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# inspiration

2023  
INTEGRATED  
ANNUAL  
REPORT

SPIE, sharing a vision for the future

4 Interview with Gauthier Louette, Chairman and CEO of SPIE

6 Sustainability approach

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## Creating solutions for the energy transition

- 12 Improving our customers' energy performance
- 20 Promoting a balanced and sustainable energy mix
- 28 Accelerating the transition through low-carbon mobility
- 30 Supporting the energy transition through innovation and responsible digital technologies

## Developing a sustainable model

- 34 Reducing the carbon footprint of our activities
- 38 Ensuring the safety of our employees
- 40 Supporting greater gender diversity

## Responsible entrepreneurs

- 44 Governance
- 48 Strategy
- 60 Financial performance
- 62 Non-financial performance
- 64 Non-financial indicators

# “At SPIE, we are taking action for the energy transition.”

Just like Christelle, Paul and Nora, each day SPIE's 50,000 employees implement technical solutions designed to combat climate change.

The final decision text at COP28 called for the tripling of the world's renewable capacity and the doubling of annual energy efficiency improvements by 2030. Some twenty countries, including France, have also appealed for three times more nuclear energy capacity by 2050 versus 2020. **The SPIE group is active in and deeply committed to all of these issues. Given the nature of our businesses and services, SPIE is more than ever part of the solution and at the heart of the decarbonisation effort.**



Christelle, project manager, and Paul, electrician.



Nora, engineering technician.



Read the accessible version of SPIE's 2023 Integrated Annual Report 2023 at [rai2023.spie.com](https://rai2023.spie.com)

# "The SPIE group is positioned on megatrends that are shaping the economy"

*Gauthier Louette,  
Chairman & CEO of SPIE*

**In 2023, SPIE announced record results. How do you explain this excellent performance in an unsettled economic and geopolitical environment?**

**GL:** This clearly shows that we are positioned on megatrends that are shaping the economy. The geopolitical context is driving the pace of the energy transition, with demand for a larger share of low-carbon power, both renewable and nuclear, in the energy mix. Across Europe, these developments are having a major impact on energy infrastructures – SPIE's core area of business expertise. Germany and the Netherlands, for example, have made the switch from gas to additional renewable energy sources, involving the wholesale reshaping of distribution networks. Meanwhile, France is maintaining and renewing its energy sources. The political will to develop nuclear power is now well established, and we are starting to take part in calls for tender for new EPRs. In addition to these energy transition projects, there is strong demand from industry and service sector players for solutions to boost energy efficiency and adapt existing infrastructure to new energies. Lastly, we continue to be involved in the installation of the charging points and networks needed to support the growth of electric mobility. Our technical services are in very



strong demand, enabling us to generate growth and maintain our margins despite inflation.

**You spoke of major opportunities in Germany and the Netherlands. How are you positioned in these regions and beyond?**

**GL:** We are leading in the Netherlands market, and our performance there is remarkable. In Germany, the acquisition of Robur at year-end will enable us to expand into the industrial services market. In terms of revenue and headcount, Germany is now almost on a par with France. Our presence in Central Europe has also grown and we will be developing our organisational structure to enable SPIE to further strengthen its position in this

region. Outside Europe, we are also equipping ourselves to seize the opportunities offered by low-carbon energies. With the acquisition of Correll, SPIE Oil and Gas Services – renamed SPIE Global Services Energy – has tangibly expressed its ambition to diversify into offshore wind energy.

**How are you mobilising your 50,000 employees to contribute to the energy transition, a crucial issue in the fight against climate change?**

**GL:** For several years now, we have been making climate action an integral part of our Group strategy. And I am delighted to see that we are making significant progress, both internally and with our customers and suppliers. Almost 50% of our revenue already comes from activities that help our customers to reduce their carbon footprint. All our subsidiaries are now offering services linked to the energy transition, including those specialising in digital transformation, where energy efficiency challenges are considerable. The energy transition is a core part of our business and I want all our employees to be aware of and understand the positive role SPIE is playing in this transition. We have included a sustainability component in the variable compensation of all our managers to demonstrate the importance of this topic and our desire to work alongside them to make progress in that area. We are also creating the SPIE Climate Academy to give everyone a better understanding of climate change challenges and the practical solutions offered by SPIE.

**In 2023, ChatGPT took the world by storm and considerably expanded the use of AI. What opportunities does this technology offer SPIE today?**

**GL:** I prefer to talk about statistical computing power as opposed to artificial intelligence, because that's what we're dealing with today: increasingly powerful engines that can process large volumes of data and make sense of them. The most obvious application for us is gaining an ever-greater understanding of our customers' installations. By using data from smart sensors, we can considerably improve their energy

performance and predictive maintenance. All these technological innovations will obviously generate huge volumes of data that will need to be transmitted and stored securely. This opens opportunities for us in the installation, operation and maintenance of data centres. AI will also have an impact on our operations, driving efficiency and productivity.

**Recruitment needs are high in your businesses, but there is a shortage of available talent. How can we ensure that this talent chooses SPIE and stays with us?**

**GL:** We have worked hard on enhancing SPIE's appeal to encourage talented people to join and, above all, stay within the Group, through promoting recruitment, referrals, retention – of young people in particular – and work/study contracts. Employee shareholding plays an important role in the broad range of measures we are putting in place, as it enables our employees to share in the company's success over the long term. Collectively, employees are our largest shareholder and the "SHARE FOR YOU 2023" campaign saw record participation, with more than 17,000 people from 14 countries reaffirming their confidence in SPIE's future and their attachment to the company. As part of the work on our company's purpose, during workshops attended by almost 700 people at all levels of the company, I was able to see just how important pride in our profession and the concept of trust were for the participants: trust in the company, trust in the teams and being a trusted partner for our customers. We need to build on these commitment levers by providing employees with a clear idea of the role of our businesses in driving the energy transition. In a world where people are, quite rightly, searching for meaning, this seems to me to be of the utmost importance.

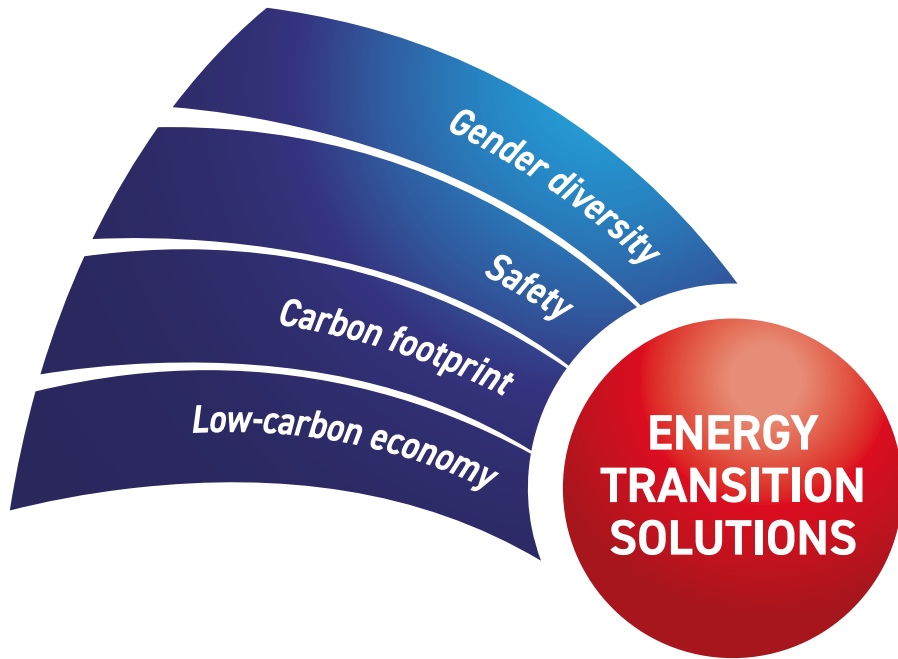
# SPIE offers technical solutions to combat climate change right now!

SPIE's 50,000 employees work and innovate each day to offer technical solutions that drive the energy transition. As the effects of climate change become ever more apparent and ominous, we are proposing economic and technical solutions to help our customers reduce their energy consumption and carbon footprints.

We upgrade buildings and facilities with high-performance technical and energy management systems, as well as maintaining them to extend their lifespans. We extend and strengthen power grids and offer our customers direct access to low-carbon energy. We provide responsible digital services. We install electric vehicle charging stations, upgrade public transport and implement optimised traffic management solutions.

At SPIE, we are also committed to the same goals, reducing our own carbon footprint by rapidly electrifying our vehicle fleet and working with suppliers to act in favour of the climate.

Our roadmap also includes two long-standing priorities: ensuring the safety of our employees and promoting gender equality.



**STRONGER,  
GREENER,  
TOGETHER!**



Watch  
our policy  
video here

# Creating solutions for the energy transition



Thanks to its broad portfolio of services covering the entire facility lifecycle, SPIE is ideally placed to help its customers achieve their environmental objectives.





SPIE enables its customers to reduce their direct and indirect emissions (Scopes 1 & 2), for example by making their buildings more energy efficient. The Group also helps to reduce emissions linked to the supply chain (Scope 3), by purchasing highly energy-efficient equipment from its suppliers. Thanks to its pan-European committees, customers benefit from SPIE's best practices in all the countries where the Group operates.

**48%**

of Group revenue in 2023 aligned with EU taxonomy climate criteria, of which:

**3%**

related to the promotion of low-carbon mobility

**21%**

related to the shift in the energy mix

**24%**

related to improving energy efficiency

# Driving the energy transition with our customers



We all have a role to play in the energy transition. As a leading provider of multi-technical services in the fields of energy and communications, SPIE offers its customers solutions that help them meet today's climate change challenges and achieve their environmental objectives. **Our values – proximity, performance and responsibility –** help foster lasting relationships of trust with our customers and serve as a robust foundation for our integrated technical solutions.



## Improving our customers' energy performance

Across all its geographies and business sectors, SPIE is enjoying very strong demand from customers for solutions that boost energy performance. Both private and public sector players are faced with increasingly stringent regulations and are looking to control their costs more effectively in the face of volatile energy prices. SPIE works closely with customers to reduce the carbon footprint and energy costs of cities, buildings and industrial processes. With its expertise in smart energy management and energy optimisation systems, as well as its know-how across the entire facility value chain, SPIE is able to support customers at every stage of their project.

- [p.12: sustainable urban ecosystems](#)
- [p.16: smarter and greener buildings](#)
- [p.18: industrial processes](#)



## Promoting a balanced and sustainable energy mix

The decision to increase the share of renewable energies as a proportion of all energy used in Europe to 42.5% by 2030 has given these markets a further boost. There is a glut of projects to install renewable energy production facilities, while hydrogen-related engagements are also gaining momentum. As a trusted partner to the energy industry, SPIE contributes to the development of renewable energies and a more balanced energy mix. As an expert in wind, solar, geothermal, hydroelectric, biomass and nuclear infrastructures, the Group offers solutions for the distribution and storage of electricity that are modernising and extending electricity networks across Europe.

**p.20: low-carbon energy**

**p.24: renewable energy**

**p.26: hydrogen**

## Accelerating the transition through low-carbon mobility

Europe is targeting a 13% decrease in greenhouse gas intensity for its transport networks by 2030\*. Buoyant low-carbon mobility markets are therefore set to continue growing. To accelerate the transition to more sustainable transport, SPIE offers customers technical solutions ranging from the installation of electric vehicle charging infrastructure to their operation. As an expert in public mobility, the Group enhances the passenger experience to boost the appeal of underground, tram, bus and train solutions, thereby reducing the use of private cars. It offers a comprehensive range of transport-related services, including innovative solutions for traffic control.

\* Source: Council of the European Union.

**p.28: e-mobility**



## Supporting the energy transition through innovation and responsible digital technologies

There is a fast-growing social awareness about the environmental impact of digital infrastructure and digital technology uptake, and customer expectations in this regard are increasing. At the same time, changes in law and regulations are creating a more responsible digital environment. In France, for example, a specific law was passed in 2021 to reduce the environmental footprint of digital technology. SPIE has developed a comprehensive range of services to support its customers as they move towards a more responsible digital environment. The Group helps them to define their roadmap, measure the environmental impact of their information systems and deploy virtuous solutions. It also uses digital technology as a lever to support the energy transition.

**p.30: Green IT & IT for Green**



# We create sustainable urban ecosystems

Responsible for over 60%\* of greenhouse gas emissions, cities are on the front line of the energy transition. Leading by example will gradually become a regulatory requirement in Europe, with an expected annual reduction of 1.7% in the energy they use. With its integrated solutions, SPIE helps cities achieve their energy goals across their entire infrastructure.

\* Source: United Nations.

## FRANCE - An ambitious energy-efficiency contract with the Yonne department

Local authorities in the Yonne department in France awarded SPIE its first public-sector energy performance contract covering the entire property portfolio, including 147 buildings at 52 sites, including 25 high schools, a museum and a number of historic sites. The Group is committed to reducing the energy consumption by 25% and carbon emissions by 43% across the portfolio over the next 10 years. To achieve this, SPIE will replace 22 outdated heating production installations and implement building energy management systems to remotely control and supervise all the facilities.



## Partnering with RTE to optimise building energy performance

In eastern France, SPIE is supporting the Regional Delegation of RTE, France's transmission system operator, in optimising the energy performance of its buildings. Elisabeth Bertin, RTE Delegate for the Grand Est region, tells us more about the partnership, its results and its outlook.

"In addition to its 20,000 sq.m. regional head office in Villers-lès-Nancy, RTE owns a large number of office properties on 20 sites in the Grand Est and Bourgogne-Franche-Comté regions. This makes managing their energy use particularly important for us, especially in the light of France's mandated energy saving standards for office buildings.

Another key challenge is to demonstrate that this type of building can make a significant contribution to reducing power grid demand during peak periods.

Through a five-year multi-technical maintenance contract covering all our building, SPIE is helping us to meet these challenges, with a special consultancy role at our head office. Among the energy-saving initiatives undertaken there since 2022, I can mention optimising the programming of a large building's centralised technical management system, in particular by reducing the average indoor temperature. I'm also thinking of the creation of an 'Ecowatt' button that switches the entire site to low power mode in real time. We've also replaced energy-intensive equipment or upgraded the lighting in three buildings with LEDs.

As a result, energy use at our regional head office has declined by 25% since 2021. There was a 12% reduction in 2023 alone, led by our initiatives to improve regulation, which obviously took the user experience into account. We're also proud of having won two awards for our Villers-lès-Nancy site in the Cube Flex 2023 challenge, which honours buildings capable of saving energy in critical time slots.

We intend to stay this course, supported by SPIE's expertise and advice. For example, the Group is deploying electricity submeters in

**"Thanks to our constructive relationship with SPIE, we've significantly reduced energy use at our regional head office. We want to take this to the next level by expanding the Group's consultancy role to other sites and by launching an energy performance contract."**

one of the head office buildings, whose more precise metering will enable us to identify new avenues to optimisation. We're also working together to introduce an energy performance contract that will further strengthen our partnership with SPIE in the years ahead."



**Elisabeth Bertin,  
RTE Delegate for  
the Grand Est region**



Watch the full interview here



### **SWITZERLAND - A modern, sustainable business district**

In Geneva, SPIE provided the electrical installations for two office and commercial buildings, as well as for the tree-lined terraces of the new Pont-Rouge business district. This included the automated management of heating and lighting and the installation of charging points for electric vehicles. By complying with the Swiss Sustainable Building Standard (SNBS), SPIE guarantees that buildings will operate smartly and efficiently over the long term.



**“In Lier, we are proud to be helping the hospital take a further step in its energy transition. In the new building housing an intensive care unit and an extension to the operating theatre, we have installed a central combined heat and power plant. Thanks to this new plant and the renovation of five heating substations, the hospital will save up to 16.4% in energy costs each year, while reducing its carbon emissions by 265 tonnes.”**

**Tom Van Dyck, Senior Project Manager  
at SPIE Belgium**

### **FRANCE - Reduced environmental impact for the Geoffroy-Guichard stadium**

In Saint-Etienne, SPIE carried out a major modernisation project at the 42,000-capacity Geoffroy-Guichard stadium, which regularly hosts international competitions. The Group renovated the lighting and sound system, as well as the metal structures and walkways. Thanks to these innovative solutions, the stadium was able to reduce its energy consumption by 25%, while enhancing the spectator experience.



### **NETHERLANDS - Supporting Amsterdam in achieving its sustainability goals**

The city of Amsterdam awarded SPIE the tender for the maintenance of electrical and mechanical infrastructure in 27 municipal buildings, including the city archives, public health service buildings and several district offices. This nine-year partnership also includes support services and projects to make buildings more sustainable. PULSE Core, SPIE Nederland's building management platform, will play a significant role in ensuring that indoor environments comply with national requirements for air quality, climate, light and noise.

# Developing smarter solutions for greener buildings

Making buildings greener is crucial to the energy transition. SPIE supports its customers in this transformation while ensuring the comfort and safety of occupants. SPIE has a range of solutions designed to help customers achieve their green goals, including improving the energy efficiency of facilities, implementing smart building management systems and offering maintenance solutions tied to energy performance targets.

Buildings in Europe account for

# 40%

of the world's final energy consumption.

(Source: Council of the European Union, 2023)



**“After completing my work-study programme at SPIE, I spent 13 months working alongside the site manager prior to his retirement. He passed on his technical know-how and experience with subcontractors and with customers. This proved to be a real asset when it came to stepping up and taking on greater responsibility, especially as SPIE is extending its cooperation with the Campus by taking over maintenance of the technical facilities and rolling out innovative digital energy management solutions.”**

## **POLAND - Optimal working comfort in a fully refurbished office building**

In Gdynia, SPIE is providing technical facilities management for the 9,000 sq.m. Republik office building. The completely-revamped office block has a multi-functional open space area and additional special zones such as a rooftop and co-working space. The Group is responsible for the inspection and maintenance of electrical, low-voltage, HVAC, plumbing and fire protection systems.



**Ulrike Stöhr,**  
Project Manager  
at SPIE Deutschland  
& Zentraleuropa



## Sustainable energy performance contracts for shopping centres

Ametzondo Shopping is a 53,000 sq.m., 100-store shopping mall opened in 2016 near Bayonne, in south-western France. Initially responsible for the site's multi-technical maintenance, SPIE's remit has since been expanded to an energy performance contract that is now delivering significant energy savings. Anthony Brault, the mall's Technical and Safety Director, talks about the partnership.

"Ametzondo Shopping is one of 33 international shopping centres managed by Ingka group, a leading Ikea franchisee. Even though energy optimisation was designed into our centre from the beginning, we are still facing the serious challenge of reducing our use, for three reasons: to comply with increasingly stringent regulations, to meet the ambitious decarbonisation targets set by Ingka group, and to hold down the costs rebilled to our tenant retailers.

So when SPIE proactively offered in 2019 to transform our initial maintenance contract into an energy performance contract, the timing was perfect! Specifically, the SPIE Facilities team undertook to meet precise energy use reduction targets, primarily by optimising the management of our utilities installations. Since then, the contract has been renewed, in 2023, and SPIE has helped us to set up Energisme, an energy management platform that supports much more accurate monitoring of all our power meters. A SPIE Facilities energy manager tracks the metering every day, enabling us to respond as soon as we notice any excess consumption. This delivered a 30% reduction in the mall's electricity consumption between

2018 and 2023. What's more, the support of SPIE Facilities' dedicated team enabled Ametzondo Shopping to earn international BREEAM In-Use certification, attesting to the environmental performance of existing assets.

We fully intend to build on this momentum in the months ahead. In early 2024, SPIE won the tender for our most recent energy performance contract, which calls for a 4% reduction in the mall's energy use over the next three years. The Group has also been selected to help us thoroughly overhaul our utilities

**"In five years, SPIE has helped our shopping centre substantially reduce its energy bill. With a new energy performance contract, it is more than ever a fully engaged enabler in our energy transition."**

management interface, with the aim of integrating the stores as well as the common areas. This means that our partnership is truly a long-term undertaking."



**Anthony Brault,**  
Technical and Safety  
Director at Ingka Centres



Watch the full interview  
here

# We optimise energy installations for industrial processes

Improving energy efficiency is at the heart of the major transformation challenges facing industry, and is now essential if manufacturers are to meet market expectations and comply with regulatory requirements while keeping their costs in check. SPIE has been partnering industry for many years, helping manufacturers to combine decarbonisation and productivity.



## FRANCE - An innovative solution to reduce the carbon footprint of the steel industry

SPIE, which has been working alongside the steel industry for over 40 years, has developed a new solution to reduce the carbon footprint of electric arc furnaces. Developed with SCCM ALP, a specialist in mechanical and thermal equipment, this innovative process recovers part of the waste heat that the furnaces generate. It can then be recycled, for example by producing power for the rest of the industrial site.



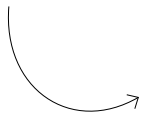
**Mariusz Lis,**  
Technical Facility  
Manager at SPIE  
Building Solutions,  
Poland

**“In Tychy, in the south of Poland, we are very familiar with the town’s industrial park, having managed its facilities since 2016. So we are especially pleased to have helped our customer achieve BREEAM environmental performance certification for the park’s property logistics. For example, we replaced existing equipment with water-saving systems in eight buildings across 97,000 sq.m., and we also prepared the documentation required for certification.”**



### GERMANY - Enhancing Mercedes-Benz's industrial and energy performance

SPIE has been supporting car manufacturer Mercedes-Benz in its production process improvement for nearly 25 years. In 2023, the Group was chosen to provide maintenance for the industrial facilities and technical equipment at the Mercedes-Benz plant in Mettingen, Germany. By optimising the facilities, SPIE will help the site become more efficient while shrinking its carbon footprint. Energy consumption will be reviewed on an ongoing basis as part of a continuous improvement process.



Industry is responsible for

# 40%

of the world's final energy consumption

(Source: International Energy Agency)



### FRANCE - High-performance buildings for the pharmaceutical industry

In western France's Vendée region, SPIE installed HVAC systems at the new Clean Cells site, which produces and stores cell and virus banks in a restricted environment. In the technical building housing the clean rooms, the Group provided a comprehensive range of services to manage the extremely strict temperature, pressure and humidity requirements. In the offices, SPIE installed an air conditioning system and energy recovery air handling unit in order to bring the building into line with energy performance standards.

# Facilitating the transition to low-carbon energy

The gradual transition to a lower carbon energy mix involves a significant transition period. SPIE is using its expertise to actively contribute to managing and controlling this complex phase, by upgrading the power grid, developing transitional energy sources and using fossil fuels more responsibly.



## €153bn

invested in the energy transmission and storage required between now and 2030 to meet the objectives of the European Union's recovery plan.

## Adapting the power grid to renewable energy

### NETHERLANDS - Connecting offshore wind farms to the onshore power grid

SPIE Nederland has been selected by grid operator TenneT to take part in the realisation of a new-generation substation connecting subsea power grids to the onshore high-voltage grid. SPIE will use BIM (Business Information Modeling) technology for the site's technical installations.



**GERMANY - New extra-high voltage lines to better integrate renewable energies**

Near Koblenz, SPIE is installing around 25km of extra-high voltage power line on behalf of transmission system operator Amprion. By increasing transmission capacity and making the grid more efficient and flexible, this project will make it possible to respond to the increase in renewable energies and ensure grid stability in the region.



**Burkhard Sager,**  
General Manager  
of the High Voltage  
operating division  
at SPIE Deutschland  
& Zentraleuropa

**“We have created a new unit in Berlin with 30 experts focusing exclusively on the installation of renewable energy substations. This meets a very significant need linked to the increase in decentralised wind farms and solar power plants. Our digital solutions also allow these experts to work with our regional teams to monitor more than 60 substations across the country.”**

## Relying on transitional energy sources and more responsible production of fossil fuels



### FRANCE - A new milestone in the historic partnership between SPIE Nucléaire and EDF

Following the signature of a new five-year framework agreement, SPIE Nucléaire will provide design and general electrical installation services as part of the large-scale maintenance of France's nuclear power plants. With its innovative technical offering, the Group is consolidating its position as a key partner in nuclear safety and performance.



**“We are proud to have been chosen by TotalEnergies EP Angola to provide general maintenance services on two FPSOs (Girassol & Dalia) – floating production, storage and offloading units – offshore Angola in deep water (150km from Luanda). These services involve the preparation, supervision and execution of preventive and corrective maintenance (mechanical, electrical, HVAC, instrumentation, ICSS, PLC) for the two FPSOs. Around 200 employees, 65% of whom are nationals and 35% expatriates, are mobilised to carry out this mission. Since 2023, we have been upgrading their skills via a SPIE training centre located in Angola, thus ensuring the operational excellence of our services.”**

**Jerónimo Oliveira, Director of the Sub-Saharan Africa Business Unit at SPIE Global Services Energy**



### **FRANCE - Nuclear fusion: renewal of the partnership between SPIE and international organisation ITER**

ITER, the first industrial-scale reactor, was designed to study nuclear fusion as a carbon-free energy source. Having partnered the ITER Organization for the past five years, SPIE Nucléaire and SPIE Facilities have once again been selected to provide multi-technical maintenance for the site's 70 nuclear, industrial and service buildings located at Cadarache, in southern France.



### **GERMANY - Promoting the use of liquefied natural gas in industrial processes**

In North Rhine-Westphalia, SPIE installed a liquefied natural gas facility in less than six months for Zapp Precision Metals, a company specialising in steel processing. This solution is particularly well-suited to the challenges faced by German industry amid gas supply pressures.

# Increasing renewable energy production

To achieve the target of 32% of the European Union's energy coming from renewable sources by 2030, renewable energy producers must significantly increase their production capacity. As a leader in the installation, maintenance and operational management of this type of production infrastructure, SPIE is pursuing sustained growth in these activities.

65%

increase in renewable energy capacity expected in Europe by 2030.



## DUBAI - Managing the performance of solar installations in the Middle East

SPIE Global Services Energy will maintain and operate the solar panels on the roofs of TotalEnergies Renewables DG MEA's industrial buildings and shopping centres in Dubai for three years. Already operating more than 15 MW of electricity on site, SPIE aims to step up its capacity over the life of the contract, in particular by monitoring the electricity production of all sites in real time. A preventive maintenance programme using the latest generation of robots also optimises the cleaning of the panels.





### **FRANCE - Maintenance of France's first offshore wind farm**

Having provided support during the design, installation and onshore maintenance phases for the Saint-Nazaire offshore wind farm, SPIE Industrie has entered into a new contract with EDF Renewables. Its teams will be providing offshore preventive and corrective maintenance support for the electrical systems of the substation and the foundations of the 80 wind turbines at the wind farm over the next two years. Expert technicians will be recruited locally to ensure they can respond rapidly to operations while also reducing the travel-related carbon footprint.

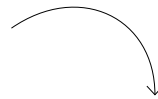


**Tim Bogaert,**  
Works Engineer  
at SPIE Nederland

**“At Brouwersdam, we installed solar panels on the roofs of the 83 lodges and tiny houses on holiday park operator Roompot’s new site. These panels power a 264 kWh central battery energy storage system for the surplus energy generated during the day, ready for use in the mornings and evenings when residents consume the most electricity. This is an innovative, sustainable and efficient energy system for reducing peak demand on the grid.”**

# Making hydrogen a key driver of industry decarbonisation

Generated from renewables, green hydrogen can power industrial processes while reducing carbon emissions. With offerings covering the entire hydrogen value chain, SPIE supports industrial companies by designing and deploying innovative power management systems.



## €6.8bn

expected to be invested annually in hydrogen production, storage, distribution and retailing by 2030.



### GERMANY - An innovative hydrogen feed-in plant for industrial processes

SPIE has designed a new gas pressure regulator that can create gas mixtures containing up to 100% hydrogen. Deployed on a hygiene manufacturer's site, the system will enable it to test the impact of different hydrogen levels on its production, a key challenge for industry decarbonisation.



**Axel Beckkötter,**  
Project Manager  
at SPIE Deutschland  
& Zentraleuropa

**“In Germany, we are proud to be supporting our customer, a brick factory, in gradually replacing natural gas with green hydrogen to power its energy-intensive kiln. This hydrogen will be produced in a 10 MW electrolyser. We designed and installed the energy infrastructure that will power this electrolyser with electricity generated by our customer’s photovoltaic panels.”**

# Hydrogen as a solution for decarbonising public transport

If public transport is to play its full role in the energy transition and discourage car use, it must be made more attractive to users. It must also be powered by the renewable energies of the future, such as green hydrogen. SPIE supports its customers in both of these areas with a range of cutting-edge technical solutions.

# 79.7%

of Europe's total annual passenger kilometres are still travelled by car.

(Source: <https://ec.europa.eu/eurostat/web/products-key-figures/w/key-figures-on-european-transport-2023-edition>)



**Charly Perigault,**  
Head of Development  
at SPIE Industrie,  
France

**“Our customer Lhyfe produces and supplies green hydrogen. To power all the equipment in the hydrogen production process, we designed two shelters (containers) to convert energy from renewable sources. Our teams then installed and connected them at the Lhyfe Bretagne and Lhyfe Occitanie sites. Each site will be able to produce up to two metric tonnes of green hydrogen per day, which will be used to power buses, coaches and passenger transport boats.”**



## FRANCE - Development of two renewable hydrogen stations near Paris

SPIE Industrie is participating in the design of two renewable hydrogen production and distribution stations in the Hauts-de-Seine region. The company will be responsible for the connection and technical interconnection work for all equipment at the Châtenay-Malabry site, which houses an electrolysis hydrogen production station, and at the Châtillon site, which is equipped with a storage and distribution area. Together, they will power 30 buses and 27 household waste collection vehicles.

# Facilitating individual and collective e-mobility

The transition to sustainable mobility requires the rapid deployment of electric transport powered by renewable energy. With its extensive offering and leading expertise, SPIE is a trusted partner for public authorities and businesses for deploying and operating charging station infrastructure throughout Europe.

**27%**

reduction in carbon emissions from the transport sector by 2030, under the European Union's climate objectives.

## NETHERLANDS - Two new charging stations for 200 electric buses

Near Amsterdam, SPIE Nederland has built two new electric bus depots for public transport company EBS. The Group was responsible for the design, engineering, delivery, installation and commissioning of energy supply and distribution systems. SPIE also built a fibre optic network and power coils embedded in the sites' energy management system.



## BELGIUM - Installation of 21 rapid charging stations

SPIE Belgium is to install 21 sites throughout the country equipped with three to six charging points accessible to all on behalf of Electra, a Belgian company that finances and operates rapid charging stations. Once the charging stations are operational, SPIE's teams will use sophisticated management systems to ensure that consumption peaks are covered, helping to protect the equipment's performance. SPIE's teams will also be responsible for preventative and corrective maintenance of the charging stations.

## Charging ahead in the Netherlands

Increasingly, large organisations are electrifying their vehicle fleets, and so require on-site charging infrastructure. In the Netherlands, Shell Recharge Solutions is working in partnership with SPIE to serve this growth market, as Dorus Dijkstra, a project manager at Shell Recharge Solutions, explains.

Shell and SPIE have a long track record of cooperation based on a shared culture of high standards and workplace safety, so it's no surprise that, since SPIE began installing our electric vehicle chargers in early 2023, we have established a strong working relationship.

The fast pace of growth in this market creates challenges: in the Netherlands, our primary issue is a lack of electric grid capacity. Waiting for an upgrade might take the best part of a decade, but our corporate clients need to electrify their fleets now, so working with SPIE, we help them identify alternative solutions – such as implementing dynamic load balancing with other parts of their site in order to continuously optimise the use of available power during peak and off-peak hours.

SPIE has been supporting us on these projects right from the initial assessment. Often, we need to guide customers, helping them understand limitations and think ahead to the next stages as their electric vehicles fleet grows. SPIE is a great partner here, proposing smart solutions in the best interests of the customer.

Of course, these solutions are custom-made, meaning that components need to be ordered and can be subject to delay, or that unexpected issues may crop up on site. This is another challenge in the market which SPIE helps us to surmount, working at impressive speed and with great flexibility.

For instance, SPIE recently helped us to install 45 chargers for parcels courier DHL – at the busiest time of the year for the depot, right between Black Friday and Christmas! Despite this, SPIE completed the work on time and to the highest standards.

**“Often, we need to guide customers, helping them understand limitations and think ahead to the next stages as their electric vehicles fleet grows. SPIE is a great partner here.”**



Watch the full interview here



**Dorus Dijkstra,**  
B2B Project Manager Benelux,  
Shell Recharge Solutions

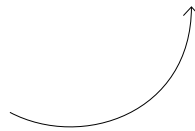
# Green IT & IT for green: digital technology to support the energy transition

Digital technologies and the energy transition are closely linked, as energy-intensive digital infrastructure and solutions will have to undergo a green makeover. At the same time, they are powerful drivers for accelerating the transition to a more sustainable world. SPIE provides transformative solutions in both these areas.

## \$90.2bn

estimated European smart city IoT market in 2027 (compared with \$32.5 billion in 2020).

(Source: Fiberroad: *European Smart Cities Market Overview, 2022*)



### **BELGIUM - 54 tunnels modernised for a safer, smoother experience**

SPIE Belgium is installing new, specialised software to modernise the management of 11km of tunnels in Wallonia. With automated scenarios tailored to the specific features of each tunnel, the new system will greatly improve traffic flow and reduce the environmental impact of traffic jams. By enabling any faulty equipment to be identified and repaired quickly, it will also extend their lifespan, while having a major positive impact on safety.

### **FRANCE - Optimising industrial waste management with digital technology**

Winner of SPIE France's Innovathon in 2021, start-up Akanthas has developed a digital solution based on artificial intelligence to optimise the sorting, transport and recovery of industrial waste. In 2023, it deployed this solution at a SPIE site in Toulouse, reducing the number of skip rotations by 20% and increasing the flow of sorted waste by more than 10%.





### **FRANCE - Clermont Auvergne Métropole: aiming for a responsible digital strategy**

SPIE ICS is providing Clermont Auvergne Métropole, which has a population of some 300,000, with guidance for defining its responsible digital strategy. Its aim is to use digital technology as one of the drivers for reducing its carbon footprint. The assignment includes conducting a maturity analysis and developing an initial roadmap.

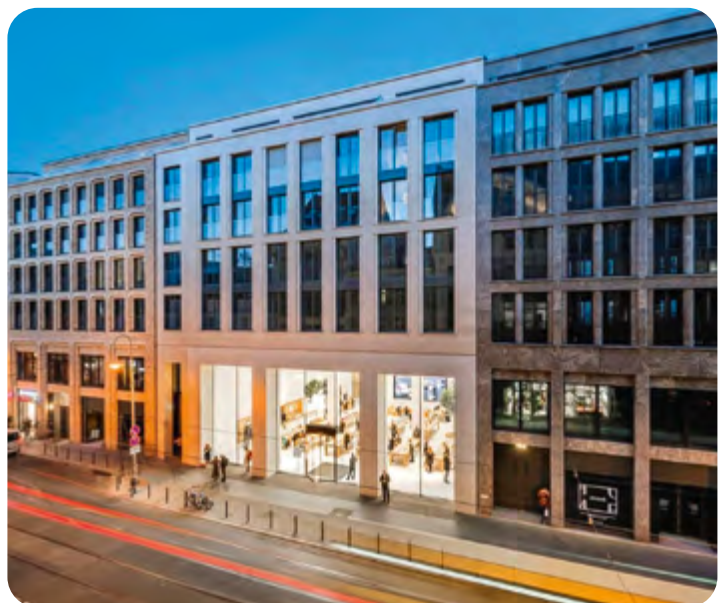


**“Small and medium-sized municipalities are facing specific challenges, and it’s in response to these that we’ve launched SMARTbourg. This offer provides access to a range of tailored digital services, such as pedestrian safety systems, charging stations for electric vehicles and efficient, sustainable street lighting, not to mention intelligent video-protection solutions along school routes.”**

**Hugues Jouffroy, Operational Director at SPIE CityNetworks, France**

### **GERMANY - A digital solution to enhance buildings’ technical facility management**

SPIE’s condition monitoring digital solution, which incorporates energy self-sufficient sensors, is being implemented in several VALUES Real Estate properties in Berlin. By detecting technical faults at an early stage, it helps improve the level of service provided by the equipment and increase its energy efficiency.



# Developing a sustainable model



SPIE is contributing to a more sustainable world by supporting its customers in their energy transitions and stepping up the pace of transformation of its own business model through an ambitious sustainability roadmap rolled out across all subsidiaries.





## Four key objectives for 2025



**25%**

reduction in SPIE's carbon footprint compared with 2019.

**67%**

of purchases from suppliers who have made ambitious commitments to reduce their carbon footprint.



**50%**

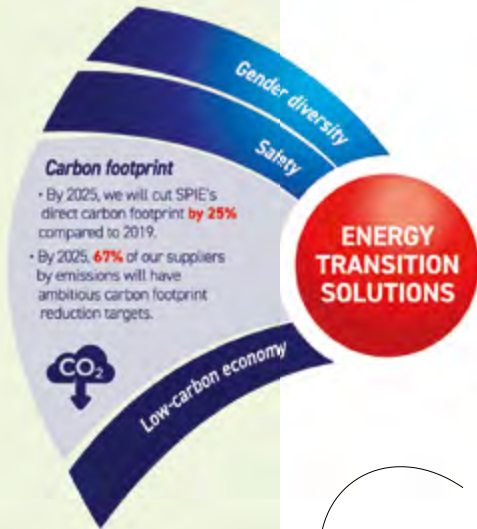
reduction in serious accidents compared with 2019.



**25%**

more women in key management positions compared with 2020.

# Reducing the carbon footprint of our activities



# 36%

reduction in emissions from SPIE's real estate portfolio in 2023.

As a service provider, the Group has a relatively small direct carbon footprint, which SPIE is nevertheless committed to reducing by rolling out proactive policies for its vehicle fleet and property portfolio. At the same time, it is stepping up collaboration with suppliers committed to decarbonising their activities. This is significant, as purchases represent 86% of SPIE's overall carbon footprint.

## Improving the energy performance of our buildings

### FRANCE - A new high environmental performance "One SPIE" site

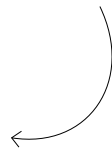
In Holtzheim, near Strasbourg, 250 employees representing all the subsidiaries of SPIE France moved into a new open and modern 2,850 sq.m. building. The site has photovoltaic panels on the roof and presence detectors fitted on all the lights. Water flow is tightly regulated, and organic waste from the canteen is composted. Eighteen electric vehicle charging stations are available, as well as 80 spaces for bicycles. The building is in the process of being awarded BREEAM® New Construction environmental certification.





**47%**

of the Group's purchases were from suppliers who have made ambitious commitments to reduce their carbon footprint in 2023.



### GROUP - An ambitious approach to engage suppliers on climate issues

SPIE has set itself the target for 2025 of sourcing 67% of purchases from suppliers who have made ambitious commitments to reduce their carbon footprint. This represents a real challenge for a Group with 78,000 suppliers and subcontractors in a host of countries. To achieve this goal, in 2022, a major strategy was implemented to enlist suppliers in tackling climate challenges. Among other initiatives, the Group is developing specific solutions to support small and medium-sized businesses, an approach that remains innovative in the market. In 2023, these efforts resulted in a 18-point increase in SPIE's coverage rate with suppliers committed to reducing their carbon footprint. The Group's approach has also been recognised by the most demanding certification bodies, including the Carbon Disclosure Project, which awarded it an A rating for Scope 3 emissions, and EcoVadis, which ranked it in the top category for its carbon assessment. The Group's expertise is also valued by investors and customers, who increasingly turn to SPIE to measure the carbon footprint of their projects.

### GERMANY - Scope 3 Factory: an all-in-one solution to support suppliers

Small and medium-sized suppliers do not always have the necessary expertise and means to start to reduce their carbon footprint. To contribute to the Group's Scope 3 objectives, SPIE has developed a comprehensive solution to support them, beginning with assistance from a SPIE purchaser trained in environmental issues. Suppliers then receive a guide and are invited to an online presentation, before being shown how to calculate their carbon footprint free of charge. Using a dedicated SPIE tool, they can then define their objectives and action plans, while benefiting from the support of specialist consultants where necessary.



# Continuing to electrify our fleet

Despite persistently long delivery times for electric vehicles, SPIE has continued to accelerate the renewal of its corporate vehicle fleet. In 2023, 54% of new orders were for electric vehicles, compared with 37% in 2022. With regard to its property portfolio, SPIE has been on a positive trend since 2019: when teams move sites, the Group ensures that the new premises meet the highest level of energy performance. It also continues to support its 78,000 suppliers and subcontractors in decarbonising their operations. Particularly substantial support is required for SMEs, which make up the vast majority of its partners.

# 11%

of SPIE's fleet consisted of battery-electric vehicles in 2023, an increase of 43%.



## SWITZERLAND - A new fleet of electric vehicles

At the beginning of 2023, SPIE Switzerland renewed a portion of its vehicle fleet, opting for electric vehicles – which now make up half of the fleet – for both cars and site utility vehicles. This will avoid 538 metric tonnes of carbon emissions by the end of 2025, as well as considerably reducing harmful emissions of fine particles and nitrogen oxides. After having already cut the carbon emissions from its activities by 45% in recent years, SPIE Switzerland is actively pursuing its energy transition.





**Julien Pamelard,**  
Fleet Manager,  
SPIE Switzerland

## Supporting our employees in deploying e-mobility

In all subsidiaries, SPIE is rapidly transitioning its vehicle fleets to all-electric. Three people who are helping to drive this transformation talk to us about the programmes under way to build employee buy-in.



**Jean-Baptiste Gay,**  
Fleet Manager,  
SPIE CityNetworks, France

### How far have your subsidiaries advanced in electrifying their fleets?

**JP** – In Switzerland, quickly transitioning to EVs means that we'll be able to meet, in 2024, the Group's target of reducing carbon emissions by 25% for 2025. In 2023, we replaced 44% of our fleet of 220 vehicles, with all-electric models accounting for 54% of the new purchases.

**JBG** – We're experiencing the same dynamic in France, where we had almost 1,500 EVs out of a total fleet of 10,000 as of end-2023. Their number is growing exponentially, because last year, 60% of our new buys were electric. What's more, today, all the company cars and service vehicles listed by SPIE France and its subsidiaries are electric.

**LL** – To support this swift transition, we're massively deploying charging stations across all the sites concerned. We already have more than 700 charging points in 150 locations and roll-out is continuing apace in 2024.

### How are you building employee buy-in for electrification?

**LL** – When you go electric, a key issue is being able to easily recharge your EV. That's why our role is primarily to install the right number of charging stations on each site, after analysing requirements on a case-by-case basis. We then have to maintain the stations and provide employees with round-the-clock hotline support.

**JP** – In Switzerland, we have an average of one charging point for every two vehicles on our sites. We also offer employees the possibility of installing smart charging points at home and pay the actual cost of their electricity consumption. We've also made a major effort to educate and support employees, both individually and as a group, with, for example, special events to celebrate the arrival of new EVs. As a result, the initial doubts have been dispelled and e-drivers are now acting as ambassadors for other employees.

**JBG** – In France, SPIE employees can also install charging points at home and access a shared online space with lots of information and tips to ease the switch to electric. In addition, since 2021, SPIE CityNetworks has been organising an eco-mobility week, enabling its employees to test-drive around thirty EVs loaned by our suppliers. This is a great way to encourage take-up.



**Louise Lemoussu,**  
National Projects Coordinator,  
SPIE CityNetworks, France

# Ensuring the safety of our employees



## 5.4

Lost time injury rate\* in 2023, a figure marking a steady improvement since 2019.

\* Including acquisitions in 2023.

Safety in the workplace remains SPIE’s top priority, being both a core responsibility for the Group as an employer and a performance driver to ensure the successful completion of our customers’ projects. Committed to continuous improvement, SPIE adapts and strengthens its safety programmes as the Group grows and diversifies.

Despite the subsidiaries’ efforts, 2023 was a difficult year, with an overall increase in the number of serious accidents. This issue represents a major concern for the whole of the Group’s management, and each serious accident is investigated in depth. The managing director of the entity concerned systematically shares a detailed report with the Executive Committee, and measures are taken to prevent the accident from happening again. Substantive work is under way to improve the situation over the coming months. Special attention will be paid to operational control, stakeholder engagement, leadership and culture, and skills. With this aim, all operational managers will be taking a new safety leadership course.

### Strong and rapid growth, a challenge in terms of safety

SPIE’s business model is based on continued and robust external growth combined with targeted expansion in dynamic new markets. Accordingly, the Group onboards a large number of new employees each year. In 2023, for example, it welcomed more than 7,900 new hires and employees from acquired companies. This model requires SPIE to apply strict health and safety standards within an increasingly diversified organisation, which presents challenges but also opportunities, as the Group can for example draw on a broad base of expertise and ideas to support its safety policy.



### **GERMANY - Innovative high-voltage training for apprentices**

In Oberhausen, apprentices can practise working on high-voltage substations in virtual reality. Equipped with special headsets and hand-held controllers, they can complete the training autonomously. This tool is an effective way to prepare them for their first assignments while raising their awareness of occupational hazards.

### **BELGIUM - Safety ambassadors trained using virtual reality**

To raise awareness of safety issues among all employees, SPIE Belgium is developing a programme of volunteer ambassadors trained in the risks associated with their profession and working environment. Using virtual reality, this training covers high-risk scenarios and offers quality instruction on the critical actions to take in an emergency.

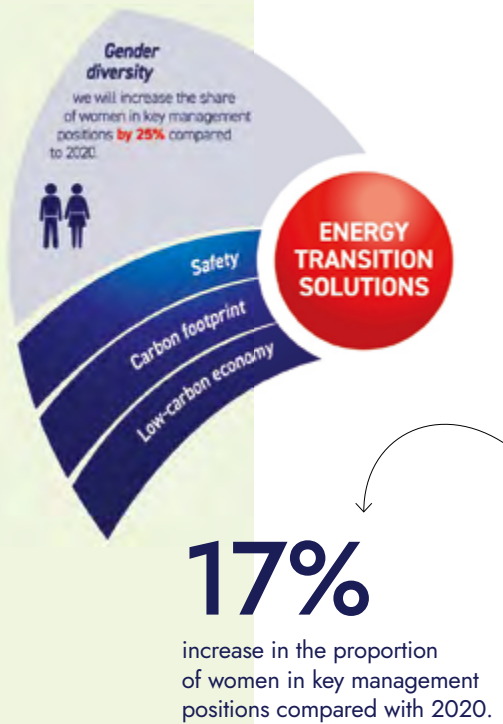


### **GROUP - A convention dedicated to health and safety**

In September 2023, 65 quality, health, safety and environment professionals came together, representing six Group subsidiaries in eight countries. The goal was to share best practices and co-develop the Group's health and safety action plan, with a view to significantly reducing serious accidents. The programme included workshops, informal meetings and discussions with SPIE executives, customers and external experts. The event resulted in the creation of permanent discussion groups between subsidiaries working in the same fields, enabling them to explore common issues and develop solutions together.



# Supporting greater gender diversity



For SPIE, increasing the number of women in technical professions is not just a social issue, but also a means of meeting significant recruitment demand in all the countries where the Group has operations. In 2023, SPIE was in line with its objective of increasing the proportion of women in key management positions by 25% for 2025 versus 2020.



Employer branding campaign launched in Belgium in 2023.

All SPIE subsidiaries have continued to actively promote gender diversity, for example by requiring at least one woman on recruitment shortlists for key management positions and ensuring that internal management training programmes include at least 20% women. Looking further down the line for a longer term impact, the Group is also running awareness-raising initiatives in schools and internally. As part of this drive, it plans to intensify the rollout of training on unconscious bias at all levels of management.

## Recruitment campaigns promoting gender diversity

To boost the number of women in its teams, SPIE has launched recruitment campaigns aimed at both men and women. As visuals play an important role in the collective unconscious, the Group is committed to showcasing women, particularly in technical professions. This can be seen in Germany, for example, where an extensive national employer branding campaign featured 40 portraits of female and male employees. In Belgium as well, SPIE emphasised the diversity of its employee expertise to help recruit more than 300 people in 2023.





**Julie Bernard,**  
Team Leader  
at SPIE ICS,  
France

**“I was a youth activity leader and then a director in recreational centres for 13 years before considering a change of career. At that point, I was put in touch with SPIE ICS. At first I thought it was a bit of a gamble, as I didn’t know anything about computers. But I was good at organising, managing schedules and listening to people. Today, I support a team of eight people and I love my job – I’m there to ensure that everyone works under the best possible conditions.”**



Watch the full interview  
here



### **FRANCE - Schoolgirls meet women employees at SPIE**

In 2023, SPIE CityNetworks partnered with non-profit Elles Bougent in organising several visits to offices and worksites to allow secondary school girls to discover its professions. In Cergy, students had the opportunity to talk to women working in technical professions at SPIE, including a network and systems engineer working in the urban video surveillance department. This initiative was a means of making professions that may be little-known more visible and appealing.



Learn more  
about this initiative here



**Netta Haaring,**  
Tender Manager,  
SPIE Nederland

**“Three years ago, I left the TechFM division to join the Energy division. Not only was this an opportunity to work with a new team, it has also allowed me to be a part of the energy transition. Coming from an IT background, I’m used to working in a man’s world. I don’t think that SPIE is a typically male-dominated company. Apart from the fact that I have more and more female colleagues, I’m not treated any differently from anyone else. But I do think we need to invest a lot more in raising the profile of careers in engineering.”**



Read the full interview  
here

# Responsible entrepreneurs





SPIE has diversified geographically over the last ten years through a host of acquisitions in Europe. Since 2013, headcount at the Group's German operations has increased from 300 to some 15,000 employees. In a highly fragmented market that it is helping to consolidate, the Group now occupies a leading position in that country. SPIE has also expanded significantly in Switzerland, Austria, Poland, Hungary, the Czech Republic and Slovakia. Furthermore, the Group has considerably strengthened its fundamentals, enabling it to deliver robust performances. Since the stock market listing in 2015, SPIE's approach combining selectivity, discipline and operational excellence has resulted in a solid financial structure and optimised cash flow.

### **Production**

from €4.5bn in 2013  
to €8.7bn in 2023

### **EBITA**

from €298m in 2013  
to €584m in 2023

## **140**

acquisitions completed  
between 2013 and 2023



# Stronger, greener,

The Executive Committee is made up of 12 members reflecting the Group's European footprint. It comprises the Managing Directors of the main operating subsidiaries, the Chairman and Chief Executive Officer, as well as the Chief Financial Officer, the Human Resources Director, the Sustainability Director and the Development and Operational Support Director.

**"We are getting all our employees to share a vision for the future."**



8

10

11

12

9

smarter, together!

1. **Pablo Ibáñez,**  
Development and Operational  
Support Director, SPIE

2. **Isabelle Lambert,**  
Sustainability Director, SPIE

3. **Jérôme Vanhove,**  
Chief Financial Officer, SPIE

4. **Paweł Skowroński,**  
Managing Director, Central Europe

5. **Pierre Savoy,**  
Managing Director,  
SPIE Switzerland

6. **Gauthier Louette,**  
Chairman and Chief  
Executive Officer of SPIE

7. **Hein Dirix,**  
Managing Director,  
SPIE Belgium

8. **Lieve Declercq,**  
Managing Director,  
SPIE Nederland

9. **Séverine Walser,**  
Human Resources Director,  
SPIE

10. **Arnaud Tirmarche,**  
Managing Director,  
SPIE France

11. **Christophe Bernhart,**  
Managing Director,  
SPIE Global Services Energy

12. **Markus Holzke,**  
Managing Director, SPIE  
Deutschland & Zentraleuropa

## STRONGER



**Hein Dirix**

"In 2023, SPIE Belgium recorded strong growth in order intake and a significant increase in revenue. In an inflationary environment, this robust performance illustrates the resilience of our multi-sector business model, and our capacity to effectively leverage powerful growth sources when certain sectors slow down. In Belgium, for example, we are very active in energy storage systems, which enable us to respond to potential instability in the electricity grid caused by the country's many wind and solar fields. We fully intend to continue to build our momentum."

"SPIE's solid positioning allowed it to continue to make the most of the tailwinds linked to the energy transition in 2023, and fuel sustained organic growth. Despite persistently high inflation during the year, the Group managed to keep growing its margins thanks to its commitment to selectivity, discipline and operational excellence. With our rigorous focus on managing cash, we were able to generate very significant levels of free cash flow, meaning that we have a healthy balance sheet and a heightened ability to organically finance and support our external growth policy."



**Jérôme Vanhove**



**Lieve Declercq**

"All the teams in the Netherlands have contributed to making 2023 an exceptional year, with record results and an improved CSR performance in line with our objectives. Also, in terms of customer satisfaction, we're proud of our Net Promoter Score of 7.1 points as well as our outstanding organic growth. These advances were driven by major strategic transformations undertaken over the last six years, which we will continue to pursue. The next step is to become the undisputed digital sector leader in the Netherlands, by ensuring that we are a key data-driven partner for our customers."

## GREENER

"At SPIE, we are determined to ensure the success of our sustainability roadmap. This is the case at all levels of the company, with the full support of the Executive Committee and the daily commitment of our managers and teams. While this reflects our shared convictions, it is also the result of incentive mechanisms that we want to take further still, such as linking a portion of managers' variable pay to the roadmap. This momentum shows in the progress we have made, with a strong increase in the proportion of our suppliers who are committed to reducing their carbon footprint. Moving on to the next stage, we are stepping up dialogue and working together with our peers to help drive the sector as a whole."



**Isabelle Lambert**



**Pierre Savoy**

"In Switzerland, we considerably reduced our carbon footprint in 2023 by replacing a large portion of our company fleet with electric vehicles. This achievement is the result of an ongoing commitment, supported by an incentive-based vehicle policy that encourages employees to install home charging points. At the same time, our goal is to develop a portfolio of projects focused on the energy transition, making us an agent of change in the Swiss market. With this in mind, we have launched a first circular-economy offering enabling companies to give a second life to their old IT equipment."

## Responsible entrepreneurs

"With the acquisition of Correll Group, a major player in electrical engineering in offshore wind, we have taken a decisive step forward in our diversification strategy. On the back of this, we intend to step up our development in offshore wind energy, which offers very strong growth prospects. And we are aiming to do the same in the photovoltaic market, with a maintenance contract already in place for Total Renewables Distributed Generation in Dubai. The new name of our business, SPIE Global Services Energy, fully encapsulates this strategic direction."



**Christophe Bernhart**



**Arnaud Tirmarche**

"In all our markets, we are seeing ever-growing demand from our customers for low-carbon solutions in energy performance, sustainable mobility, responsible digital technology, renewable energies and nuclear power. This trend accelerated further in 2023 due to the transformation of the industrial sector in response to climate change. We now want to amplify the momentum behind decarbonisation by systematically providing our customers with low-carbon alternatives. To achieve this, we will need to work closely with our entire value chain, from suppliers to end users. It's an exciting challenge, because it means we can give even more meaning and vitality to our businesses, which are over 120 years old!"

## SMARTER

"By actively positioning itself in the energy transition and sustainable mobility markets, SPIE has really raised its profile in recent years. The role of the Group and its businesses in the energy transition is now widely acknowledged and understood and we plan to amplify that going forward. Another strategic priority is to gain maturity in data structures and analytics – essential levers for progress in many areas, both internally and for our customers. Remember, no data, no artificial intelligence! We will move forward while continuing to make cybersecurity a priority."



**Pablo Ibáñez**



**Markus Holzke**

"In 2023, we celebrated ten years of accelerated growth of SPIE's operations in Germany and Central Europe. Ten years ago, we had around 300 employees. Today, we exceed 19,000 and have grown to be a leader in multi-technical services, the number two player on the German market and the leader in Poland. Now a major contributor to the Group's results, we intend to continue to grow by setting up fully-fledged country organisations in Poland and Austria. We will also continue to invest heavily in innovation and digitalisation, which will be essential if we're to remain in our customers' inner circle of leading partners going forward."

From  
1 February  
2024



**Pawel Skowroński,**  
Managing Director,  
Central Europe



**Séverine Walser,**  
Human Resources Director, SPIE  
position held by Elisabeth Rasmussen  
until 31 January 2024

# A robust, responsible growth model

SPIE's remarkable performance in 2023 once again illustrates the robustness of its business model. In particular, the green share of our revenue attests to the growth potential offered by the challenges of decarbonisation, with especially strong demand for energy mix, energy efficiency and low-carbon mobility solutions. By deepening our presence in both existing and new, future-facing markets, the nine acquisitions completed during the year have strengthened our ability to seize opportunities amid rising demand for technical services to support the energy transition.

## Three closely related strategic avenues

To maintain our growth trajectory in a fast-changing environment, we are pursuing three strategic avenues:

**1. Transition solutions.** Thanks to our expertise in energy and communications, we are particularly well placed to develop solutions aligned with the transformations impacting our customers, such as sustainable mobility, the energy transition, 5G, hyper-converged data centres, intelligent infrastructure, low-carbon manufacturing and the responsible use of digital technology.

**2. 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. 2023 saw two acquisitions that illustrated our commitment to diversifying into renewable energies, while strengthening our position in Germany.

**3. 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.

## Four value-creating businesses

### Mechanical & Electrical Services

Historically SPIE's core business, these services position the Group at the forefront in meeting the major challenges of improving the energy performance of buildings and infrastructure. We are particularly engaged with manufacturers in helping to decarbonise their processes and production lines.

### Technical Facility Management

This business includes our building energy management capabilities, which are seeing faster growth in demand, led by the need to decarbonise operations and reduce energy costs. In France, for example, we are now managing a wide array of energy performance contracts.

### Information & Communications Technology Services

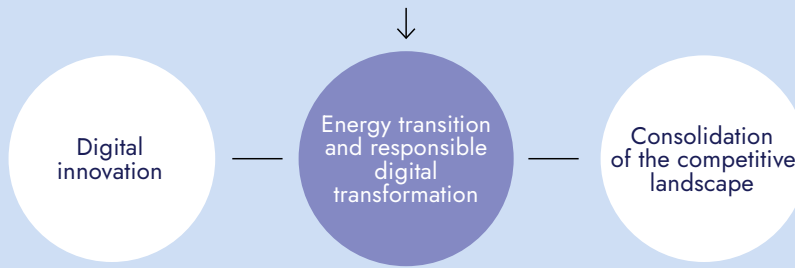
With pervasive artificial intelligence, data flows are increasing exponentially, creating huge demand for storage capacity at data centres, as well as cybersecurity services. Other promising long-term trends include cloud computing, IT management and hyper-converged systems. We are also continuing to install fibre-optic cabling, a segment that is seeing increasingly fast growth in Germany and other countries.

### Transmission & Distribution Services

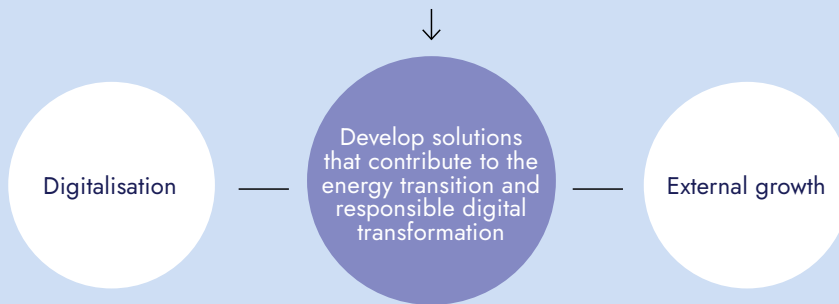
The energy transition is driving an in-depth transformation of power networks, which SPIE is supporting with a large number of building-block projects. We are also helping to connect new wind and solar farms to national grids, and responding to the growing need for smart solutions to manage the intermittency of renewable energy sources.



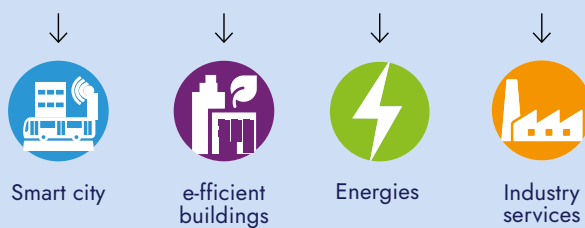
**External trends,  
growth opportunities**



**A strategy centred around  
sustainable, profitable growth**



**Serving strategic markets**



# A virtuous financial model

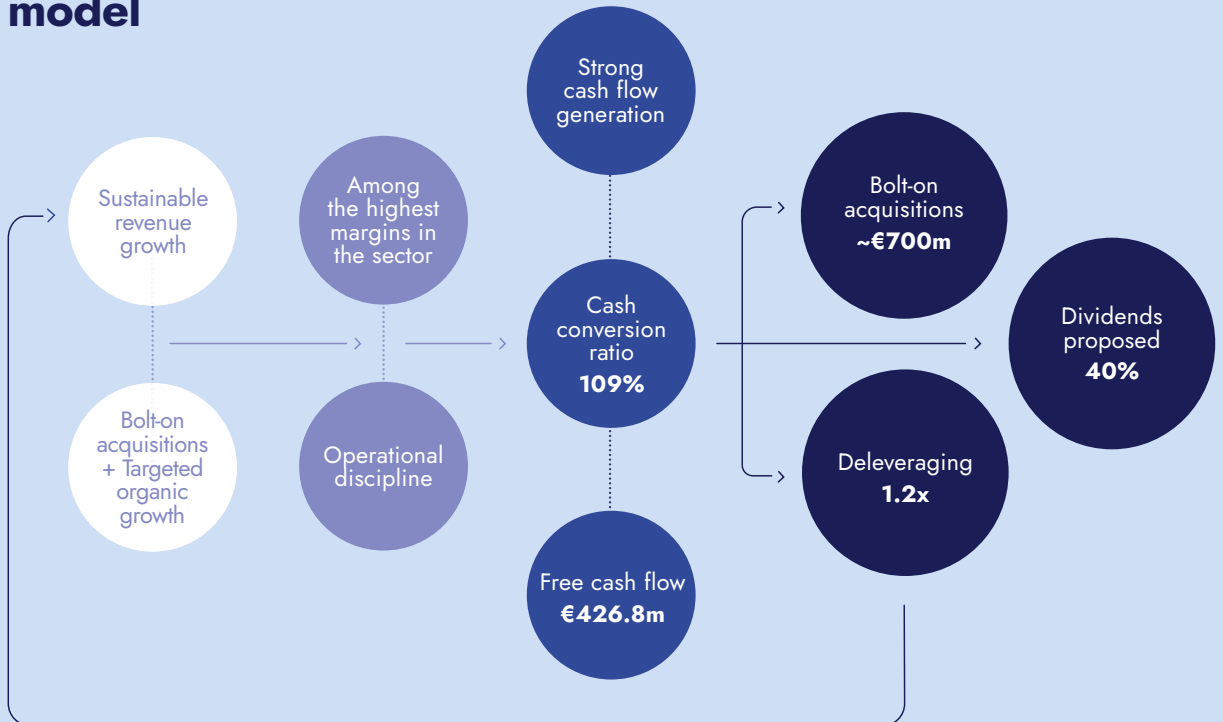
Every year, SPIE allocates a portion of its free cash flow to financing a steady stream of targeted acquisitions. This selective bolt-on acquisitions strategy is a core driver of the Group's growth model, helping to broaden its range of services and increase its geographical coverage. Because it operates in highly fragmented markets, SPIE enjoys a rich pipeline of acquisition opportunities.

Thanks to the diligent debt reduction policy led in recent years, the Group's ability to self-finance acquisitions was particularly strong in 2023, enabling it to complete a

wide variety of acquisitions in line with its strategic priority of consolidating its business base in current host geographies. Robur, for example, was a transformative acquisition that has made SPIE a leading provider of industrial services in Germany.

The Group is also committed to using acquisitions to expand in fast-growing markets. In 2023, the acquisition of Correll stepped up the diversification of SPIE Global Services Energy (formerly SPIE Oil & Gas Services) into offshore wind energy.

## Our financial model



## Going deep in the Austrian market

In late 2023, SPIE set up a country organisation in Austria, and one of the new entity's most important customers is Asfinag, a publically-owned corporation responsible for planning, building, and operating Austria's motorway network. René List, Head of Electromechanical Infrastructure at Asfinag Bau Management GmbH talks about working with SPIE.

Our central position in Europe makes our motorway network an asset of key strategic importance, and one which requires sustained upkeep. Due to our geography, we also have a large number of tunnels which are sensitive to traffic loads and must conform to strict safety standards. As such, there is ongoing investment of up to €300 million annually during the coming years in installing and upgrading technical equipment on the Austrian highways and safety systems such as sensors, ventilation, and lighting for tunnels.

In recent years, SPIE has acquired several of our long-standing partners in tunnel safety projects, such as Christof Electrics in 2019 and K.E.M. Montage and DÜRR Group in 2021. What this means for us is that existing partnerships are being taken to a new level. By grouping smaller companies, SPIE is able to take on a leading role in financing, organising, and delivering large-scale projects. Here, SPIE now has the size and capacity to act as a full-service partner for projects as they do at the Lainberg and Ottsdorf tunnels on the A9, and the new S7 expressway.

Beyond this, we are also delighted to be working with SPIE companies on a range of innovative projects, notably the plan to operate the Vienna S1 expressway ring-road entirely using renewable energy. After commissioning 4 MWp of photovoltaic and 5 MWh of battery storage will run all lighting, traffic management, and tunnel systems. SPIE also installed photovoltaic and battery systems at our new flagship Roggendorf rest area on the A1 and helped us deliver high power charger facilities for battery-electric passenger cars as well as fast and overnight charging facilities for heavy goods vehicles.

**“By grouping smaller companies, SPIE is able to take on a leading role in financing, organising, and delivering large-scale projects. Here, SPIE now has the size and capacity to act as a full-service partner.”**



**René List,  
Head of Electromechanical  
Infrastructure, Asfinag Bau  
Management GmbH**

# Acquisitions: A Year of Vigorous External Growth for SPIE

To enhance its expertise and support its customers in fulfilling their ambitions, SPIE is pursuing a sustained acquisitions-led growth strategy. With 9 new acquisitions in 2023, the Group has consolidated its positions in its host countries and deepened its presence in such future-facing markets as offshore wind power.

9  
acquisitions

~€700m  
in acquired revenue



**ROBUR INDUSTRY SERVICE GROUP GMBH**  
**Industrial services**  
**Germany**

With this acquisition, SPIE establishes a strategic position in the German industrial services market (the largest European market), where the Group had previously had a limited presence. SPIE will thus develop and enrich its portfolio of activities in Germany and consolidate its position as the number 2 in the sector. The Group will be able to exploit commercial synergy opportunities with an attractive portfolio of leading clients. SPIE also enters the very promising market of wind energy maintenance, thus strengthening its position as a key player in the energy transition.

**Revenue: €380 million**  
**(2023 estimate)**  
**2,600 employees\***



**CORRELL GROUP**  
**Renewable energies**  
**SPIE Global Services Energy**

SPIE acquires Correll, a major player in electrical engineering applied to the offshore wind industry. Correll deploys its expertise worldwide, especially in Europe (Atlantic, Baltic, and North Sea), the United States, and Taiwan.

With this acquisition, SPIE Oil & Gas Services accelerates its diversification strategy towards renewable energies and is renamed SPIE Global Services Energy in January 2024.

**Revenue: €55 million**  
**(2023 estimate)**  
**109 employees and 500 expert contractors\***



**ENTERPRISE COMMUNICATIONS & SERVICES GMBH (ECS)**  
Information and communication technologies  
Germany

This acquisition enables SPIE to strengthen its positioning in information and communication services in Germany.

Revenue\*: €22 million  
130 employees\*



**AVM UP**  
Information and communication technologies  
France

Thanks to this acquisition, SPIE strengthens its expertise in the field of enterprise communications, particularly in the provision of cloud services.

Revenue\*: €22 million  
50 employees\*



**J.D. EUROCONFORT**  
Facility management  
France

SPIE strengthens its position in the Facility Management and multi-technical maintenance segment in France.

Revenue\*: €11 million  
45 employees\*



**IMI AERO-DYNAMIEK**  
Building services  
Netherlands

This acquisition brings a complementary offer through measurement processes, validation, and optimisation of heating, ventilation, and air conditioning (HVAC) systems.

Revenue\*: €6 million  
65 employees\*



**RÉSEAUX ENVIRONNEMENT**  
CityNetworks  
France

This acquisition enables SPIE to continue its development in energy networks, heating networks, and Smart City, and to densify its local geographical footprint.

Revenue\*: €38 million  
120 employees\*



**BRIDGING IT**  
Information and communication technologies  
Germany

SPIE accelerates its development in digital transformation services in Germany. Bridging IT offers customised services ranging from consulting to systems architecture, including digital product/process development, software engineering, and managed services.

Revenue: €140 million (2023)  
700 employees\*



**GRID SOLUTIONS**  
ACTIVITIES of STRUKTON GROUP  
Transmission and distribution  
Netherlands

With this acquisition, SPIE continues to consolidate its positions in the booming energy market in the Netherlands. The Grid Solutions activity provides services for the installation, extension, renovation, and maintenance of high-voltage substations and medium-voltage infrastructures.

Revenue\*: €28 million  
115 employees\*

\*The revenue and workforce figures indicated apply to the year 2022.

# A stronger, updated risk management system

Because of its size and diverse range of activities, the SPIE Group is exposed to significant risks, particularly in the current period of accelerating economic, geopolitical and technological change. To secure the sustainability of its operations and serve the needs of all its stakeholders, SPIE has deployed robust risk management procedures at every level of the organisation.

## Risk governance and management

With a presence in six leading European countries and in other regions of the globe through its SPIE Global Services Energy subsidiary, the SPIE Group has put in place a risk control system aligned with its international, decentralised and diversified business base. Cross-functional risks are foreseen, assessed and managed by a dedicated governance structure, while operational risks are managed by each business unit.

## A new risk map

Whether arising from its operating environment or its strategic choices, SPIE's potential risks are constantly evolving and mutating. In response, the Executive Committee members updated SPIE's risk landscape in 2023, for example by identifying the new risk that sustainability targets could become misaligned with operational outcomes and non-financial reporting expectations. Each of the 18 selected risks was assessed against two criteria: its criticality in terms of impact and probability and the Group's ability to control it. The new risk map now more precisely targets the level of control required for each risk and any necessary action plans.

## Four major risks (criticality and category)

### Cybersecurity risks

Criticality: high  
Category: information systems

### Health, safety & security risks

Criticality: high  
Category: health, safety and security

### Risks related to skills shortages

Criticality: high  
Category: human resources

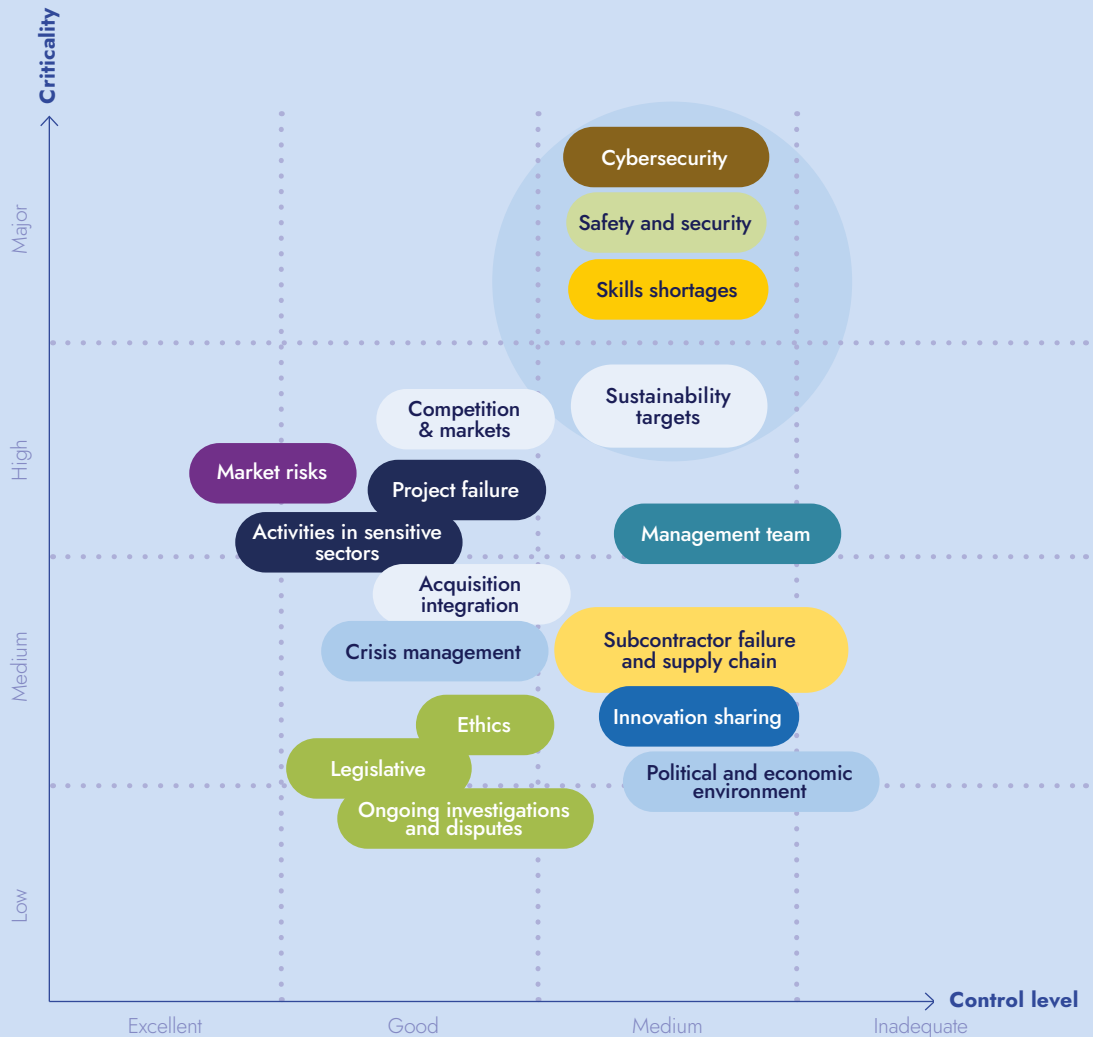
### Sustainability target risks

Criticality: high  
Category: strategy and market environment



Find out more about risks in the Universal Registration Document.

# Risk prioritisation matrix



- Strategy & market environment
- Customer management, project & contract management
- Information systems
- Resilience
- Finance, accounting & investor relations
- Health, safety & security
- Governance
- Supply chain
- Legal, compliance & ethics
- Development & innovation
- Human resources

# Driving improvements with and for our stakeholders

Through a structured outreach, information and sharing system, the SPIE group strives to foster open, proactive dialogue with all its stakeholders. In 2023, this commitment was illustrated by three strategic initiatives.

## Mapping the challenges of the future together

In 2020, SPIE disclosed its first materiality matrix, ranking the issues that have the greatest impact on its business activities and its stakeholders, which was used to guide the Group's first sustainability roadmap. To continue to embed stakeholder expectations in its strategic vision, the Group updated the matrix at the end of 2023.

First, the priority issues were listed, based on an in-depth analysis of SPIE's operating environment and an extensive desktop review. Then, stakeholder representatives were identified and asked to rank the previously selected priority issues. Members of the Executive Committee also took part in the survey. With more than 1,200 answers incorporated into the double materiality matrix, the survey findings help to focus on the most material issues in order to prepare the requisite disclosures under the Corporate Sustainability Reporting Directive (CSRD) in 2024.

## Co-constructing SPIE's corporate purpose

In 2024, SPIE will unveil its corporate purpose, expressing its vision of serving the public interest, backed by actionable commitments. To ensure that

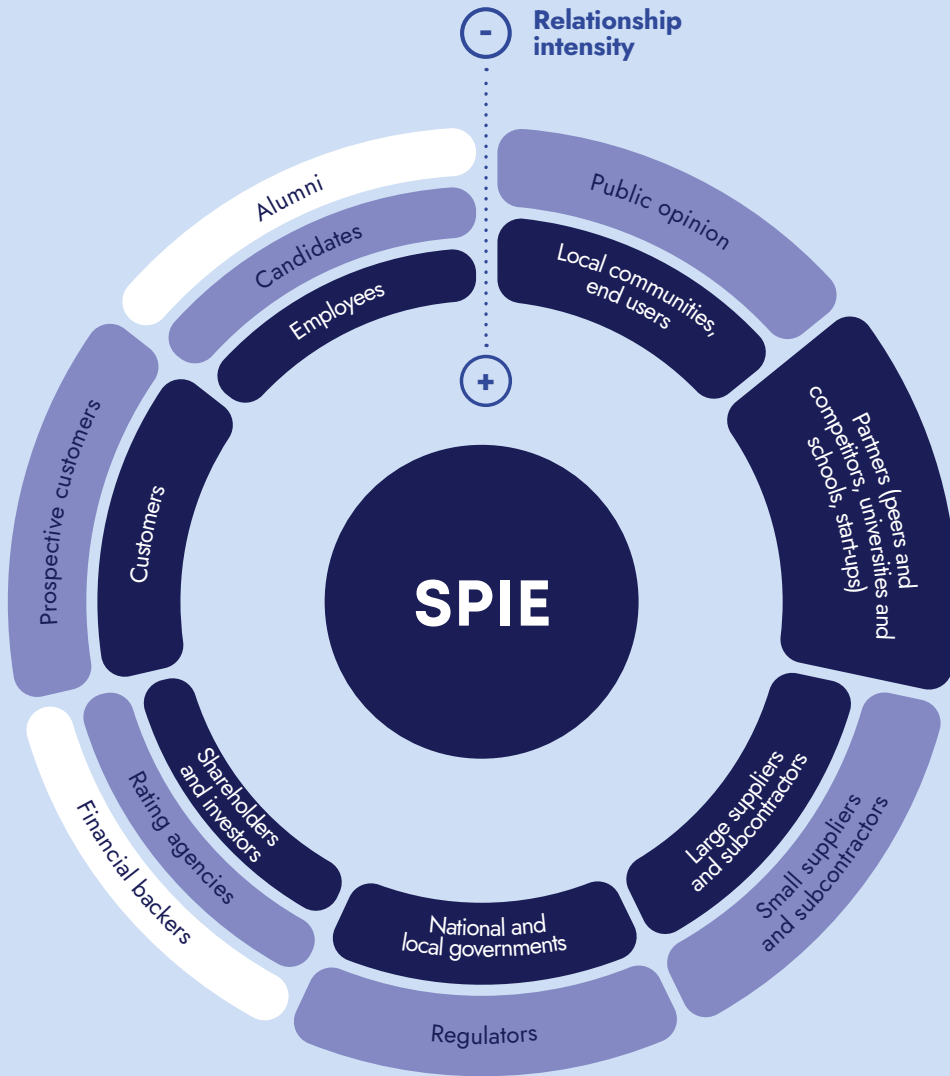
this vision is embraced by every stakeholder, initiatives were undertaken to get them closely involved in the process. For example, 700 employees participated in 53 discussion workshops in ten countries to collectively determine what constitutes SPIE's DNA. These discussions enabled employees to share their points of view with colleagues from other business lines, while taking a step back to look at their company with fresh eyes. Interviews were also conducted with 24 customers, representative of the industries in which the Group operates and geographies where it is located. In particular, they were asked about the qualities they attribute to SPIE today and those they expect to see in the years to come.

## Helping Group suppliers to shrink their carbon footprint

As part of its sustainability roadmap, by 2025 SPIE is committed to purchasing 67% of its inputs from suppliers with ambitious carbon footprint reduction targets. To meet this objective, since 2021, all Group subsidiaries have been deploying supplier support programmes, with a particular focus on medium-sized suppliers in 2023. Building on day-to-day contacts with suppliers, these programmes illustrate the Group's dedication to nurturing long-term relationships with them.



### Mapping our stakeholders



The stakeholders in dark blue are those closest to SPIE

# Resources

## Economic

SPIE has economic resources to finance and develop its business.

- €1,976 million in equity
- €793 million in net debt (excluding IFRS 16), down to €127 million compared to 2022

## Manufacturing

To successfully carry out its business, SPIE needs facilities and transport.

The Group also purchases and consumes materials.

- €4.8 billion in goods and services purchased from suppliers and subcontractors
- 900 local sites
- 28,000 SPIE vehicles (company cars, service vehicles and light commercial vehicles)

## Humans

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

- 50,657 employees
- 6,425 new hires on permanent contracts, included 1,500 thanks to the referral programme
- 2,427 apprentices in the Group
- 1,500 employees from acquired companies in 2022

## 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.

- 25,900 customers in more than 15 business sectors
- 78,000 suppliers and subcontractors

## Intellectual

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

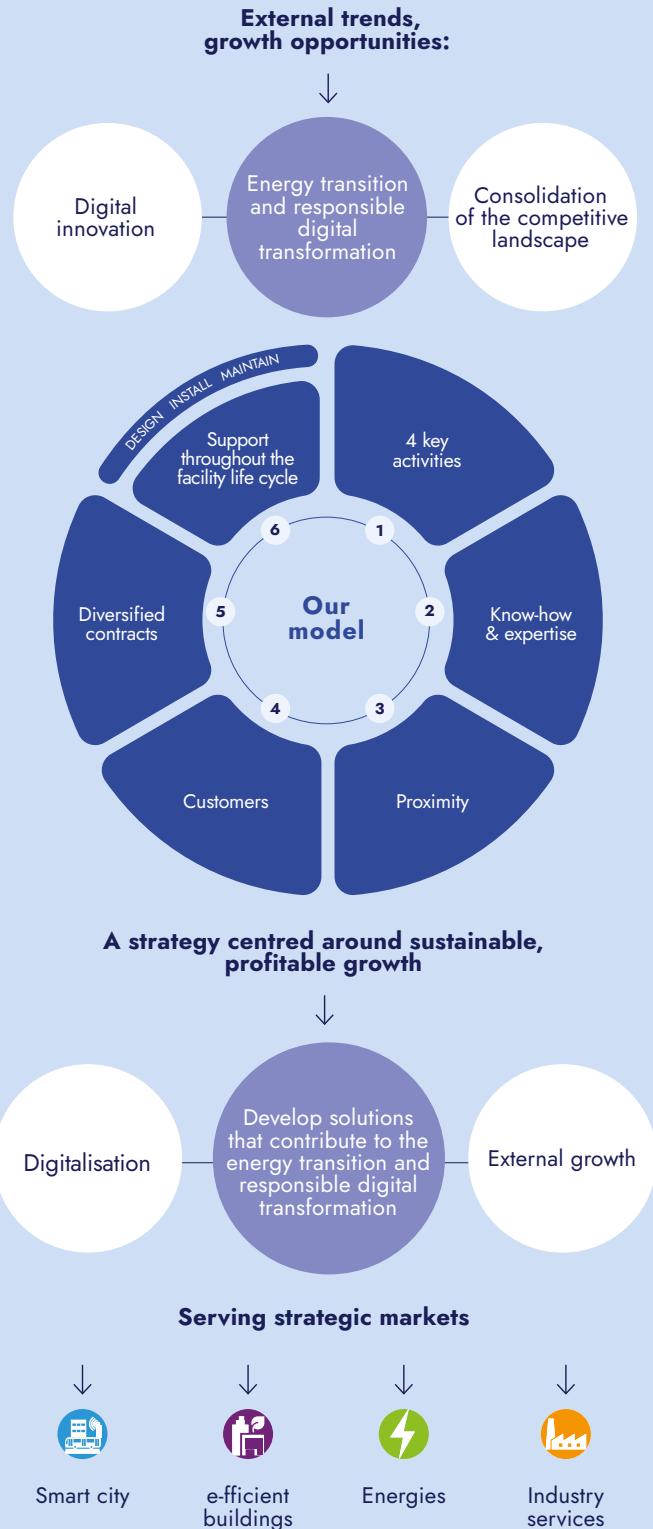
- More than 765,000 hours of training
- Two out of three employees participated in at least one training course in 2023

## Environmental

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

- 621 GWh of direct energy consumption, of which:
  - 87% fuel for the vehicle fleet
  - 8% electricity
  - 5% gas

# Business model



# Results

## Economic

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

- 6.7% EBITA margin
- €3,044 million paid in wages
- €126.7 million paid in dividends

## Manufacturing

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

- €2,2 billion in revenue generated by new facilities
- €2 billion in revenue generated by the efficient buildings business
- €397 million in revenue generated by the deployment of the fibre optic network, i.e., 10% decrease compared to 2022

## 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.**

- 20 severe accidents, an increase of 25%, compared to 2019
- 7.4% of the capital held by employees through employee shareholding as of 31 December 2023

## Societal 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.**

- SPIE obtains the Gold category for the 9<sup>th</sup> consecutive year according to the EcoVadis 2023 ranking
- No serious IT security incidents
- SPIE's risk level is assessed as negligible by Sustainalytics. The Group ranks in the top 3% of companies in its sector

## Intellectual

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

- 59% fewer ideas proposed on the SIOUX innovation platform created by SPIE, which can be explained by the absence of Innovation Day in 2023

## Environmental

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

- 54% of vehicles ordered are battery electric vehicles
- In 2023, 11% of the SPIE fleet consists of battery-electric vehicles, an increase of 43%
- SPIE received an B (Leadership) rating in the Carbon Disclosure Project (CDP) questionnaire on climate change

# Impact

## Economic

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

- €702 million in revenue acquired
- €96.8 million in tax paid in host countries

## Manufacturing

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

- €286 million in services provided to the health sector
- More than 42,000 electric vehicle charging points 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.**

- 18.8% women in key management positions, up 17% compared to 2020
- 94/100 on the gender pay equity index in France
- The Board of Directors is composed of 5 women and 6 men
- In 2023, SPIE recruited nearly 1,281 new work-study students at Group level

## Societal and relational

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

- 95% of services ISO 9001 certified
- 55% of the Group spend assessed on CSR performance
- 47% of the Group's purchases were made from suppliers that made ambitious commitments to reduce their carbon footprint
- €3.4 million in purchases from the protected worker sector in Europe

## 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.**

- 19% of women in managerial training
- 8,227 contracts benefited from the Smart FM 360° unified digital platform, i.e., 18% more contracts compared to 2022

## Environmental

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

- 48%: green share of SPIE's activity aligned with European taxonomy, of which:
  - 24%: energy efficiency solutions
  - 21%: services related to the transition of the energy mix
  - 3%: technical services for low-carbon mobility

# Financial performance

In 2023, SPIE posted an outstanding financial performance, demonstrating the Group's strategic positioning as a key player in the energy transition, as well as its robust business model despite an inflationary environment.

## 2023 key figures

50,000

employees  
(as of 31 Dec. 2023)

48%

of 2023 revenue aligned  
with EU taxonomy climate criteria

# €8.7bn

in revenue

€584m

in EBITA

#1

Employees are  
the Group's largest  
shareholder  
(as of Dec. 31, 2023)

~€700m

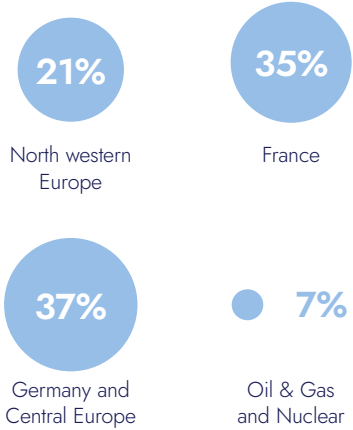
in acquired revenue



Discover  
SPIE

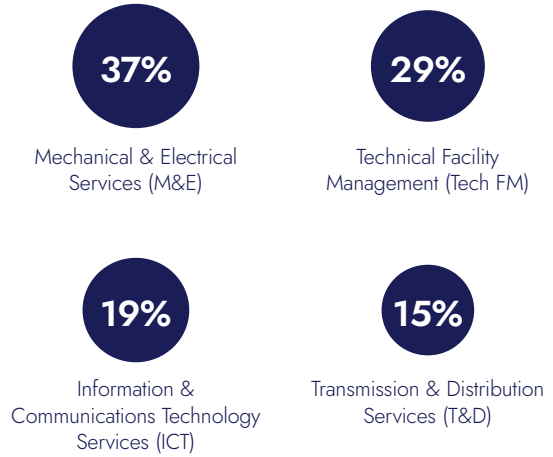
## 2023 revenue per reporting segment

Total: €8.7bn



## 4 fields of expertise

Total: €8.7bn



## Supporting our customers' assets throughout their lifecycle

Total: €8.7bn



**25%**

### New facilities

- Engineering and supply
- Installation
- Consulting and design

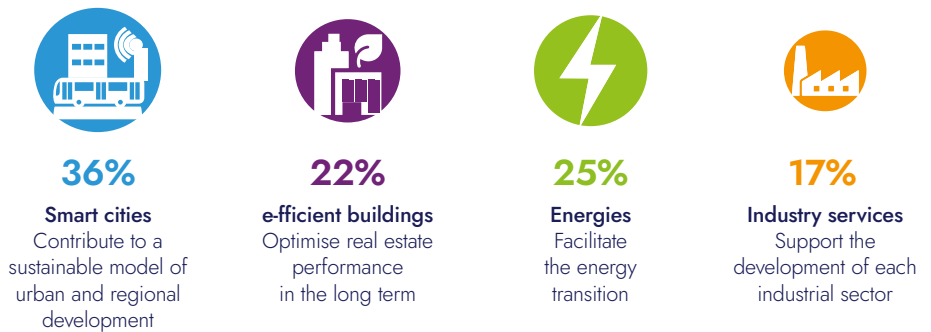
**75%**

### Asset support

- Replacement
- Upgrades and modifications
- Maintenance and services

## 4 markets

Total: €8.7bn



# Non-financial performance



SPIE is deploying an ambitious sustainability roadmap with measurable annual targets, which inform both its financing strategy and its variable compensation incentives. In this way, the Group's strategy and non-financial commitments are tightly bound together.

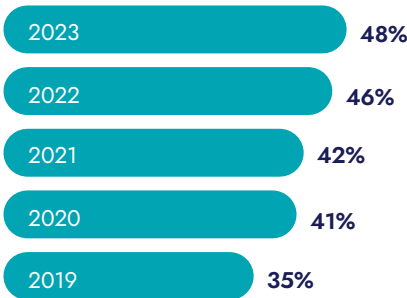
## Pillar 1 - The environment

**2025 Objective 1**  
Contribute to a low-carbon economy



**50%**

of SPIE's 2025 revenue aligned with EU taxonomy climate criteria



SPIE designs and implements long-term solutions to support customers through the energy transition and help reduce their greenhouse gas emissions. In 2023, the green share of the Group's revenue stood at 48%, in line with the defined pathway. SPIE's contribution to a low-carbon energy mix and mobility rose over the year.

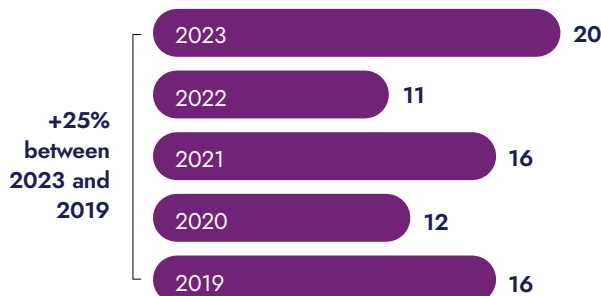
## Pillar 2 - People and society

**2025 Objective 3**  
Strive for safety excellence



**50%**

fewer serious accidents\* than in 2019



To fulfil its primary responsibility of safeguarding its employees and contractors, since 2021 SPIE has deployed ten critical safety rules to improve the prevention of serious accidents. Despite constant diligence, the number of serious accidents increased significantly in 2023. To meet its 2025 target, SPIE will continue to tighten operational discipline and controls, while stepping up dedicated training for employees joining the Group as a result of its numerous acquisitions.

Scope: SPIE employees and temporary staff

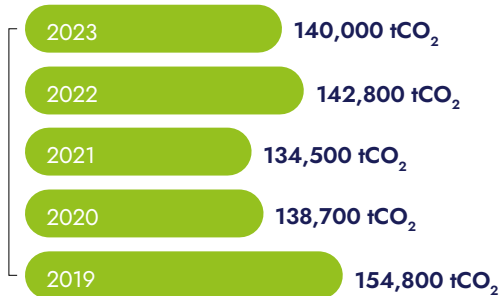
**2025 Objective 2**  
Reduce SPIE's carbon footprint



-10%  
between  
2023 and  
2019

**25%**

reduction in SPIE's direct carbon footprint\* compared with 2019 (Scopes 1 & 2)

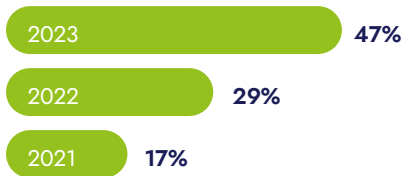


SPIE's direct carbon footprint declined only slightly in 2023. While the property portfolio has reduced its carbon footprint by more than a third since 2019, progress in the vehicle fleet has been slower than initially projected, mainly because electric vehicle delivery times remain long. However, the percentage of new battery-electric vehicles added to the fleet rose sharply over the year, to 54% from 37% in 2022. As of year-end, 11% of the total fleet was electric. This percentage will increase significantly over the next two years, in a commitment to meeting the 25% carbon footprint reduction target.

\* Our figures now reflect the changes in the scope of reporting according to a Greenhouse Gas Protocol-based methodology, which includes acquisitions and disposals since 2019.

**67%**

of inputs, as measured by emissions, sourced from suppliers with ambitious commitments to reducing their carbon footprint



Impelled by an active supplier engagement strategy, the proportion of SPIE suppliers with formal, ambitious carbon footprint reduction targets once again climbed steeply in 2023. SPIE can now deploy solutions aligned with the challenges of smaller suppliers who have not yet embraced decarbonisation.

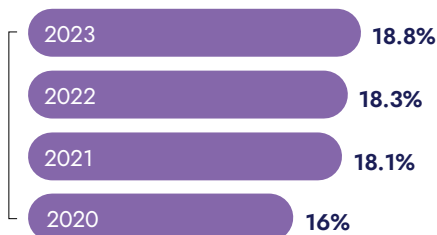
**2025 Objective 4**  
Increase gender diversity



17%  
increase  
between  
2023 and  
2020

**25%**

more women in key management positions compared with 2020



In 2023, the percentage of women in key management positions continued to increase in line with the defined pathway. To meet its objectives, over the next two years, SPIE will pursue its commitment to assertively fostering gender diversity by hiring and retaining female talent. For example, at least one woman must be included in the short list of candidates when filling key management positions. As well, internal management training programmes now include at least 20% women.

# Non-financial indicators

Committed to the green economy, a member of the United Nations Global Compact since 2003 and guided by its core principles, SPIE deploys a corporate social responsibility process that encompasses all stakeholders.



Find out all indicators in the non-financial performance report

Social	2023	2022	2021	2020	2019
<b>Workforce*<sup>(1)</sup></b>	<b>50,657</b>	48,073	45,842	45,470	47,176
Europe	<b>46,162</b>	44,455	42,908	42,542	44,170
Asia	<b>1,052</b>	898	1,015	710	653
Middle East	<b>1,957</b>	1,603	891	1,288	1,453
Africa	<b>1,486</b>	1,117	1,028	930	900
<b>Workforce by job category</b>					
Operators	<b>18,581</b>	18,532	18,059	18,390	19,077
Administrative employees, technicians & supervisors	<b>25,166</b>	22,645	21,329	20,913	21,368
Managers	<b>6,910</b>	6,896	6,454	6,167	6,731
<b>Employment</b>					
New hires* <sup>(2)</sup>	<b>6,425</b>	6,391	5,175	3,928	5,266
% of workforce on permanent contracts	<b>85%</b>	86%	88%	87%	87%
Average seniority	<b>9.8</b>	10.3	10.6	10.3	10.3
Employees having left voluntarily*	<b>6.98%</b>	7.95%	6.41%	5.40%	7.95%
<b>Diversity</b>					
% of employees that are women*	<b>13.4%</b>	12.8%	13.7%	13.2%	13.2%
% of managers that are women	<b>18.2%</b>	17.2%	16.9%	16.5%	15.4%
% of administrative employees, technicians & supervisors that are women	<b>20.7%</b>	20.7%	20.8%	20.4%	20.8%
% of operators that are women	<b>1.7%</b>	1.6%	4.2%	4.3%	3.9%
Average age	<b>42.9</b>	42.9	42.9	43	43
Number of Nationalities represented in the Group	<b>131</b>	131	133	133	127
<b>Training<sup>(3)</sup></b>					
Total number of training hours*	<b>765,406</b>	726,869	558,426	465,057	NP
Total number of employees having received training*	<b>32,749</b>	32,445	24,656	22,246	20,688
% of employees on work/study or apprenticeship contract	<b>5%</b>	5%	5%	5%	5%
<b>Employee share ownership*</b>					
% of capital held by employee shareholders	<b>7.4%</b>	7.0%	6.7%	6.1%	5.3%
<b>Social dialogue</b>					
% of employees covered by a collective bargaining agreement	<b>80%</b>	80%	80%	NP	NP
<b>Human rights</b>					
% of employees working in a country that has ratified the nine fundamental conventions of the international Labor Organization <sup>(4)</sup>	<b>90%</b>	91%	92%	NP	NP

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

(1) Headcount at December 31<sup>st</sup> (permanent and fixed-term contracts, interns) including acquisitions.

(2) Total number of hires on permanent contracts in 2023.

(3) European scope.

(4) Excluding the two conventions on occupational health and safety, reclassified as fundamental in 2022.

NP: Not published.



## Health and Safety at work

	2023	2022	2021	2020	2019
<b>OHS management system*</b>					
% of employees working under an OHSAS 18001-certified or equivalent <sup>(1)</sup> system	91%	92%	94%	93%	91%
<b>Accidents involving SPIE employees*</b>					
Total recordable injury rate (including acquisitions 2023) <sup>(2)</sup>	8.1	8.2	8.6	9.5	10.2
Lost time injury rate (including acquisitions in 2023)	5.4	5.7	5.6	5.8	6.3
Severity rate (including acquisitions in 2023) <sup>(3)</sup>	0.15	0.16	0.16	0.16	0.13
<b>Accidents involving SPIE employees and temporary workers*</b>					
Total recordable injury rate (including acquisitions in 2023) <sup>(2)</sup>	8.7	9.0	9.2	10.4	10.9
Lost time injury rate (including acquisitions in 2023)	5.8	6.1	6.0	6.4	6.9
Severity rate (including acquisitions in 2023) <sup>(3)</sup>	0.15	0.16	0.16	0.17	0.15
<b>Fatal accidents</b>					
	1	2	0	1	2
<b>Severe accidents*</b>					
	20	11	16	12	16

\* 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

	2023	2022	2021	2020	2019
<b>Environmental management system*</b>					
ISO 14001 certified scope (as a % of the workforce)	90%	91%	87%	82%	77%
<b>Energy transition*</b>					
% of EU Taxonomy aligned revenue <sup>(1)</sup>	48%	46%	42%	41%	35%
<b>Corporate vehicle fleet*</b>					
Fuel used (in millions of litres)	52.40	49.50	44.60	41.8	45.5
Proportion of battery electric vehicles in the fleet	11%	4%	2%	1%	NP
<b>Energy use at permanent facilities*</b>					
Electricity used (in millions of kWh)	43	48	46	39	42
Percentage of renewable energy in total building energy consumption	18%	13%	9%	9%	10%
Gas used (in millions of kWh)	32	35	38	45	46
Building energy efficiency (in kWh by m <sup>2</sup> )	84	92	99	85	91
<b>Carbon footprint*</b>					
Rebaselined direct emissions of greenhouse gas in tonnes of CO <sub>2</sub> equivalent (scopes 1 & 2) <sup>(2)</sup>	139,700	142,800	134,500	138,700	154,800
Carbon intensity scopes 1 & 2 (grams of CO <sub>2</sub> /euros turnover)	16	17	19	18	19
Total indirect emissions (scope 3)	1,500,000	1,740,000	1,250,000	1,043,000	1,146,000
Carbon intensity scopes 1, 2 and 3 (grams CO <sub>2</sub> /euros turnover)	190	232	198	175	185

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

(1) According to the European taxonomic framework (the delegated acts of the European Taxonomy issued in April 2021, complemented by the complementary delegated act on climate objectives of February 2022).

(2) Our figures have been modified to include changes in our scope using a methodology based on the Greenhouse Gas Protocol. Rebaselining criteria include acquisitions and disposals since 2019.

NP: Not published.

## Economy

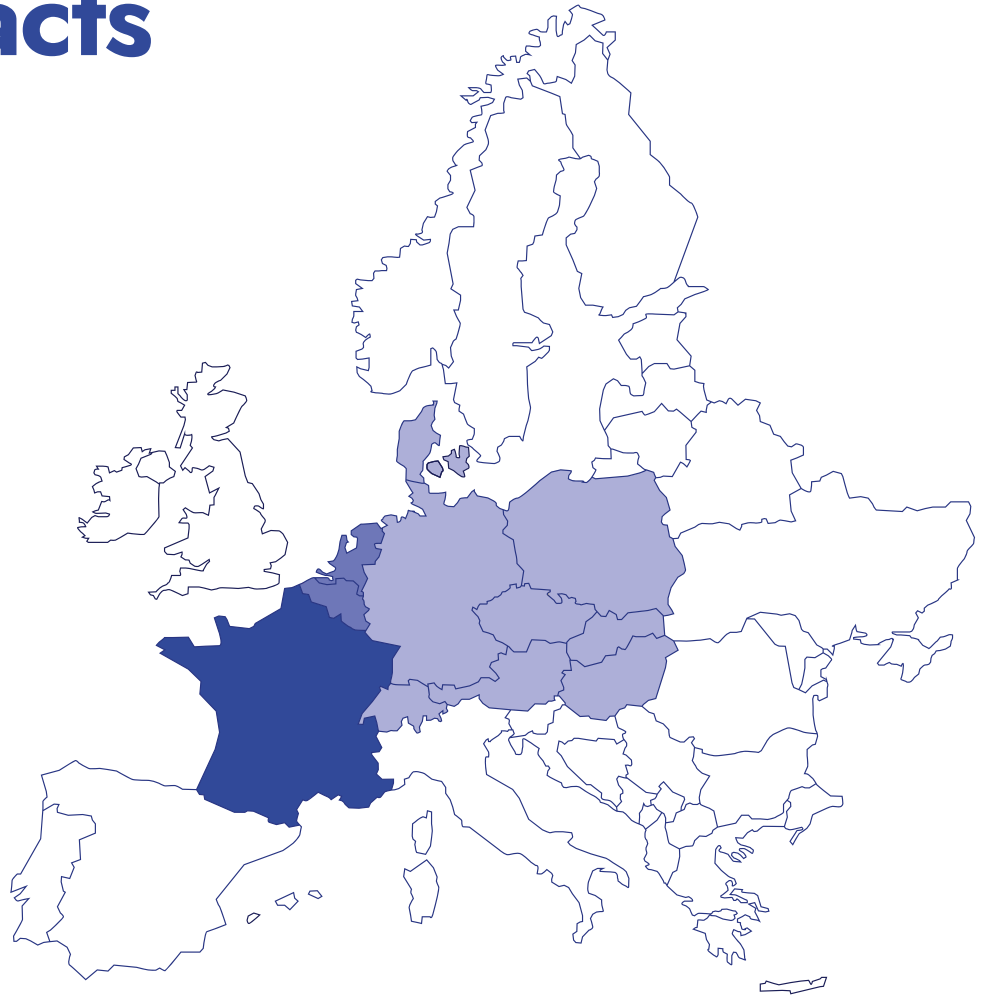
	2023	2022	2021	2020	2019
<b>Quality management system*</b>					
ISO 9001 certified scope (as a % of the workforce)	95%	97%	98%	95%	NP
<b>Supplier CSR evaluations*</b>					
% of total purchases from suppliers evaluated on their CSR performance	55%	51%	45%	34%	35%
% of purchases with sensitive suppliers evaluated on their CSR performance <sup>(1)</sup>	71%	70%	67%	NP	NP
<b>Suppliers CO<sub>2</sub> emissions reduction targets*</b>					
% of CO <sub>2</sub> emissions from purchasing made with suppliers that have set carbon emissions reduction targets	47%	29%	17%	NP	NP
<b>Solidarity purchasing</b>					
Amount of purchases with the protected sector (in million of euros)	€3.4m	€3.4m	€2.8m	€1.6m	€1.8m
<b>Subcontractor management*</b>					
% of best practices applied	86%	79%	74%	75%	NP
<b>Business ethics*</b>					
% of managers that have signed an ethics commitment among the population that should have signed such a commitment	97%	94%	74%	NP	NP

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

(1) Suppliers with a framework agreement or with at least 500 k euros spend in the prior year.

NP: Not published.

# Contacts



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Group headquarters

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## Oil & Gas and Nuclear

► **SPIE Global Services  
Energy**

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