS’ OWN USES AND THOSE OF OUR CUSTOMERS.”

XAVIER DAUBIGNARD,
Managing Director of SPIE ICS in France

There's a growing awareness in society about the environmental impact of digital technology.

Thus, our customers increasingly expect greater responsibility in this area. Legislation is moving in this direction too. France, for example, adopted a law in 2021 aimed at reducing the environmental footprint of digital technology. In response to these challenges, SPIE ICS has made green IT an integral part of its 2021-2025 strategic plan, in line with the Group's CSR strategy and commitments.

In concrete terms, we've developed a comprehensive range of services to support our customers towards a more responsible digitalisation. The first step usually involves advising and drawing up a responsible digital roadmap in line with the customer's ambitions and requirements. The second step is carrying out an assessment of the environmental impact of their IT system, so they know where they are starting from and will be able to see how much progress they've made. We then offer them a range of virtuous solu-

tions. For example, the implementation of hyperconvergence infrastructures in datacenters, where we are the leader and which limit the amount of equipment needed. This is a major part of what digital responsibility is about. Seventy-five percent of digital environmental footprint comes from equipment manufacturing². That's why we've also developed operation and maintenance packages to extend the life of our customers' hardware. And we help them support employees through these changes.

To go even further, we're focusing on two strategic drivers. First, our information system architects have to adopt eco-design methods in order to size our customers' IT systems to their exact requirements. Finally, responsible digitalisation is becoming a component of SPIE's value proposition for the energy transition. Working with the Group's other entities enables us to understand our customers' overall energy challenges related to digitalisation, electrical networks and heating, ventilation and air conditioning systems. This differentiating positioning creates significant value for our customers.

(1) "Label numérique responsable" is a French standard about Green IT.

(2) Source: French Ministry for the Ecological Transition.

Testimonial by Jérôme Morisson,
Solutions & Expertise Director
in the Industrie division of SPIE
Industrie & Tertiaire in France

While all of our industrial customers see the shift to digital as an imperative, many are also wondering what is at stake and how this shift will affect their own business. At SPIE France, we're fortunate to have the necessary expertise to support them. The Industrie division has a thorough understanding of their industrial processes and SPIE ICS is recognised for its digital services.

By combining our know-how, we've developed Fabloop, a smart data management offering that helps our customers meet the challenges of the energy transition and digital transformation, by leveraging their data to maximise industrial performance.

More powerful than a tool, Fabloop is a co-construction method that integrates a return on investment (ROI) approach. Our teams select, adapt or create with the customer the best technical and economic solution to meet their needs. The starting point remains the industrial challenge, which has changed very little in the end: productivity... and now also a reduction in the carbon footprint. We co-construct the appropriate technical solutions, involving all of the client's relevant depart-

ments. The digital aspect is only a very small part of these solutions and sometimes it is central. For instance, we've just carried out a very detailed audit of production flows for one of the leaders in the food industry. In this particular case, digital technology was a big part of our recommendations, which are always calibrated to the expected return on investment.

Fabloop also supports our customers' internal transformation by facilitating a much smoother dialogue between IT departments and production or maintenance managers.

As far as SPIE is concerned, Fabloop lets us respond to demands that emerge very quickly, such as energy self-sufficiency on industrial sites. It's a fully customisable and adaptable solution that can be used to achieve sustainable performance, a major asset in a fast-changing industrial world.

**"RATHER THAN A SIMPLE
DIGITAL TOOL, FABLOOP IS
PRIMARILY A METHOD OF
CO-CONSTRUCTION THAT
INTEGRATES A ROI APPROACH
TO SUPPORT OUR CLIENTS
IN THEIR INDUSTRIAL
CHALLENGES."**

JÉRÔME MORISSON,
Solutions & Expertise Director in the Industrie division
of SPIE Industrie & Tertiaire in France





Testimonial by Nolwenn Le Ster,
Head of the cybersecurity practice at Capgemini
France and Chairman of the cybersecurity
committee of Numeum

**“COMPANIES THAT ARE
THE MOST COMMITTED TO
CYBERSECURITY INSPIRE
MORE TRUST FROM THEIR
CUSTOMERS, INVESTORS
AND PARTNERS AND CAN
TURN THIS INTO A REAL
COMPETITIVE ADVANTAGE.”**

NOLWENN LE STER,
Head of the cybersecurity practice at Capgemini
France and Chairman of the cybersecurity committee
of Numeum

Viewpoints

Cybersecurity

We are witnessing a sharp increase in cyberattacks against our customers in all industries, everywhere in the world. In 2020, one in five companies reported experiencing at least one ransomware attack, which paralyzes all or part of an information system until a ransom is paid. We are also seeing the emergence of new forms of cybercrime. For example, through so-called combined attacks, a hacker can break into a company's system by exploiting a computer vulnerability at one of its suppliers.

Organisations now face increased exposure of assets. With the acceleration of digital transformation, a company's different entities can more easily develop software tools on their own. Unvetted by the chief information officer, they tend to be less well protected from attacks.

Organisations also have to deal with a second major challenge: the shortage of cybersecurity experts.

Capgemini is a trusted cybersecurity partner that provides end-to-end support to its customers. We helped SPIE to set up a Security Operations Centre (SOC) with a team that is responsible for preventing and detecting potential threats and proactively recommending solutions. As with all our customers, we made sure that the level of protection closely matched the Group's business needs. Obviously, you can't protect yourself from everything and economic viability is always a prime concern. More generally, I believe cybersecurity should be viewed as an opportunity and not just as a set of troublesome risks. By building trust among customers and stakeholders, it can be a real competitive differentiator and a big boost to business.

The digital transformation in action



“Cybersecurity – In Real Life” awareness campaign

In 2021, SPIE launched a cybersecurity awareness campaign to teach employees to be vigilant and take the right security measures when in doubt. In doing so, the Group's ultimate goal was to protect its employees at work and safeguard its assets. SPIE has also put in place measures to integrate its customers' information security requirements into its IT systems.

Using the power of digital to keep pace with social change

SPIE is dedicated to meeting the growing need for digital infrastructure and solutions, resulting from rapid social change. Through its digital services, the Group supports the development of remote working and the exponential growth of e-commerce. It enables the adoption of new Industry 4.0 production practices. In cities and buildings, its technical facility management solutions deliver enhanced comfort, safety and environmental performance.



A cybersecurity solution for industry in France



In France, SPIE ICS has designed a comprehensive “Cybersecurity as a Service” solution based on four main modules: compliance, digital trust, monitoring & surveillance and anticipation. It was developed with Industrie division of SPIE Industrie & Tertiaire and tested to ensure full alignment with current business practices and the requirements of Industry 4.0.

Intelligent solutions for buildings, cities and factories

SPIE's digital solutions for buildings are designed to reduce energy consumption and enable more efficient facility management, which is particularly useful when work is more flexible. The Group also responds to urban challenges: Its hypervision services in France, for example, ensure better traffic flow on roads. In 2021, the Group also strengthened its digital solutions for industry, in conjunction with its expertise in industrial processes.



Fabloop, a new smart data management offer for manufacturers in France



Designed by SPIE Industrie & Tertiaire in partnership with SPIE ICS, Fabloop helps manufacturers to meet the challenges of Industry 4.0. Capable of interacting with all digital industrial systems, this ground-breaking, secure solution enables manufacturers to use their data to drive industrial performance.



An innovative air disinfection solution



SPIE and its partner Bora France have developed a solution called Air News Blue. Based on UV-C radiation technology, the new system destroys 99.999% of viruses, germs, bacteria, moulds and harmful micro-organisms in indoor air. SPIE can also collect and analyse air quality data using IoT sensors and intervene physically or remotely to renew the air if needed.



SPIE Innovathon 2021: spotlight on digital technology



“Invent the industry of tomorrow” was the theme of the third SPIE Innovathon, which brought together multidisciplinary teams of freelancers, start-ups, students, entrepreneurs and SPIE employees. The first prize went to Akanthas, an AI-based digital solution for identifying reuse opportunities for professional waste.



SPIE Belgium wins major federal printing solutions contract



Thanks to its FlexiPrint print fleet management solution, SPIE Belgium has recognised expertise in printing and electronic document management. In 2021, the Group won 15 of the 21 components of a large Belgian federal tender for the purchase, rental and maintenance of printing equipment and the provision of services related to printer use and document management.



Digital meeting spaces in Switzerland



With the development of hybrid working methods, many companies are introducing different types of meeting rooms. SPIE Switzerland has rolled out its “Digital Meeting Spaces” solution at KAIO, the IT department of the Canton of Bern government. Based on Microsoft Teams Rooms, this tailored video conferencing solution can be adapted to all environments.

Accelerating the development of 5G, fibre optics and data centres

SPIE assists its customers by developing efficient, greener data centres that provide secure data storage. In 2021, the business expanded further in highly dynamic markets, particularly in Germany and the Netherlands. The Group is also actively contributing to the installation of fibre-optic and 5G networks in countries where deployment is advanced (France, Netherlands) or accelerating (Germany, Poland).



A fibre-optic network in the heart of a German nature park



SPIE has been selected to install an end-to-end fibre-optic network in Schwedt/Oder, Germany. The network will cover 1,600 homes, public facilities and commercial premises. As a partner of the city since the 1990s, the Group is familiar with the region and its challenges: the presence of a European nature and landscape protection area requires appropriate intervention methods.



In Germany, a new data centre more environmentally friendly



In Frankfurt am Main, SPIE carried out all the technical installation work of the new data centre of Interxion which managed 41 colocation centre in 11 European countries. SPIE, which has been a partner of the company for 19 years, has incorporated an environmental protection approach into this project, for example by integrating green roofs and energy-efficient modular architecture.



Server infrastructure transformation for Kinaxia

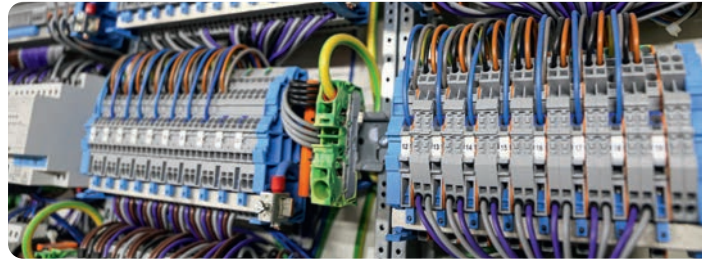


To keep pace with strong growth, Kinaxia, a French company specialising in solutions for property professionals, called on SPIE ICS to upgrade its infrastructure and increase its storage capacity. The Group put in place a new hyperconverged infrastructure that is scalable and compatible with various operating systems. This solution reused several components of the old infrastructure and made it possible to reduce the number of physical servers.



Supporting mission-critical service sectors

In the health sector, the Group supports hospitals by deploying unified communications and collaboration systems. It also develops digital solutions for clean rooms for pharmaceutical companies and laboratories. In the education sector, SPIE's solutions address key issues such as air quality, a concern that has been highlighted by the health crisis.



An intelligent energy controller for a new Berlin school



The new Clay School in the Neukölln district is one of three Berlin-based pilot projects testing durable, cost-effective technological solutions. SPIE is programming a KNX controller that uses presence and brightness sensors to control the general lighting, with the goal of achieving a 20% reduction in lighting costs.



Rapid installation of facilities at vaccination centres



In record time, SPIE teams set up an IT/communication infrastructure and a video surveillance system at two vaccination centres in Osnabrück, Germany. In France, the Tertiaire division of SPIE Industrie & Tertiaire installed electrical systems for vaccination centres in a dozen cities. SPIE ICS installs computer equipment and provides IT support for various centres in France.



SPIE first to be certified in the Dutch connectivity market



SPIE is the first company in the Netherlands to achieve ISO 55001 certification in the connectivity market. The international standard helps companies manage their assets more effectively throughout their life cycle. This certification has enabled the Group to develop an innovative asset management system for Rijkswaterstaat, the government agency responsible for the construction and maintenance of public infrastructure.



Accelerating the digital transformation of 7,400 medical facilities

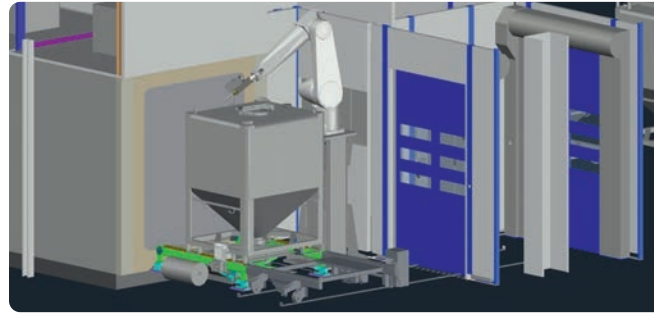


SPIE ICS has won the contract from France's central purchasing authority for IT in hospitals, the CAIH, for the provision of support services and expertise in relation to the digital user environment. The solutions proposed by SPIE France's digital services subsidiary were set apart by the standardisation of services, capacity to deliver shared knowledge management between establishments, and well-managed cost of ownership for IT equipment.



Accelerating digital transformation internally

The Group is continuously improving its IT systems. For example, a new, more efficient enterprise resource planning solution for managing all operating processes has been implemented in Germany and France. SPIE is also digitalising its worksites using augmented reality solutions or by exploiting more value-added data for its customers. Digital technology is also a key feature of the new working environment, with targeted training programmes designed to help employees develop their skills.



An autonomous robot for the pharmaceutical industry

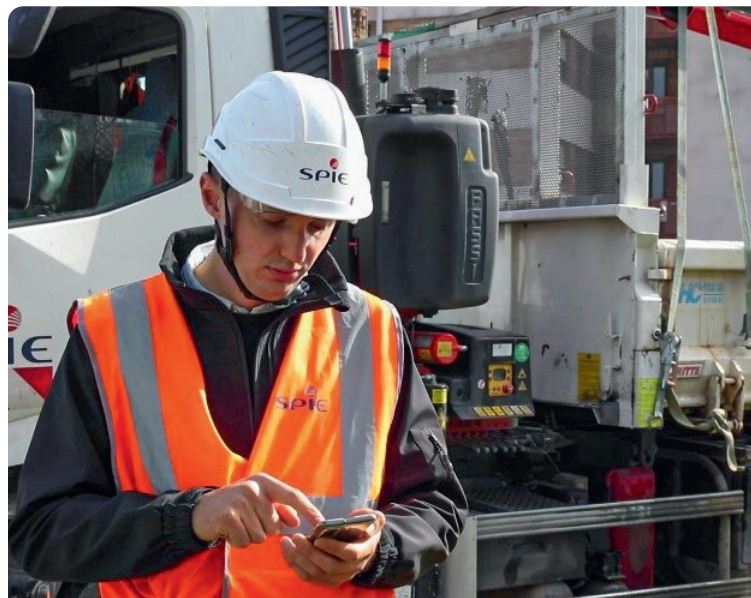


In France, SPIE's Industrie division has developed an Automatic Guided Vehicle (AGV) for the production site of a leading pharmaceutical company. With this innovative automated management system, the Group will optimise the new pharmaceutical container washing line. The benefits include improved production capacity and reduced risk of musculoskeletal disorders among staff.



A digital hub for operational excellence

As part of the digital transformation of its activities that began in 2019, SPIE CityNetworks has created a digital hub accessible to all its employees. From their smartphones, employees can access approximately 100 business modules providing customers with optimum feedback on current projects.



Our impact

Combine operating performance and social utility

€2.6 bn

in revenue generated by the market
Smart city in 2021

€1.379m

in revenue generated by the market
e-efficient buildings in 2021

€360m

in revenue generated by the roll-out of fibre optics in 2021, up 5% compared with 2020

€190m

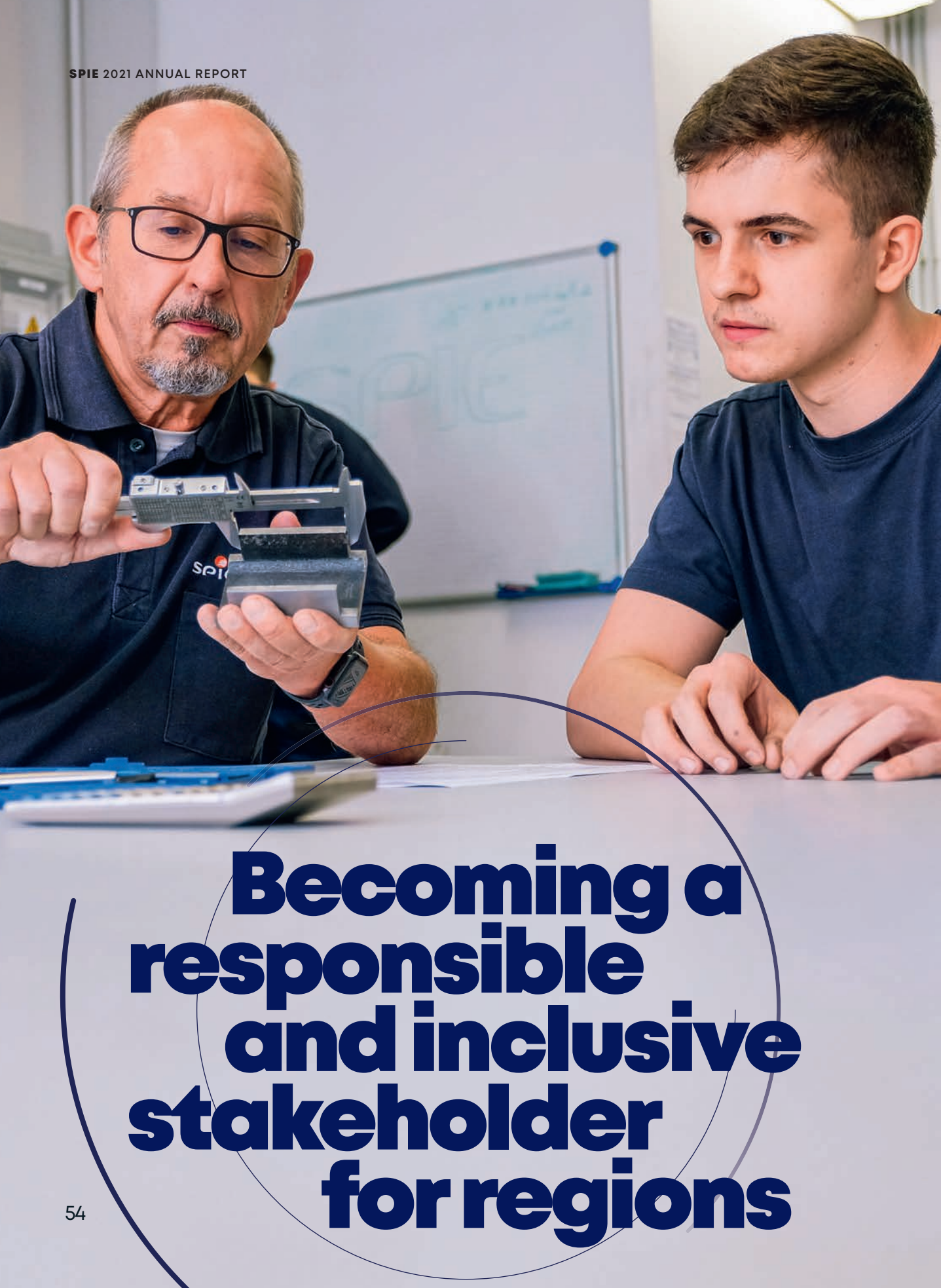
in revenue generated in healthcare
in 2021

Centralise, manage, analyse and report big data in buildings in real time

5,463

projects using the unified digital platform Smart FM 360° in 2021 – twice as many as in 2020





Becoming a responsible and inclusive stakeholder for regions

Inclusion through employment challenges

As the company's largest shareholder group, our employees are key players in the energy transition and the responsible digital transformation. In the field, they are responsible for translating SPIE strategy into effective, tangible solutions for our customers. As a responsible employer, we do everything we can to give our employees the means and the motivation to commit themselves fully to their jobs. Employee well-being, health and safety, skills enhancement and gender equality are our top priorities.

Workplace gender equality

75%

of millennials aged 25-35 would consider leaving their job if their employer did not pay men and women equally.

Source: ADP's Survey The Workforce view in Europe

Remote working

12.3%

of European employees aged 15-64 frequently worked from home in 2020, compared to 5% over the last decade.

Source: Eurostat

Hiring

69%

of employers worldwide say they are having difficulty recruiting staff, particularly for technical positions.

Source: ManpowerGroup

Quality of life at work

3.7x

Employees are 3.7 times more likely to recommend their company if they feel that their employer cares for them.

Source: LinkedIn

Apprenticeship

25%

rise in apprenticeship contracts signed in France in 2021, following a 42% increase in 2020.

Source: French Labour Ministry

Occupational health and safety

41%

of European citizens feel that workplace health and well-being issues are poorly addressed by their employer.

Source: Harris Interactive



Testimonial by **Jeannette Paul**,
CSR and SHEQ Director, SPIE Nederland

“AT SPIE, SAFETY IS NEVER
TAKEN FOR GRANTED. IT’S
CONTINUALLY BEING IMPROVED
AND ENSHRINED
IN OUR 10 LIFE SAVING RULES.”

JEANNETTE PAUL,
CSR and SHEQ Director, SPIE Nederland

Safety at work

Viewpoints

We rolled out the Group's 10 Life Saving Rules campaign in the Netherlands in 2021. Our aim was to highlight rules that were mostly already in place but can really save lives. That's fundamental in our line of work. At SPIE Nederland, 80% of our employees work in the field, usually on worksites where they're exposed to occupational health and safety risks on a daily basis. That makes it essential to set out clear, common safety standards, especially when several teams are working together in "One SPIE" mode.

In practical terms, the SPIE subsidiaries together developed ready-to-use kits to help field teams understand and adhere to the 10 Life Saving Rules. They include videos with SPIE employees in real-life work situations. Between February and November, we also included these 10 rules in our monthly health and safety meetings. They were presented by frontline managers, as they know their teams, the work to be done and from the perspective of leadership are responsible for the safety in their teams.

One year after the launch, we've seen a drop in the number of safety incidents in the Group and at SPIE Nederland. While all the credit can't go to the 10 Life Saving Rules, I'm convinced they contributed to the improvement.

Today, the rules are well known among our colleagues. They're included in our procedures and reference documents and regularly come up in safety flashes on our IN SPIE app. But that doesn't mean we can let our guard down. New, local campaigns will be run by some divisions in the next few months. The rules will also be a big part of Safety Day 2022 and the action plans for Worksphere integration. It's up to us to keep our 10 rules at the front of everyone's minds.

Testimonial by Jaap Bongers,
Business Unit Manager,
SPIE Nederland

In my division, we do maintenance work on moveable bridges and locks that are in constant operation and whose parts are powered by electrical systems. So one of the main risks for employees is getting electrocuted.

To prevent this risk, we've introduced a new procedure called "Log out, tag out, try out" (Lototo), which is part of our 10 Life Saving Rules. It's simple: every employee has a specific key that allows them to lock the electrical equipment in the off position when an operation is being carried out. Next, the employee attaches a tag to inform others and indicate that they are the person responsible for this action, and then checks that the equipment is properly locked in the off position. Only they can reconnect the equipment once the operation is complete. All technicians are concerned, whether they specialised in electricity or mechanics.

This new procedure was well received by the teams because they see it as improving their safety. The same goes for all 10 Life Saving Rules, too, which employees see as logical, in keeping with their day-to-day work, and a natural extension of the transformations undertaken in recent years. To give one practical example, we now offer employees the chance to get some sleep in a local hotel at the end of a night shift, so they don't have to drive home tired.



"SAFETY: EVERYONE HAS A ROLE TO PLAY. IT CONCERNS ALL SPIE EMPLOYEES, ON WORKSITES AND IN OFFICES, AS WELL AS OUR CUSTOMERS, OUR SUBCONTRACTORS AND ALL OUR PARTNERS."

JAAP BONGERS,
Business Unit Manager,
SPIE Nederland

We'll keep working to improve safety in 2022. For instance, we are going to ask the many employees who handle heavy loads, like with overhead cranes, to get certified by an external organisation. We also want to systematically include a risk analysis for each job in the documents describing our methods. Another key point, I believe, will need to have more discussions about safety with our customers during dedicated meetings. Speaking from experience, that would be very useful. Because safety is not just SPIE's responsibility, it also concerns our customers, our subcontractors, our partners... In fact, safety is everyone's business.



Testimonial by Isabella Lenarduzzi,
founder of JUMP, a social enterprise
for equity at work

“MEN MUST TAKE THE LEAD
IN PROMOTING WORKPLACE
GENDER EQUALITY BECAUSE
IT’S MUCH EASIER FOR THEM
TO TAKE UP THESE BATTLES.”

ISABELLA LENARDUZZI,
founder of JUMP

Gender equality in the workplace

Viewpoints

As things stand, the career gap between men and women varies considerably from one European country to another. Norway and France, for example, have the highest levels of equality: 44% of board members in large French companies are women. On the other hand, I've noticed a big step backward in many countries with regard to these issues.

What action can a company take when, like SPIE, most of their jobs are still held by men?

The first thing to do is to acknowledge that there are systemic inequalities between men and women. Very early on in life, we are conditioned by society to adopt certain behaviours according to our gender. This is a reality that companies need to address by making their own culture as inclusive of women as it is of men to enable all staff to deliver the best they can.

What this means, first of all, is taking positive actions that tend to compensate inequalities in order to achieve true equity. If I am hiring a manager, for example, I'm not just

going to cross my fingers and hope that women will apply, because often they haven't been 'conditioned' to stand out or to believe that they have the skills for the position. To rebalance, I will therefore proactively motivate some women by reassuring them that they fit the job.

Another important point is that company managers and board members should receive inclusive management training. In addition, when a woman joins a team composed mainly of men, the team should be given support and guidance. This is vital because changing long-established behaviours is something that needs to be learned. And this is what will make new recruits want to come and stay – seeing that the company's actions are consistent with its stated values.

It shows that SPIE truly wants to make progress in changing the situation. Just look at its commitment to increasing the number of women in executive positions. It's great because it sends a message to all women, both internally and externally, that it's possible to have a career at SPIE! One thing to remember, however, is that women shouldn't have to bear the burden of the struggle for equality. It's a responsibility that men should embrace as well. It is more effective because of their position in the company. And it is also easier for them and more valued because they are seen to be doing it for fair and altruistic values, whereas women always carry the suspicion that they are dealing with professional equality for their own advancement or for radical feminism.

Testimonial by Paula Guesnet,
Head of the Data Competence Centre at
SPIE Deutschland & Zentraleuropa and pilot
of the So'SPIE Ladies network in Germany

In Germany, mothers who choose to work have to overcome both practical obstacles, such as inadequate childcare systems, and cultural barriers. Still today, they are often held in low esteem, both in the private sphere and in the workplace, where long-standing biases prevent them from advancing to certain positions. And this is valid for all women. No matter if they have children or not. SPIE isn't responsible for the prejudices in society, but we are not outside of society either. We have a duty to take action, and that's what the So SPIE Ladies network is all about.

Launched in 2015 in all of the Group's host countries, the network seeks to foster gender diversity through concrete actions focused on sponsorship, employer branding, recruitment and the training and retention of female employees. In Germany, we began by developing a range of in-house initiatives to build our reputation and lay a solid foundation.

**"SPIE ISN'T RESPONSIBLE FOR
THE PREJUDICES IN SOCIETY,
BUT WE DO HAVE A DUTY TO
TAKE ACTION AND CHANGE
OUR PRACTICES AND CULTURE."**

PAOLA GUESNET,
Head of the Data Competence Centre
at SPIE Deutschland & Zentraleuropa and pilot
of the So'SPIE Ladies network in Germany

This includes training on unconscious bias, a mentoring programme that enabled us to support 13 women in 2021, and a diversity newsletter and two-monthly discussion meetings for all employees. We also organise an innovative event called 'lunchroulette' that helps women employees expand their professional network.

The feedback from employees who participate in these initiatives is very positive. It enables them to help each other, share their experiences, discover new ideas and, often, thanks to all this, do their work better. Today one of our priorities is to get more men involved in the process. They represent an overwhelming majority of the workforce, and if they don't come on board, nothing will change. We also want to enhance our external visibility, by participating in job fairs, for example. This is crucial if we want to achieve our target of increasing the number of female hires by 5%, a goal shared across all the divisions in order to make everyone feel involved.



A responsible and inclusive stakeholder in action

Providing leading expertise to drive business development

More than ever, SPIE needs to ensure it has the right skills to support customers in markets with strong growth prospects. Despite a tight job market for technical workers, the Group continued to expand its workforce by 5,175 employees and over 1,100 apprentices in 2021. It pursued a robust, proactive policy to training, as evidenced by the significant rise in the number of users of the Smile e-learning platform.



SPIE UK accredited to train chartered engineers

SPIE UK has developed a new professional development scheme enabling individuals with the appropriate qualifications to achieve chartered engineer status. The scheme has been approved by the Chartered Institution of Building Services Engineers (CIBSE), a professional body based in London. CIBSE accreditation is a major advantage for SPIE customers looking for proven expertise and for applicants and employees in quest of career and advancement opportunities.



SPIE Nederland supports workforce reintegration

SPIE has joined forces with GreenFox in a sustainable and inclusive lighting initiative in the Netherlands. GreenFox hires people cut off from the job market to convert existing fluorescent lights to LED without replacing the fixtures. SPIE has set up and trained a team of technicians. Their job is to install the LED lights made by the start-up.





8 women win the Fem'Energia award

The Fem'Energia competition aims to encourage and financially support women who are passionate about the nuclear industry. In 2021, a team of eight women from SPIE Nucléaire's So'SPIE Ladies network won the award in the "collective application" category. Their initiative is to create a sheltered workshop partnership that will cut ready-to-install cables for nuclear power plants.



SPIE France: 50 portraits promoting women's careers

Based on photos and testimonies, SPIE France has produced the portraits of around 50 female employees who work in the technical field and love their jobs. The portraits of these technicians and engineers were shared on social media platforms and with partner universities to encourage women to join these professions.

Increasing the number of women employees

To promote women within its structures, SPIE aims to raise the number of women in key management positions by 25% between 2020 and 2025. The Group is continuing to build on the groundwork that has been laid in recent years with the So'SPIE Ladies network. New initiatives to increase women's representation have also been launched, including requiring partner recruitment firms to include equally qualified women in their shortlists. Annual talent reviews now include a specific item on women.



SPIE Switzerland employee wins all-women's hackathon

Together with her team, an apprentice communications officer at SPIE Switzerland won the first #herHACK, a women's-only hackathon designed to encourage women to take up technology careers. The winning team developed an application that allows users to calculate and reduce the carbon footprint of their food without missing any essential nutrients.

Fostering quality of life and engagement at work

SPIE has turned workplace well-being into a lever of action for attracting, retaining and engaging employees. In 2021, remote working became a permanent practice, with employees under the arrangement working from home two days per week on average. In Switzerland and the Netherlands, several teams have moved to new-generation premises featuring, for example, LiFi technology, and which are designed to promote cooperation and dialogue. In 2021, employees became the Group's largest shareholder. At 31 December 2021, they held 6.7% of the capital.



SPIE Oil & Gas Services: 24 consecutive months without an accident

In November 2021, SPIE Oil & Gas Services celebrated 24 consecutive months without a lost-time accident for its 3,100 employees located across 26 countries and four continents. This performance, which is particularly remarkable for the oil and gas sector, is the result of a proactive and ongoing prevention policy rolled-out locally to employees.



Exoskeletons to relieve mechanics in the Netherlands

SPIE Nederland has acquired two exoskeletons. These innovative devices minimise the risk of musculoskeletal disorders by reducing the physical loads and efforts of employees. Ten mechanics working in the fire protection, safety and health sectors tested the equipment prior to large-scale implementation.



Unprecedented solidarity at SPIE Deutschland & Zentraleuropa in response to flooding

In mid-July 2021, after heavy flooding caused extensive damage in western Germany, SPIE employees volunteered to help Group customers and neighbours. Working tirelessly, they cleared the affected areas and repaired infrastructure, particularly electrical equipment and grids.



2021 SHARE FOR YOU: 11,000 employees participate in reserved capital increase

More than 11,000 employees from 13 countries either became SPIE shareholders or increased their stake in the company at the fifth edition of Share For You. Some 3,500 employees participated in the event for the first time. The employees further strengthened their position as the Group's largest shareholder.

Our impact

**Give employees
a sustainable stake in
our performance**

6.7%

Share of capital held by employees
via employee shareholding plans
at 31 December 2021

**Provide employment
opportunities at each stage
of the career path**

5,175

new hires on permanent
contracts in 2021

**Create a safe and fair
working environment**

5.6%

Lost time injury rate in 2021

2,196

apprentices across the Group,
including nearly

1,100

hired since 2021

89/100

Gender equality index in France in 2021

**Develop expertise
in all areas**

558,426

hours of training in 2021

54%

of employees took at least
one training course in 2021

Non-financial indicators



Find out all indicators in the non-financial performance report

Committed to the green economy, member of the United Nation Global Compact since 2003 and guided by its core principles, SPIE deploys a corporate social responsibility process that takes into consideration every stakeholder.

SOCIAL

	2021	2020	2019	2018
Workforce⁽¹⁾	45,842	45,470	47,176	46,398
Europe	42,908	42,542	44,170	43,562
Asia	1,015	710	653	700
Middle East	891	1,288	1,453	1,285
Africa	1,028	930	900	851
Workforce by job category				
Operatives	18,059	18,390	19,077	19,273
Administrative employees, technicians & supervisors (ETAM)	21,329	20,913	21,368	20,607
Cadres	6,454	6,167	6,731	6,518
Employment				
New hires ⁽²⁾	5,175	3,928	5,266	5,386
% of workforce on permanent contracts	88%	87%	87%	88%
Average seniority (in years)	10.6	10.3	10.3	10.7
Rate of employees having left voluntarily*	6.41%	5.40%	7.95%	8.01%
Diversity				
% of employees that are women*	13.7%	13.2%	13.2%	13%
% of managers that are women	16.9%	16.5%	15.4%	15%
% of administrative employees, technicians & supervisors that are women	20.8%	20.4%	20.8%	21%
% of operatives that are women	4.2%	4.3%	3.9%	4%
Average age	43	43	43	43
Number of nationalities represented in the Group	133	133	127	134
Training⁽³⁾				
Total number of training hours*	558,426	465,057	NP	NP
Total number of employees having received training*	24,656	22,246	20,688	22,208
% of employees on work/study or apprenticeship contract	5%	5%	5%	4%
Employee share ownership				
% of capital held by employee shareholders	6.7%	6.1%	5.3%	4.4%
Social dialogue				
% of employees covered by collective bargaining agreements	80%	NP	NP	NP
Human rights				
% of the headcount working in countries having ratified the fundamental ILO conventions	97%	97%	NP	NP

* Figures audited by our statutory auditors pursuant to the transposition of the European Directive on non-financial reporting.

NP: Not published.

1: Headcount at 31 December (permanent and fixed-term contracts, interns) including acquisitions.

2: Total number of hires on permanent contracts in 2021.

3: European scope.

HEALTH AND SAFETY AT WORK

	2021	2020	2019	2018
OHS management system*				
% of employees working under an ISO 45001-certified or equivalent ⁽¹⁾ system	94%	93%	91%	92%
Accidents involving SPIE employees*				
Total recordable injury rate (including acquisitions 2021) ⁽²⁾	8.6	9.5	10.2	11.4
Lost time injury rate (including acquisitions in 2021)	5.6	5.8	6.3	6.3
Severity rate (including acquisitions in 2021) ⁽³⁾	0.16	0.16	0.13	0.17

Accidents involving SPIE employees and temporary workers*

Total recordable injury rate (including acquisitions in 2021) ⁽²⁾	9.2	10.4	10.9	12.4
Lost time injury rate (including acquisitions in 2021)	6.0	6.4	6.9	6.9
Severity rate (including acquisitions in 2021) ⁽³⁾	0.16	0.17	0.15	0.16

Fatal accidents (SPIE employees, temporary workers and subcontractors)*

	1	1	2	2
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Severe accidents

	16	12	16	20
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* Figures audited by our statutory auditors pursuant to the transposition of the European Directive on non-financial reporting.

1. VCA, MASE.

2. Number of workplace accidents with lost time + number of workplace accidents without lost time per million hours worked.

3. Number of days lost in the current year per thousand hours worked.

ENVIRONMENT

	2021	2020	2019	2018
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Environmental management system

ISO 14001 certified scope (as a % of the workforce)	87%	82%	77%	77%
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Energy transition*

Green share of revenue of SPIE as a % ⁽¹⁾	42%	41%	35%	-
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Corporate vehicle fleet management

Fuel used, in millions of litres*	39.7	41.8	45.5	43.8
Percentage of low-carbon vehicles in the vehicle fleet ⁽²⁾	4%	2%	NP	NP

Carbon footprint assessment*

Direct emissions of greenhouse gas (in tonnes of CO ₂ equivalent) - Scope 1	121,827	111,708	125,423	122,827
Direct emissions of greenhouse gas (in tonnes of CO ₂ equivalent) - Scope 2	7,869	6,130	7,626	9,554
Indirect emissions (in tonnes of CO ₂ equivalent) - Scope 3	1,260,000	1,043,000	1,146,000	NP
Carbon intensity scopes 1 & 2 (grams of CO ₂ /euro of revenue)	19	18	19	20
Carbon intensity scopes 1, 2 and 3 (grams CO ₂ /euro of revenue)	199	175	185	NP

Energy use at permanent facilities*

Electricity used, in millions of kWh	46	39	42	48
Percentage of renewable energy in total electricity consumption	20%	20%	22%	18%
Gas used, in millions of kWh	38	45	46	51
Building energy efficiency in kWh by square metre	93	80	86	97

* Figures audited by our statutory auditors pursuant to the transposition of the European Directive on non-financial reporting.

NP: Not published.

1. According to the European taxonomic framework (TEG draft report for 2019, TEG final report for 2020).

2. Electric vehicles and plug-in hybrid vehicles, excluding trucks and construction machinery.

ECONOMY

	2021	2020	2019	2018
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Quality management system*

ISO 9001 certified scope (as a % of the workforce)	98%	95%	NP	NP
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Supplier CSR evaluations*

% of total purchases from suppliers evaluated on their CSR performance ⁽¹⁾	45%	34%	35%	32%
% of purchases with sensitive suppliers evaluated on their CSR performance ⁽¹⁾⁽²⁾	67%	NP	NP	NP

Solidarity purchasing

Amount of purchases with the protected sector in million of euros	€2.4m	€1.6m	€1.8m	€1.9m
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Subcontractor management*

% implementation of best practices	74%	75%	NP	NP
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Business ethics*

% of managers that have signed an ethics commitment among the population that should have signed such a commitment	74%	NP	NP	NP
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* Figures audited by our statutory auditors pursuant to the transposition of the European Directive on non-financial reporting.

NP: Not published.

1. Excluding acquisitions made less than 24 months ago.

2. Suppliers with a framework agreement or with at least €500k spend in the prior year.

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
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