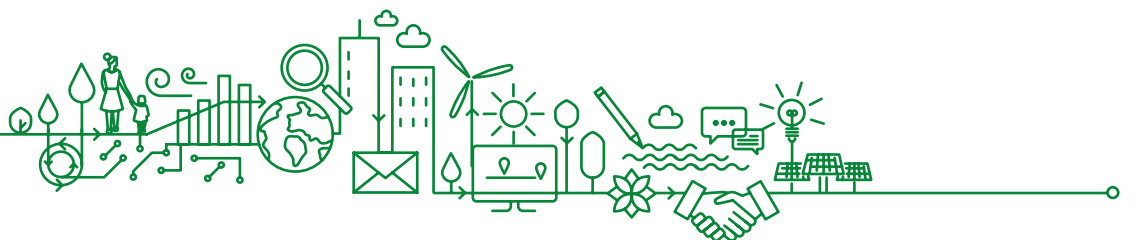


# TRANSITIONS

## 2025



Engineers & Citizens answers to challenges  
and transitions of today and tomorrow.



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# Preface

By Michel Kahan, President of **setec**



## WHY A STRATEGIC PLAN?

This question may seem paradoxical. Indeed, one can reasonably think that it is always useful to set a direction, to mobilise energy where it is relevant, where it is thought to create value for business and for society at large: for clients, employees, shareholders and the ecosystem. Yet, **setec** has survived for more than sixty years without such a document, as the Group's strategy was aligned with the companies' strategies. They have considerable autonomy and leeway being able to respond to the evolution of their markets and clients.

At the same time, the freedom to create and develop given to the teams has been a source of flexibility for the subsidiaries of the **setec** Group by accommodating to changes within the company and the successive construction waves in infrastructures. It is, no doubt, for all of these reasons, that the **setec** Group has not felt a compelling need to communicate a common strategy.

## RESPONDING TO A NEW REALITY

Today, there is a need for such a plan for several reasons.

First of all, the definition of an articulated vision for the companies is necessary on a growing number of issues, whether it be sustainable development, international development, innovation or growth in disruptive new fields.

Secondly, the world is undergoing profound changes, linked to an awareness of climate change, ecological and energy issues, but also to a societal transformation, and to our employees' desire for their professional activities to be in line with their values. It is up to us to build together a

vision that gives meaning to our collective action, in line with our "Engineers & Citizens" approach, which expresses our values, choices and priorities, a vision anchored in these values, at a time when their assertion is more necessary than ever.

Finally, **setec** has reached a size that calls for a unified common vision, a guarantee of trust, attractiveness and loyalty for the Group's 3,000 employees. This collaborative vision sets a course, while preserving our model and the flexibility of our organization. It does not impede the initiative within each of the Group's companies, in close relationship with their teams, clients and projects.

## CLEAR TARGETS

The "Transitions 2025" ambition invites us to think and foresee the great changes that are happening in the world, where **setec** must adapt and be in a position to contribute in the years to come.

We have set ourselves a five-year timeframe (2021-2025), which is reasonable for undertaking major transitions, on the basis of the changes that we are able to anticipate.

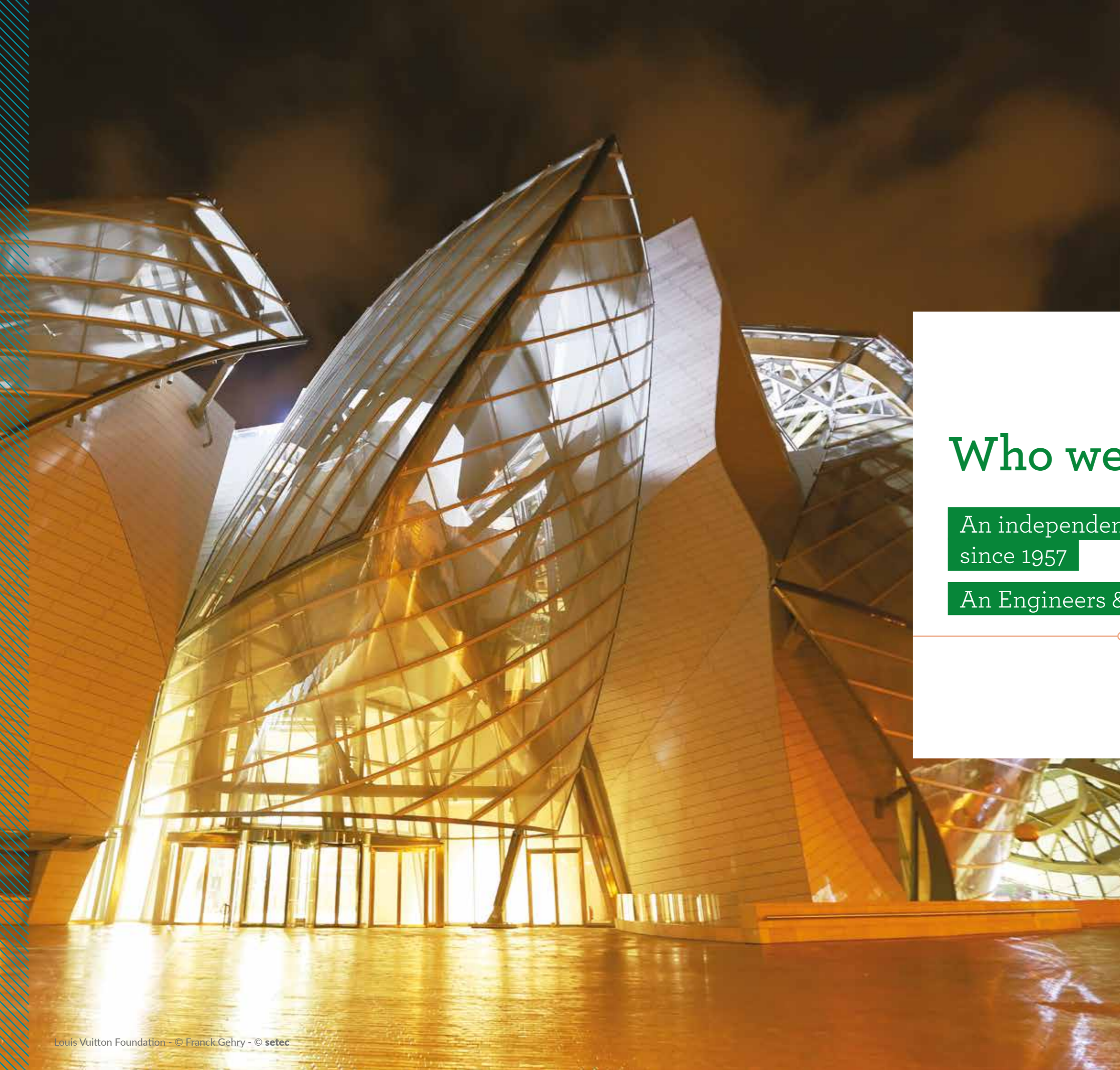
The vision "Transitions 2025" englobes a realistic collective ambition, that unifies and rallies all of the companies together. It will be the pillar around which the Group's companies will articulate their strategies in order to act together.

It is based on our values and strengthens them for the years ahead.

How do we define engineering excellence in five years from now? What will "people first" mean on this occasion? How can we encourage the emergence of ideas, initiatives, innovation, entrepreneurship, by remaining free to venture and maintain a committed, honest and responsible attitude?

These are all questions for which this document provides answers. The answers we would like to convey as engineers, as citizens, as **setec**.





# Who we are

An independent engineering journey,  
since 1957

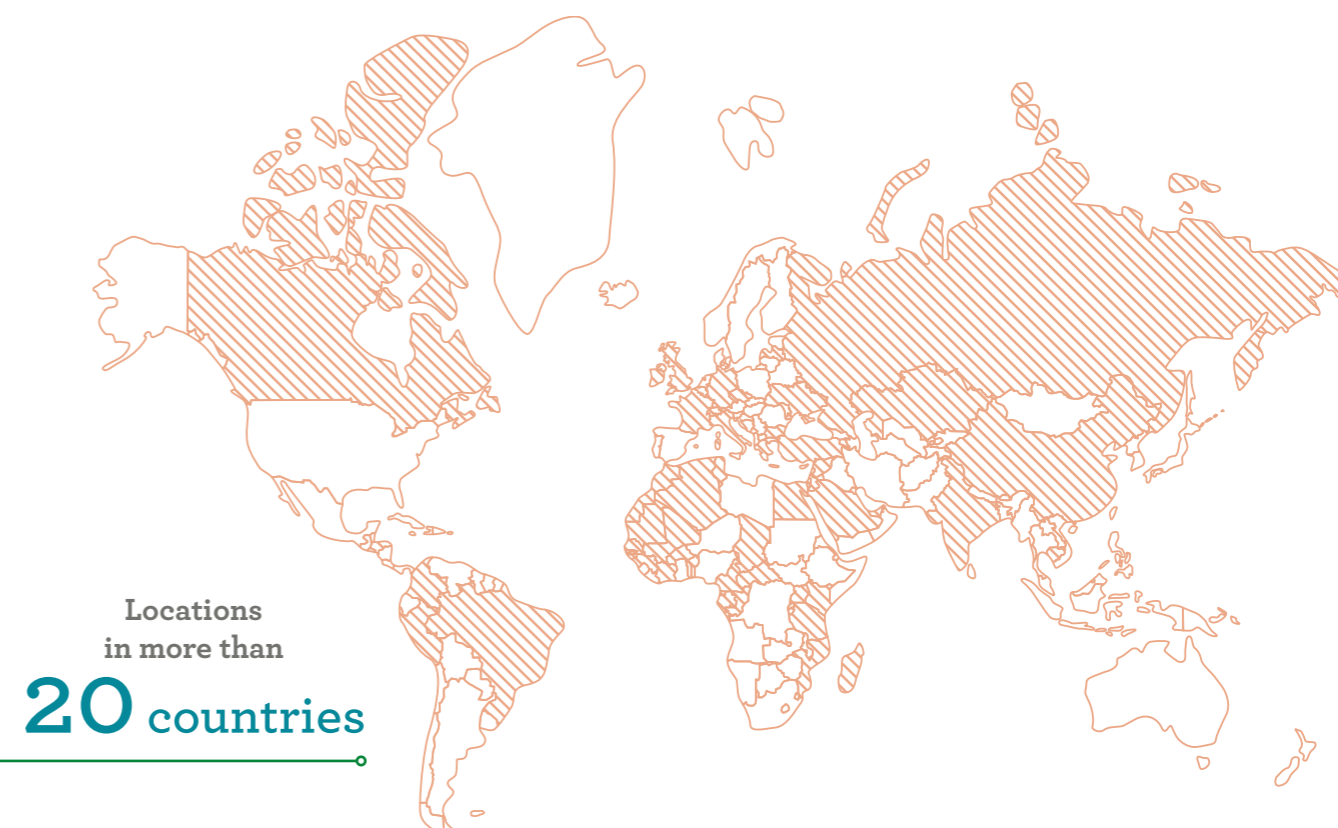
An Engineers & Citizens philosophy

Created in 1957 by Henri Grimond and Guy Saias, the two passionate founding partners and engineers, **setec** has been successfully tackling the challenges of major building structures, infrastructure, environmental and urban development projects for over 60 years. A totally independent group, 100% owned by its collaborators, **setec** advocates excellence in engineering to shape smarter and more responsible territories.

## A FEW KEY DATES IN THE HISTORY OF **setec**



## PROJECTS ALL AROUND THE WORLD



## **setec** IN FIGURES

**328 M€**  
of turnover  
in 2020

of which  
**26%**  
international

**3000**  
collaborators  
around the world  
at the end of 2020

**40**  
expert  
subsidiaries

**40**  
nationalities  
represented

## OUR FIELDS OF ACTIVITY



Building



Infrastructure



Mobility and  
Transportation



Industrial  
projects



Towns



Energies  
& environment



Project  
Management

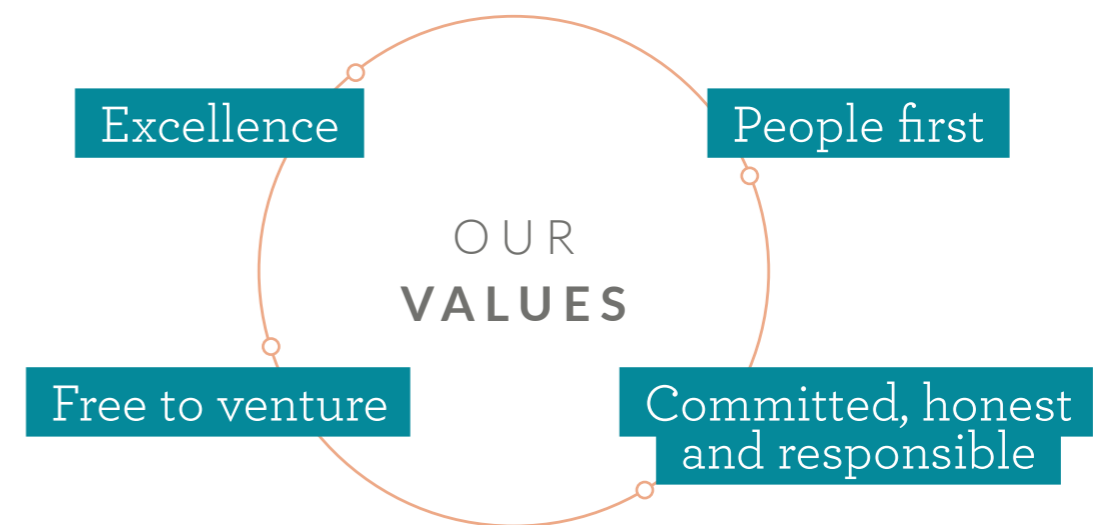
# Our mission

At the end of 2019, we had expressed our values and defined the purpose of **setec**, what makes our company special, unifies and defines the role we intend to play in the society. This purpose is timeless. Expertise and excellence have always played an important role. Not for the sheer beauty of it, but to meet the major challenges linked to each of our areas of expertise (major buildings, infrastructures, transport, industrial projects...).

**setec** is an expert in engineering, creating sustainable and innovative solutions to address major transitions.

**setec** is a group of committed, honest and responsible men and women. They are accomplished professionals, within human-sized structures, with a sense for sharing and over a long term.

Managing the complexity and the ever increasing requirements of our environment, they are committed to the success of each and every project.



# Our Engineers & Citizens mindset

Firmly focused on the future and fully aware of the role that engineering must play in the fight against climate change, the ecological and social transition, the employees of the **setec** Group have collectively chosen their credo: to be "Engineers & Citizens". As citizens, we express our sensitivity to these issues and want to be active in the transformation of our ecosystem. As engineers, we provide practical solutions and as an engineering company, we aim to be the promoters of sustainable projects. Engineers and Citizens: these two elements combine to give meaning to our actions, embody our values and our commitments to Corporate Social Responsibility (CSR) in the daily exercise of our professions and our know-how.

## A PRACTICAL PROGRAM

We have defined the four Engineers & Citizens (E&C) pillars and the associated commitments in a common and mutually shared roadmap. Each commitment is translated into specific actions, defined with objectives, guidelines and performance indicators, allowing us to monitor our contribution to the UN Sustainable Development Objectives and the progress of our transition.

### Pillar 1

#### Advise and act to reduce the environmental impact of our projects and activities

- To be active in the evolution of our professions by proposing environmental alternatives (decarbonized mobility, low-carbon variants for construction).
- Promote economy through the enhancement of existing assets, reuse and the limitation of land artificialization.
- Expand the scope of our activities to better tackle ecological, climate change and energy issues.
- Reduce the environmental impacts of our own activities.



### Pillar 2

#### Ensure that our actions are in line with our values

- Take into account the impacts on society and the environment in the decision to undertake our projects.
- Prevent corruption and human rights risks.
- Offer employees the opportunity to engage differently through competence sponsorship and the **setec** Foundation.



### Pillar 3

#### Encourage professional accomplishment and development among our employees

- Develop talents and create a team spirit culture through the sharing of skills and expertise.
- Ensure equity, diversity and participation in our recruitment and career development processes.
- Strengthen the stimulating environment and well-being at work.
- Preserve the health and safety of our employees.



### Pillar 4

#### Connecting our ecosystem

- Inform our clients of the impact of the projects at hand, guide them in their choices and propose virtuous solutions.
- Choose eco-responsible partners.
- Share our knowledge with our ecosystem.



# A structured initiative

## ENGINEERS & CITIZENS



### BY INVOLVING THE ENTIRE GROUP

Led at Group level by a dedicated team, the Engineers & Citizens initiative is relayed to our subsidiaries around the world by a network of 50 advisors. This network enables us to involve and unite the Group around this topic of common interest, shared by all employees and adapted to the environmental and regulatory diversity of our international locations.

### BY BEING ALL ACTIVE CONTRIBUTORS

The themes highlighted by the Engineers & Citizens approach are set out in detail in the strategic plan that you have in your hands, particularly in sections #1 and #4 (p.24 and 42). Our employees are at the heart of this process, as we encourage them to develop their skills and share their experiences. Each employee is an actor in this transition through his daily implication within the projects, his participation in internal think-tanks and his external contribution (see *Cultivating our talents*, p.42 to 49).

# 50

Engineers & Citizens  
contacts  
in the Group



# “

It is because our Engineers and Citizens approach comes from the inner core of our employees that it is so unique. It will be the breadcrumb trail that will guide us through the major transitions of the world and will dictate our CSR commitments with a 360 degrees vision on all environmental aspects, societal and governance. It allows us to fulfill the expectations of our ecosystem and to be the key players in our sustainable future.

**Daniela Burla,**

Responsible for the Engineers & Citizens program, **setec** Group



# A foundation to highlight our values

## A DYNAMIC FOUNDATION LED BY THE COMPANY EMPLOYEES

Hosted by La Fondation de France, the **setec** Foundation is among the first initiative of our Engineers & Citizens' approach. Created in 2020 at the initiative of the Group's employees, its mission is to support projects that contribute to the ecological and social transition by providing financial support to non profitable organizations, and internationally.

Since June 2020, it has backed projects related to the fight against climate change, sustainable construction, and the protection of terrestrial and marine biodiversity. Particular attention is paid to the societal aspect while selecting these projects.

## TWO MECHANISMS OF ACTION

In just a few months of existence, the **setec** Foundation has already accompanied a dozen projects, through two mechanisms. On the one hand, a campaign for thematic projects is launched each year (the fight against climate change in France in 2020 and sustainable construction in France and Africa in 2021). At the same time, a Transition fund allows **setec** employees to propose projects.

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

## ENCOURAGE A SKILLS SPONSORSHIP

**setec** encourages and supports its employees, who allocate some of their time and skills in favor of a general interest project, enabling an active commitment, particularly in projects financed by the **setec** Foundation.



# “

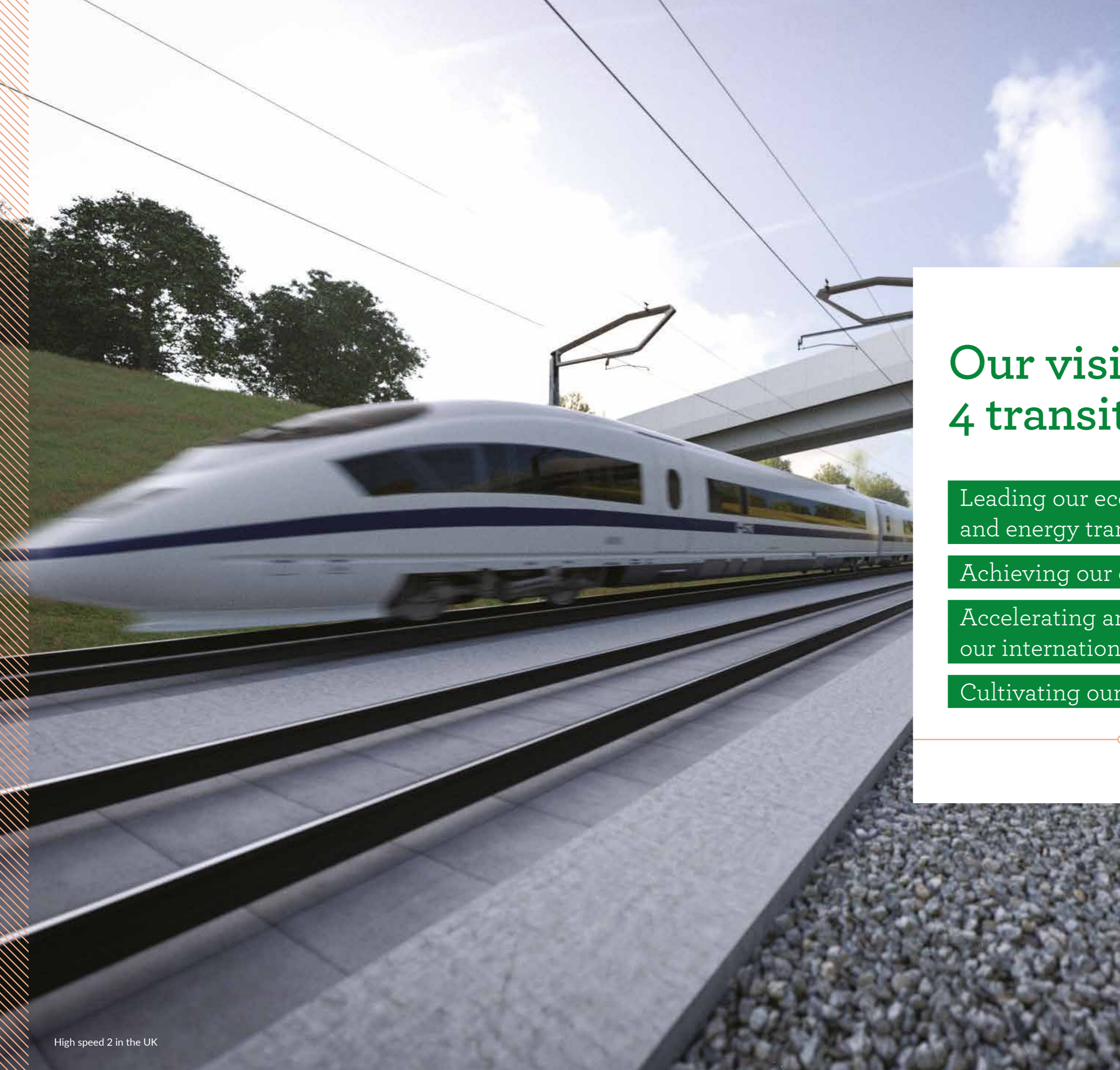
The GIS Posidonie renforC project, winner of the 2020 call for project, had particularly caught my attention. This scientific experiment aims to enhance marine carbon wells in the coastal marine environment of the Bouches de Bonifacio Nature Reserve in Corsica, by transplanting cuttings from Posidonia grass beds. I am proud that the **setec** Foundation supports this project because it is a fundamental measure in favor of the renaturation of natural carbon wells which is essential in the fight against climate deregulation and the preservation of biodiversity.

**Marie Hommeau,**

Coordinator of the **setec** Foundation

**150000**  
euros in funding  
in 2020

**220000**  
euros in funding  
in 2021



## Our vision: 4 transitions for 2025

Leading our ecological, climatic  
and energy transformation

Achieving our digital transition

Accelerating and structuring  
our international development

Cultivating our talents

# What kind of world in 2025?

In our environment, two major changes are encouraging us to look ahead.

## TACKLING CLIMATE CHANGE AND PROMOTING TERRITORIAL RESILIENCE

The consequences of climate change and the preservation of the environment are the subject of a worldwide awakening that calls for a powerful reaction. Through the projects it undertakes and the choices it can make, engineering has a decisive role to play in achieving carbon neutrality, starting with the emission-intensive construction and

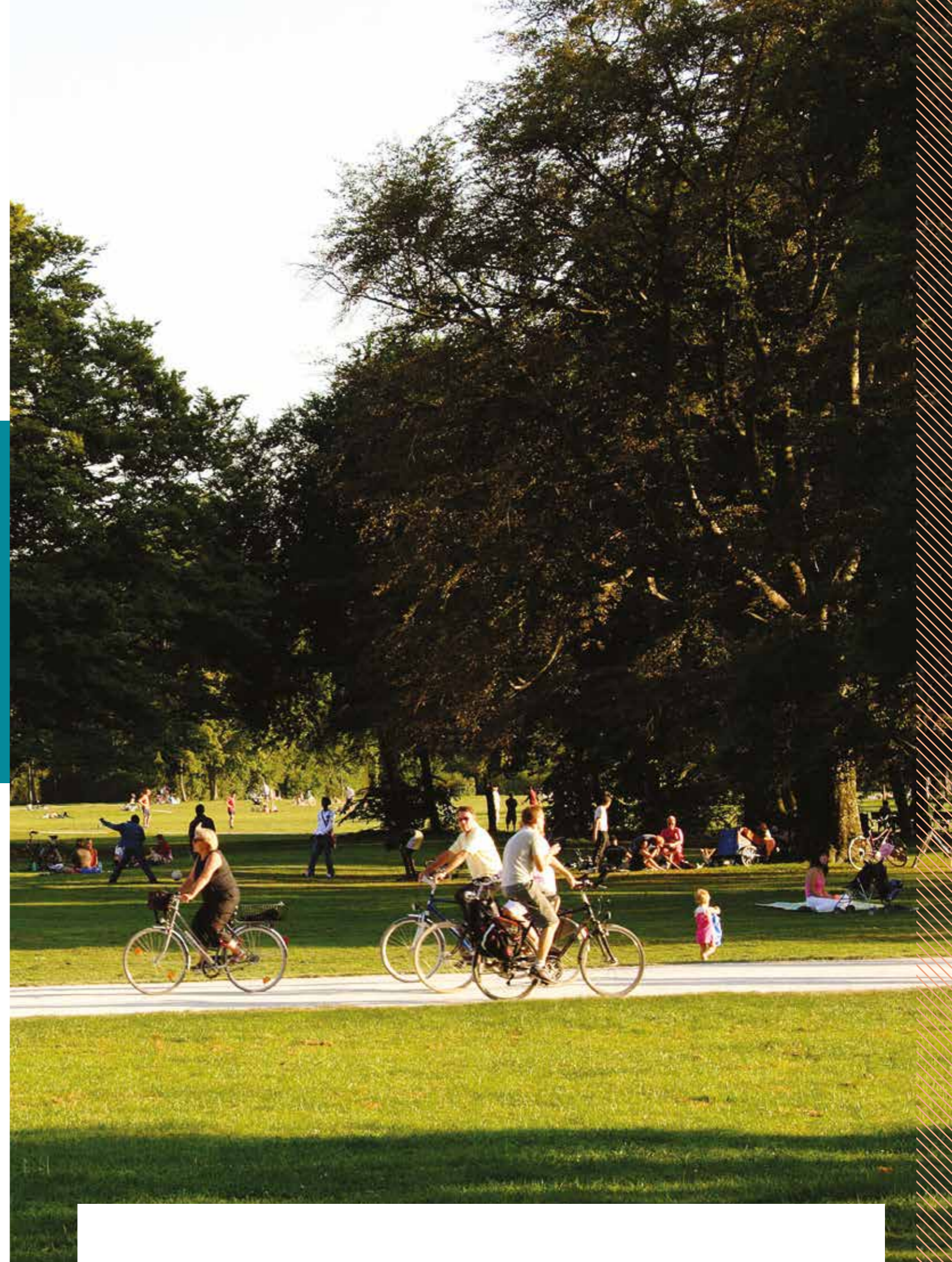
transportation sectors. The challenge is also to support the territories' resilience in the face of these challenges. On the occasion of **setec's** 60th anniversary, the competition organised internally revealed our collaborators' concern for these issues and their desire to take tangible actions to do something useful and responsible.

## SEIZING DIGITAL OPPORTUNITIES TO CREATE NEW VALUE

The second great evolution is digital. Digitalization (of buildings, structures, networks, territories, etc.) is becoming widespread, and connected objects are multiplying, generating a considerable amount of data in real-time, which can be used to make our installations more efficient and our lives easier. To name a few, energy efficiency, sustainable mobility, infrastructure sharing, or town and network management are radically different in this new context. These new technologies and datascience will dramatically change the way we

do business, our design processes, the way we collaborate with our partners and the way our projects are managed.

In this increasingly connected world, the risks of cyber security are also becoming critical. All structures, buildings and infrastructure are exposed to cyber risks, which can impact their integrity and resilience. **setec** companies must anticipate and control these risks for themselves and for the benefit of their clients.



# Growing expectations among our clients

The expectations below, which we observe among our clients today, are predicted to increase in the coming years.

## #1 Regeneration of facilities

In France and in countries that are already well-equipped, we expect to see a reduction in new infrastructure projects in favor of the regeneration of existing installations, particularly in the fields of ports, rail, industrial roads and services.

## #3 Decentralised stakeholders

We also expect a decentralising of our clients in the world of energy or mobility, for example with the transfer of railway infrastructures and their operations to regions, municipalities or mobility organization authorities which are gaining in importance.

## #5 Quality of life

At the territorial level, the post-pandemic world may undoubtedly be different in terms of how quality of life and the environment are taken into consideration. We can expect to see increased public transport and soft mobility, more green spaces, higher expectations in the quality of housing and offices, and an increased demand for the flexibility of uses.

## #2 Transformation of uses

This trend is sometimes associated with a change of use, for example the development of public transport lanes on urban motorways or the modification of the use and function of a building.

## #4 Low-carbon, sober construction

In the building and urban sector, the evolving national regulations should reinforce expectations for low-carbon construction and operation as well as improved energy, consumption, environmental and health performances. More recently, laws fighting waste and in favor of a circular economy were passed. Henceforth, significant demolition or rehabilitation works must be subject to a diagnosis related to the management of the materials, in order to reuse them or failing that, recycle them.

## #6 More innovation and competitiveness for industry

For their part, our industrial clients will always be looking for more flexibility and innovation, and for services at competitive prices, combined with local proximity.

## #7 Digital at all levels

Driven by the deployment of tools such as BIM or GIS, digitalization will be generalised throughout the life cycle of works, from design right through to the end. In addition to the core resources that remain at the heart of our business, we must be prepared to deliver digital resources to our clients to improve operations, maintenance, diagnostics and regeneration of facilities.

## #8 Internationally, a need to support large projects

Internationally, we expect to see a steady demand for new works or equipment, driven by investment funds or private stakeholders who have the skills in administration, legal and financial aspects and that **setec** can provide in technical, environmental and project management.



“

The pandemic has accelerated the revelation of factors that are transforming our businesses and our clients: the importance of the climatic element, the digital, the exploitation of data... Our major public and private clients await our initiatives to make things environment-friendly and cheaper. We have new, more local contacts such as public authorities that are armed with new competences, project companies, investment funds or international construction groups, with different perimeters depending on the country. The importance is to understand each client, to anticipate their needs by drawing on our expertise and constantly being attentive to our ecosystem. The creativity and entrepreneurial spirit of each one of our employees are essential, as is our presence in our countries and regions of intervention, without forgetting to communicate and share between us our experiences. It is up to us to be imaginative and flexible in this new landscape!

**Anne-Marie Choho,**  
General Manager, **setec** Group

# Imagine setec in 2025

## THE AMBITION OF NEWFOUND EXCELLENCE AND LONG-TERM RESULTS

Since its creation, **setec** has grown steadily, mainly by expanding organically and through some acquisitions to complement its technical palette or to establish itself in a new country. The race for the size is not an objective in itself for **setec**. We favor the search for excellence, focusing on mastering technical subjects and risks. While growth is not the driving force behind our ambition, we readily acknowledge that it is a sign of vitality, reflecting the quality of our services and our attractiveness

to both our clients and our employees. Profitability is, however, imperative to progress, explore, invest with confidence, and provide employees with a framework for a stimulating development. It is also a necessity of our employee shareholders model. We are not looking for short-term profitability, but for sustainable profitability, which allows us to reinvest in projects for the future. We also believe that our profitability is a consequence of the quality of the services we provide.

## CONSULTING PARTNERS FOR OUR CLIENTS, ALL OVER THE WORLD

In 2025, **setec** will still be an independent and citizen-oriented group. Our shareholder structure will not fundamentally change. It is a guarantee of independence in the service of our clients, but also, and increasingly, in the service of the common good towards a citizen's approach. Supported by this independence, **setec** will position itself more as a high-level strategic advisor, fully aware of societal

and environmental issues. The Group will also have structured itself around a more active presence on the international scene. Our ambition is to perform our projects locally, as much as possible, with the same quality requirements in the technical field as in project management, using the latest expertise from all our local establishments.

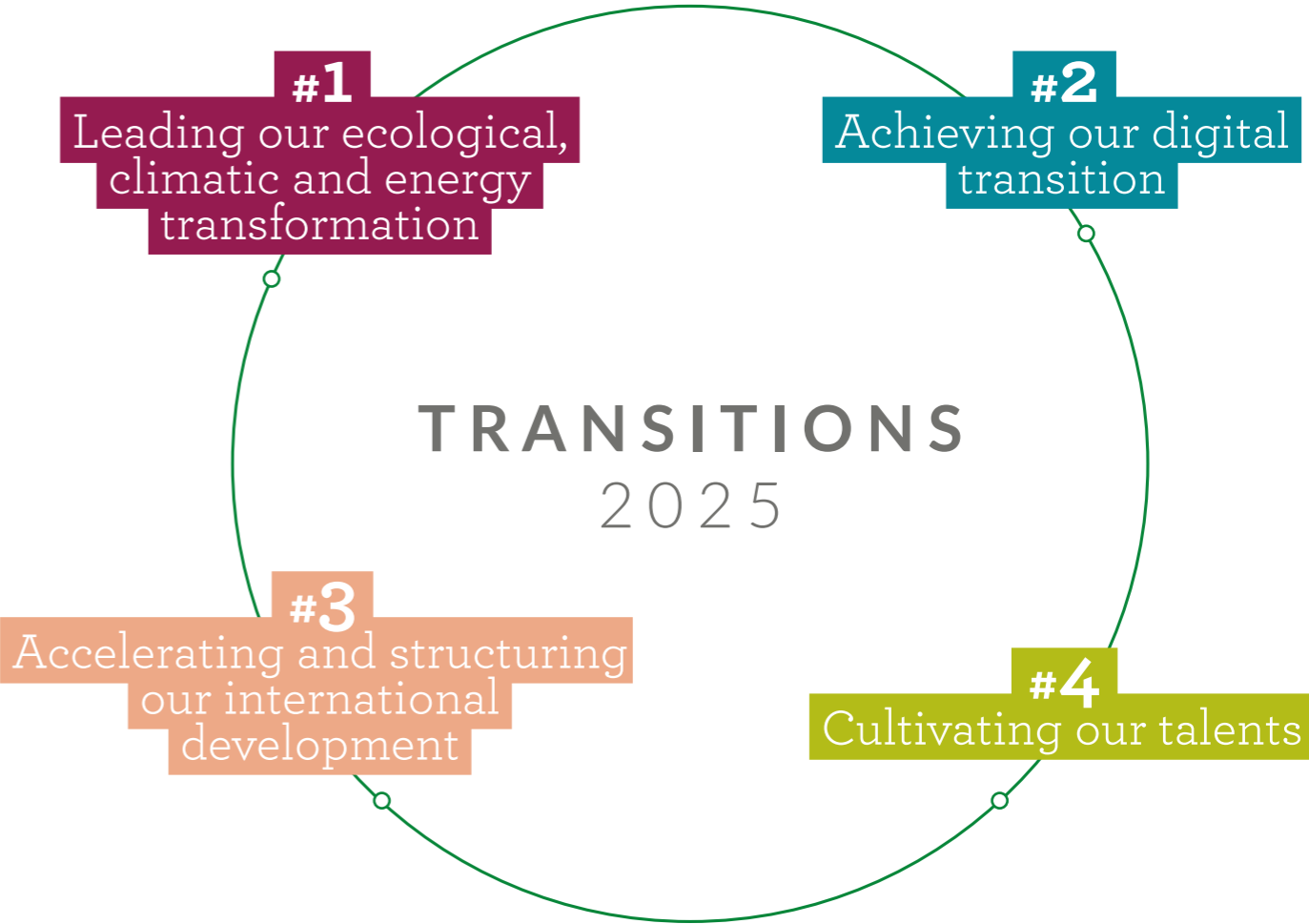
## AN EXCELLENCE BASED ON OUR TALENTS

The reputation of **setec** comes from the talents that have been revealed through our projects. Our professions are demanding and risky. They require high-quality recruitment, several years of experience alongside experts from all disciplines. This is the very basis of our engineering practice. To

meet the challenges expressed above, we need to go even further, to develop our talents throughout their career at **setec**, and to value their contribution in terms of creativity and meaningfulness, in order to match our goal of excellence in 2025.

# Our 4 strategic priorities for 2025

We have set four strategic priorities for the years 2021-2025. The first two arise naturally as a result of the major transitions mentioned above. The third reaffirms our international ambition, which we announced in 2007 on the occasion of the 50 years of **setec**, and which we are now accelerating through a collegial and structured approach. The fourth priority, "cultivating our talents," could have been a simple means to support the three previous axes. We have made this a strategic axis in its own right, convinced that the women and men who make up our company are the greatest asset, that their talents forge the reputation of the company and gives it all its purpose.



**Priority  
#1**

# Leading our ecological, climatic and energy transformation

## WHERE DO WE STAND TODAY?

In terms of greenhouse gas emissions, the impact of projects led by **setec** is 100 to 1000 times greater than that of our own engineering activity (production of studies, travel...). These figures are taken from the prospective study conducted by Carbone 4 for **setec** in 2019. This study has addressed the problem of climate change from two

perspectives: how can a company reduce its impact on the environment? What is the impact of climate change on the company?

As the business as usual scenario is no longer acceptable, we have decided to change in depth our daily behavior and the way we conduct our projects.

## "QUICK WINS" AND MAIN CHALLENGES ECO-BEHAVIOR AND ECO-DESIGN

As part of our Engineers & Citizens approach, since the end of 2019, we have initiated quick win actions to minimize the impact of our daily behaviors on the environment: "the eco-behaviors". We have also set "challenges" related to the content of our projects.

For our eco-behavior, as early as 2020-2021 we put into place a transport policy consistent with our commitments (preferring the train over the plane), deployed a sustainable mobility package, revised the management policy of the automotive

fleet, engaged in the fight against the use of plastic in our offices, established a sustainable purchasing guide and worked on responsible digital good practices.

As for the "challenges" that focus on our projects, five are under way: low-carbon design, decarbonized mobility, territorial resilience, sustainable energy, and educating our colleagues about environmental and climate issues. Other challenges (biodiversity, circular economy) will be set in motion soon.

## PRACTICAL TOOLKITS

Our challenges begin quite naturally by the publications of manifestos that describe our path to future transitions, so that our vision fits into a global movement. A subsequent way to make these challenges a reality is to produce internal guidesbooks.

In these guides, we provide our employees with practical tips and resources to help them develop feasible environmental solutions in terms of construction. These "toolkits" are then used to develop training courses for the **setec** Engineers & Citizens Campus.

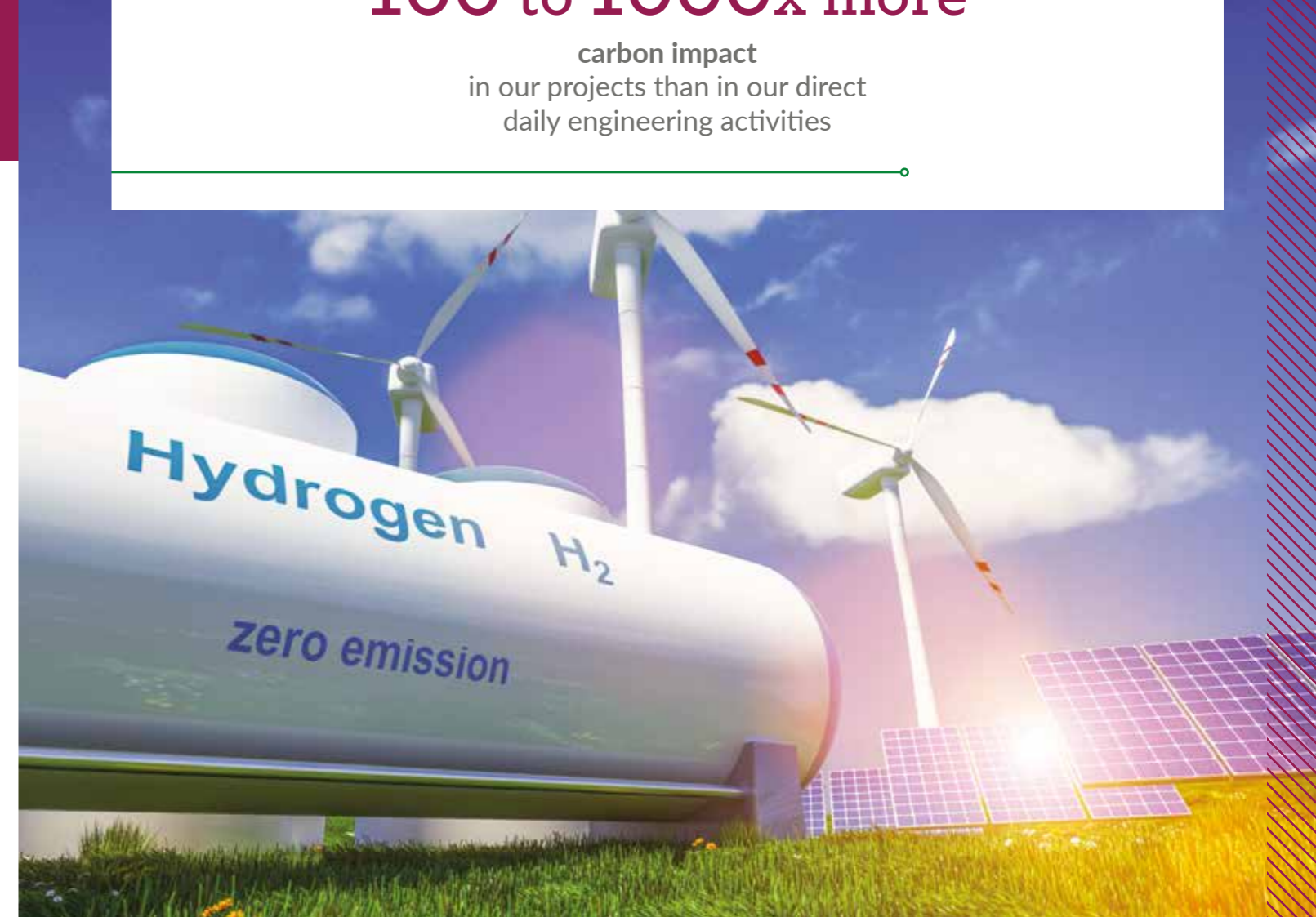
In the "training and skills" challenge dedicated to the qualification of our employees on

environmental and climatic issues, we have triggered:

- The deployment of Climate and Digital Frescos throughout the Group, in France and internationally, with the aim of training all employees in the short term (more than 700 employees have already been trained in the Climate Frescos in 2020 and 2021).
- Building an Engineers & Citizens hub platform to capitalise our accumulated knowledge and to share our many areas of expertise. It also includes a mapping of our community of "experts" on environmental issues.

# 100 to 1000x more

carbon impact  
in our projects than in our direct  
daily engineering activities



# Low-carbon construction

## WHAT IS AT STAKE

In France, the construction sector accounts for 44% of the energy consumed (source: French Ministry of Ecological Transition). On the other hand, the construction industry accounts for more than one third of greenhouse gas emissions. These emissions are divided into two components: “gray carbon,” which refers to the greenhouse gases resulting from construction, maintenance, and the end-of-life of a project, and “operational carbon,” which includes greenhouse gases resulting for the operation of a project (heating

and air conditioning of a building, motorway traffic). In order to limit the consequences of climate change, the French Government committed itself to achieving carbon neutrality in 2050 through the National Low Carbon Strategy, which sets targets in particular for the construction, transport, and industry sectors. By influencing both the choice of constructive systems and the operating conditions of a project, engineers have a significant impact on the industry’s contribution to the fight against climate change.

## OUR COMMITMENTS

**setec**’s action is fully in line with this low-carbon strategy. In 2019, **setec** joined the Engineers Declare initiative and the Syntec-Engineering Climate Charter. By 2025, we will be committed to:

- Provide a 360° low-carbon vision, supporting the choices that we make in our projects with an overall analysis of needs and impacts.

- Eco-design and decarbonize construction by systematically offering low-carbon alternatives at every stage of a project<sup>1</sup> (e.g. : enhancing and revamping

existing facilities, evaluating the availability of resources, using less carbonated materials, frugal design, open to future evolution).

- Be part of the evolution of our profession by continuing our R&D efforts, improving our calculation and decision support tools (using new metrics), resulting in a shared carbon culture.

<sup>1</sup> Feasibility, design, realization, operation, deconstruction.



Kremlin-Bicetour Railway Station - © Jean-Paul Vigulier



“

Convinced of the environmental urgency, our employees are key players in low-carbon construction. They are fully invested in many research projects, whether they be academic, in partnership with specialists, or from internal reflections. The Low Carbon manifesto and the Low Carbon Project Guide are the means to an eco-design and ecoconstruction in order to reduce the environmental impacts of our projects.

**Ingrid Bertin,**

Eco-design coordinator, **setec** Group

## OUR ACTIONS FOR 2025

- Increase awareness and educate employees by developing the Climate Fresco, trainings and conferences.
- Publish our Low Carbon Construction manifesto, released in mid-2021, which formalises and details our 3 commitments.
- Train and give our employees the tools to assess the carbon impact of our projects, and deploy our low-carbon guidelines, published in 2021.
- Continuously improve the guidelines on an ongoing basis, enriching them with feedback and input from employees.
- Identify and highlight services and state of the art projects.
- Propose low-carbon alternatives at every step of a project (kick off, design meetings, project reviews...).

# Decarbonized mobility

## WHAT IS AT STAKE

The transportation sector is currently responsible for the fastest growth in CO<sub>2</sub> emissions. In 2018, a total of 24% of global CO<sub>2</sub> emissions from fuel combustion came from transportation<sup>1</sup>. In its "Transport 2050 roadmap, to a Single European Transport Area", the European Commission set a target of reducing GHG emissions at EU level by at least 80% by 2050, compared to 1990 level. For the transport sector, the objective is to reduce emissions by at least 60% within the same timeframe. France, for its part, has set a target of reducing its GHG emissions by 40% by 2030 compared to 1990, and achieving carbon neutrality by 2050<sup>2</sup>. These numbers show the scale of the challenges associated to low-carbon mobility.

The concept of decarbonized mobility aims to meet the needs of travel (people and merchandise), in various contexts and various scales of distance, while contributing to the need to reduce greenhouse gas emissions. The

subject therefore concerns vehicles as well as infrastructure, energy (supply, storage, distribution), but also mobility needs, offers and uses. Decarbonized mobility is also closely linked to urban planning issues, such as urban densification and the distribution of housing and work zones, which have an impact on travel. It necessarily requires a multimodal approach to transport and a multidimensional understanding of the factors regulating travel.

<sup>1</sup> Source : International Transport Forum's annual report.

<sup>2</sup> Source: First National Low-Carbon Strategy, revised in 2019.

Approx. **1/3**  
of the activity of **setec**  
is focused on transportation projects

## OUR COMMITMENTS

In the field of decarbonized mobility, **setec** will undertake two commitments by 2025:

- Develop a comprehensive technical policy on decarbonized mobility. This policy will be reflected in a manifesto and a decarbonized mobility guide, "Decarbonization of Mobility by **setec**", backed up by technical and scientific data.

- Propose and deploy solutions in the field of low-carbon mobility. This includes developing high value-added service offers and putting them into practice, participating in innovative projects and experiments on emerging themes, and including proposals for decarbonizing mobility in our studies whenever possible.



“

By creating cycling facilities, dedicated lanes to carpooling, studying the redeployment of night-trains, promoting the installation of charging stations for electric vehicles or the energy transition of bus fleets, **setec** is working towards decarbonizing mobilities. By supporting the many stakeholders involved, we identify relevant means and offer credible alternatives to place decarbonization at the heart of transportation projects.

**Caroline Cayzac,**  
Project Manager, **setec International**

## OUR ACTIONS FOR 2025

- Promote shared and secure infrastructures to develop alternative forms of mobility (bicycle lanes, reserved lanes, etc.), and adapt existing infrastructures to new uses.
- Improve public access to decarbonized mobility through the Mobility as a Service (MaaS), by working on the organization and consistency of mobility offers and services.
- Develop innovative technological concepts on the last kilometer transport segment.
- Conduct logistic improvements in urban and suburban areas.
- Promote the local production of natural gas for vehicles and hydrogen from green resources (through waste recovery, recovery of residual energy or surplus electricity production...).
- Deploy Electrical Vehicle Charging Services (EVCS).
- Develop hydrogen ecosystems for community mobilities.

# Resilience of territories and their adaptation to climate change

## WHAT IS AT STAKE

Floods, fires: natural disasters are becoming more frequent and intense, with severe impacts on the most exposed populations and the most vulnerable environments. These crises are compounded by fundamental trends such as the rise of sea-level or the disruption of water patterns. Whether urban or rural, territories need to prepare themselves by becoming more resilient. The "resilience of territories" to climate change covers their capacity to anticipate and transform so as to mitigate the effect of crises and adapt to them gradually, by including risk management in development plans and public policies.

The urgency to act is no longer questionable and requires joint, territorialized and collective answers, with large-

scale adaptation scenarios. However, the upheavals observed, which still strike randomly, generate more of an emergency reaction than a structured response. We consider that there is currently a lack of operational link between the research sector, the State's public institutions (CEREMA, ADEME, etc.) and the local authorities, which are the first to be exposed but are still powerless to deal with the complexity of the issues.

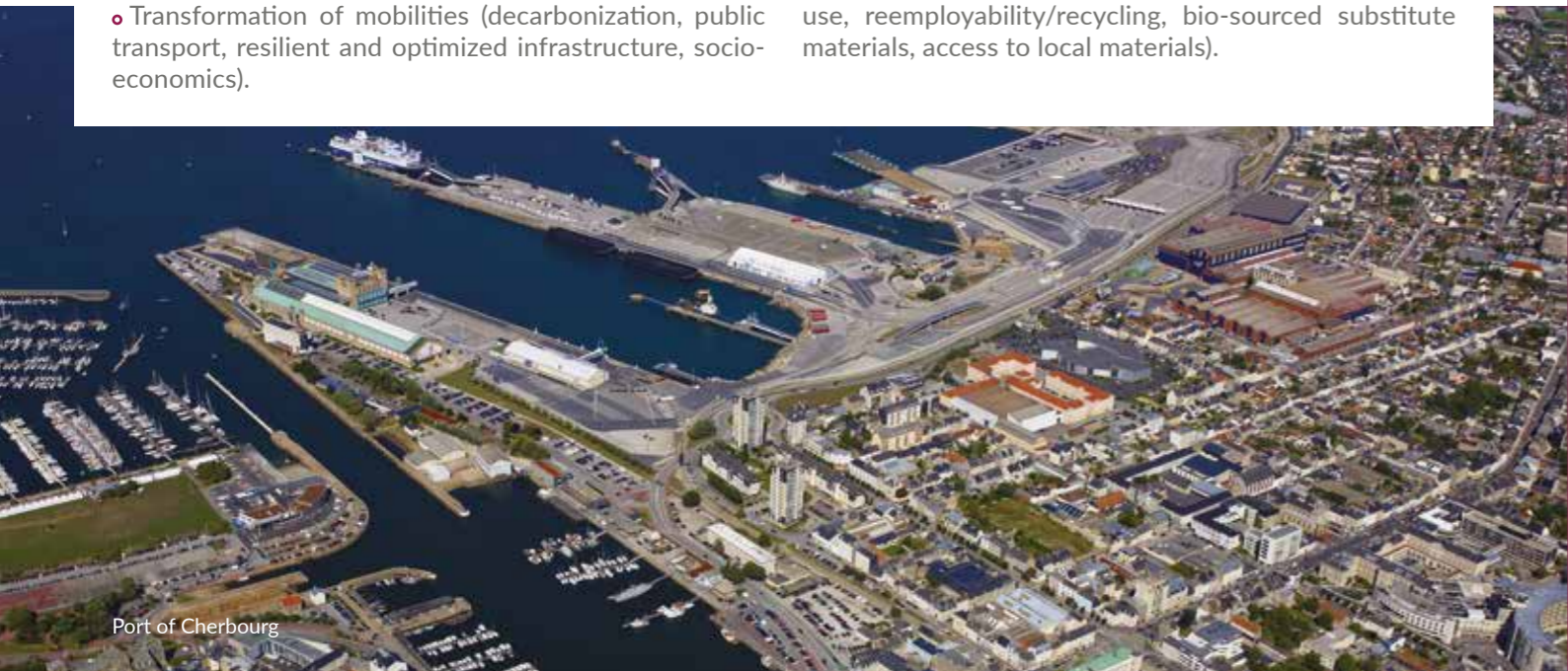
We thus wish to raise the awareness of municipalities and local authorities of the risks and issues that they face, and develop for them tailored made solutions.

## OUR COMMITMENTS

To date, **setec** has developed a wide range of skills and expertise to assist territories in their adaptation to climate change. We are committed to building a comprehensive offer of assistance for territories, from preliminary diagnosis to deployment of actions, building on our expertise and, if necessary, using a network of specialized partners, to carry through the solutions.

- Diagnosis and strategic advice to public stakeholders (advice, audit, consultation).
- Transformation of mobilities (decarbonization, public transport, resilient and optimized infrastructure, socio-economics).

- Urban and suburban restructuring (urbanization and planning).
- Heat pockets (buildings, urban nature, energy, water).
- Water management (risk prevention, treatment storage, protective structures).
- Management of ecosystems and natural environments (environment, biodiversity, nature-based solutions).
- Energy resources (energy efficiency of buildings, renewable energies, storage, networks).
- Resource management (sustainability/change of use, reemployability/recycling, bio-sourced substitute materials, access to local materials).



Port of Cherbourg



We are already exposed to the hazards of climate change that are more and more frequent and intense. Working on the resilience of territories, in all of their diversity, will allow these new forms of risk to be included into development plans and investment programs. As a responsible engineering company, **setec** can and must play its part. We thus wish to intervene throughout the entire process from the initial diagnosis and planning of adaptation measures to their implementation.

**Laurent Guérin,**  
General Director, **setec** organisation

## OUR ACTIONS FOR 2025

- Produce a manifesto detailing our ambition and the path to achievement.
- Develop a strategic advisory service for local authorities and infrastructure managers, using a systemic approach.
- Strengthen our existing expertise and develop their involvement in this "systemic" approach: natural hazards, socio-economic studies of transport, urban planning, transport infrastructure and intelligent transport systems.
- Develop new expertise in order to accompany the growing maturity of this new market.

# Sustainable energies

## WHAT IS AT STAKE

In France, there is a tendency to oppose the development of renewable energies (hydraulic, wind, solar or biomass) to the preservation and replacement of nuclear power plants. It is clear that the use of renewable energies is subject to environmental constraints and public acceptability, and that it raises the question of storage to overcome its lack of continuity, and it remains far from insufficient to meet current needs or to meet governments' commitments to decarbonize energy.

At **setec**, we do not oppose renewable and nuclear energy. We believe that, over the coming years, nuclear energy will remain the main decarbonized solution available to meet France's needs, in particular when accounting for the rise of electric mobility, and that it will help to reduce the share of fossil fuels in the energy mix. Many stakeholders in the scientific and international community (IPCC<sup>1</sup>, International Energy Agency...) also consider nuclear to be a key factor in the energy transition, essential to achieving carbon neutrality in 2050.

Of course, the nuclear industry involves risks that are more effectively controlled as the industry is subject to constant scrutiny by an independent safety authority. Maintaining an exemplary safety throughout the

entire design process must be a constant engineering concern, as is the case for **setec**.

Today, we at **setec** have a wide range of expertise in the energy field, particularly in:

- The nuclear industry, throughout the entire value chain (choice of sites through to design of structures, construction management, assistance in operation, support for dismantling operations, waste management).
- Recovery of residual energy and "industrial ecology."
- The deployment of renewable energies (waste to energy, hydroelectricity), with the idea of developing an energy mix and match that is relevant to the territories.
- Production of renewable gases (biogas, syngas).
- Infrastructure of heat/cold networks, gases.
- Capture and recycle CO<sub>2</sub>.
- Smart grids, a transversal solution, embedded in territorial development.

## OUR COMMITMENTS

Where energy is concerned, **setec** does not intend to become an industrial process engineering company (with technologies, patents) and has no wish to focus on the fossil energy industry (coal, oil, natural gas). Our ambition is to become a multi-trade engineering reference in decarbonized energy, offering innovative solutions to help combat global warming.

For all renewable energies, we want to offer our services as a high value-added consulting partner to

our clients. From a systemic perspective, we wish to assemble solutions and technologies, as an integrator of know-how and actors, as system designers and project managers. We will thus strengthen both program & project management and energy system engineering in order to establish **setec** as a major player in the energy mix.



While the decarbonated energy sector is undergoing rapid change (new stakeholders business models and energies...) we intend to keep up with the needs of our market while being a force of proposition. That is why we have launched a "Decarbonized Energy Challenge" to co-develop our roadmap and its variation with our employees and external stakeholders. Convinced that access to energy must be associated with the highest level of environmental and societal requirements, we place the ethical issues at the heart of our projects, both in France and internationally.

**Stéphane Bicocchi,**

General Director, **setec Energy Environment**

## OUR ACTIONS FOR 2025

- Produce a manifesto with our proposition on the whole energy mix, its evolution and its diversification, by focusing our efforts on the following sectors:
  - nuclear
  - off shore wind energy
  - hydrogen (feasibility studies, use in the mobility/transport sector or the nuclear/hydrogen mix).
- Prepare guidelines to increase our understanding of systems and technologies (training, project methodologies, success factors) with a mixed energy logic.
- Develop our partnership policy, particularly in the R&D and new technologies sector.
- Develop multi-skilled engineering services of decarbonized energy (mixed energy at all levels of the production cycle).

<sup>1</sup> IPCC : Intergovernmental Expert Group on Climate Change

Priority  
#2

# Achieving our digital transition

## WHAT IS AT STAKE

Companies in the **setec** Group have a long tradition of innovation, each within its line of activity, and this has enabled us to develop our own software tools (structural, geotechnical, hydraulic...), some of which have even been commercialized.

More recently, our activities benefited from the arrival of new collaborative solutions (BIM, GIS, digital

twins), outsourced IT infrastructures (Cloud) and a large quantity of data and algorithms to process them. Our companies have embraced these solutions in a remarkable way, especially the BIM and GIS tools, which have been rapidly adopted. To date, the immense range of opportunities made possible by data science in our professions still requires an update in skills and cross-fertilization of experiments.

## OUR COMMITMENTS

In this context, we want to seize the opportunities of digital technology, a technology that makes sense and adds value to our profession and our clients, while respecting the environment. To do this, our challenge is to prioritize and structure initiatives around the following principles, in line with our fundamental values.

- Digital tools must improve the performance of our services in order to consolidate the Group's expertise and excellence.
- New digital services dedicated to our clients must be consistent with the key transitions (ecological, energy, etc.) and our development priorities. They are intended

to highlight the central role of engineering in the analysis of data and its use in the life cycle of projects.

- Digital technology must enable us to capitalize on the benefits of data information.
- Digital must be an essential part of the "digital sobriety" component of the Engineers & Citizens program.
- Cyber security must also be embedded in every project, when we design new systems or infrastructures. Safest IT security measures must be taken to protect confidential data that we handle on a daily basis.



“Mutation of today's workplace with collaborative tools, Internet of Things, proliferation of the Cloud, AI, cybersecurity... The digital transition is everywhere. **setec** has a competitive edge: the diversity of our expertise and our highly decentralized organization generate multiple initiatives at the crossroad between digital and our technical disciplines.

Alexis Mariani,  
Director of Digital Engineering, **setec** Group

## OUR ACTIONS FOR 2025

- Develop 4 areas of digital service for our activities and clients, covering the entire project lifecycle ("integrated vision for territories", "digital design and construction", "digital twins", "digital project management" offers). Each area will include a component for improving business performance through digital technology, and a component for developing new digital services, especially through data science.
- Lead the Group's digital transformation. Besides the technological dimension (data management, automation, artificial intelligence, etc.), this program will address the human aspects of digital transformation: talent and skills management, change management and internal communication.
- Reduce the environmental impact of digital technologies and encourage the adoption of moderate and virtuous attitudes towards these tools.
- Portray an innovative and state-of-the-art digital image, which is attractive to our clients and to young talents. To do this, we will build on the resources and experiences from among our teams and we will develop new materials and tools that will directly touch our priority targets.

## 4 NEW DIGITAL SERVICES

### Integrated vision for territories

Dedicated to municipalities and territorial stakeholders, this new service takes advantage of the huge capabilities brought by geographical information systems, and its systemic approach of territories, in particular in the early stages of decision making.

An associated internal service will also allow **setec** companies to manage, process more efficiently, and create more value out of the geographical data in order to enhance their own disciplines.

### Digital project management

This service line targets both program and project management. Our ambition is to use systematically collaborative tools (Office 365, BIM or GIS web platforms, document management...) both for our client, and for our teams. We will enhance the digitalization of our services and project management processes, and offer new services of data management to our clients.

### Digital design and construction

This service will release all the potential of BIM, in order to deliver to our clients, in addition to a physical project, a digital asset that is beneficial to the operation and maintenance process. New numerical tools and services will promote the reuse of material and components, or the development of digital manufacturing. Our ambition is to ramp up in skills and competences in order to design in full digital all of our building, infrastructure or urban projects, using collaborative tools (GIS, BIM, CIM, computer graphics, virtual and augmented reality, and digital tools for the supervision of construction sites...).

### Digital twins

This new service is intended to offer digital platforms to operate digital twins for buildings, infrastructures, new or existing assets, land and natural environments, water cycle assessment, in support of the maintenance, the operation and the diagnosis of the assets.

The **setec** capture platform will host images, lidar and all sorts of visual data, to be processed and valued in the fields of diagnosis, inspection, monitoring and retro-engineering.

## A PROGRAM DEDICATED TO THE DIGITAL TRANSFORMATION OF OUR ACTIVITIES

The Group's digital transformation will rely above all on its employees: it is through their skills, their commitment and their involvement in the new digital issues that the challenges of this transformation can be met. To achieve this, the program will address both the technological aspects and the human dimension of digital transformation:

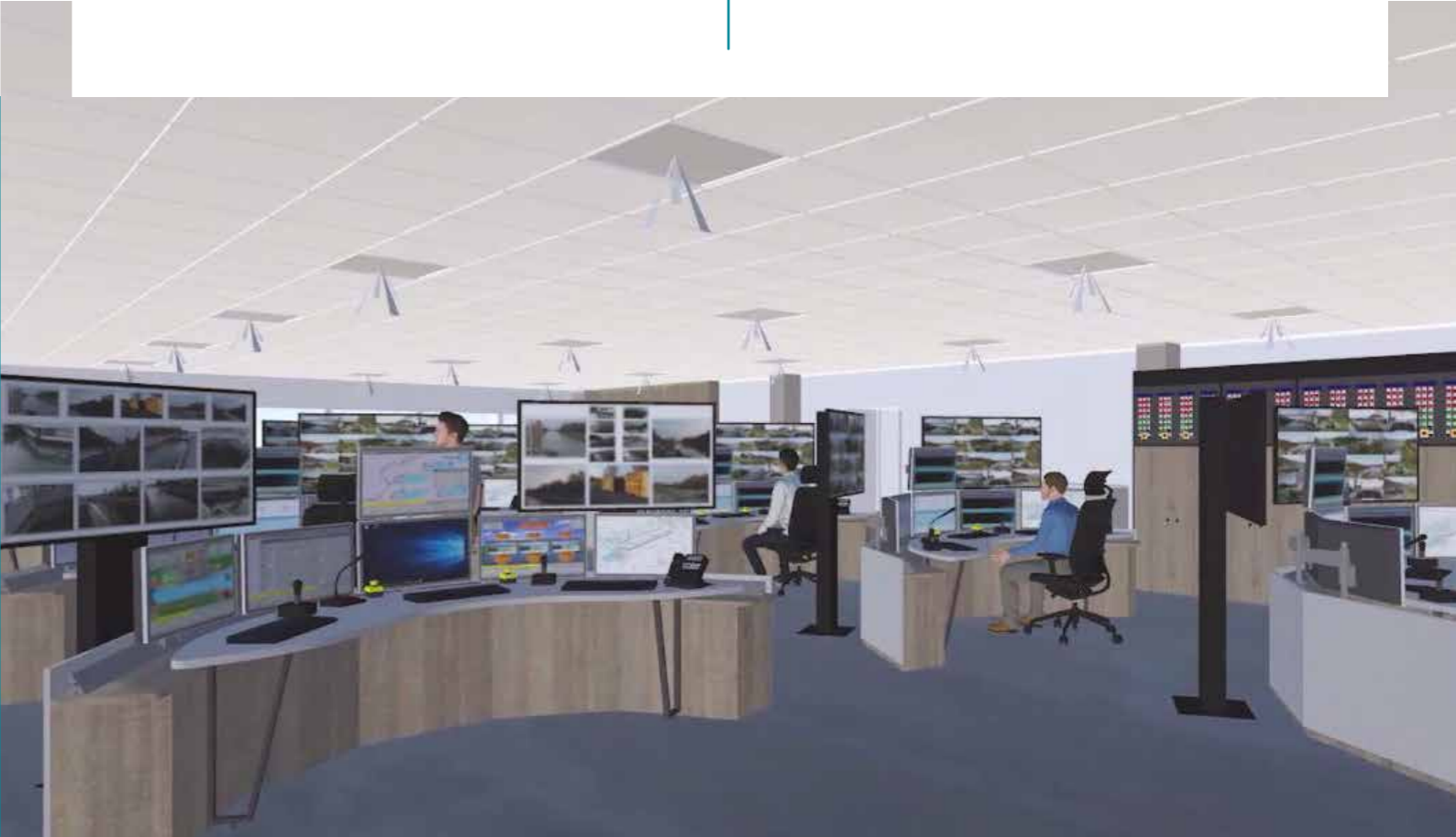


### Technology aspect

- Initiate a collective approach to data-driven transformation.
- Identify and develop the potential of artificial intelligence to enable us to free ourselves from low value-added tasks and create new services for our clients.
- Enhance our Group IT System.

### Human aspect

- Identify and develop the skills and talents needed to succeed in digital transformation, particularly in data science.
- Assist digital change throughout all of the company departments, in order to encourage a collective appropriation.



Operating room of locks in virtual reality

Priority  
#3

# Accelerating and structuring our international development

## WHAT IS AT STAKE

As early as 2013, **setec** made international development one of its priorities by creating an International Development Department. Since then, the proportion of the Group's turnover has risen from 11% in 2013 to almost 26% in 2020 (84 million euros), more than half of which is generated by our companies outside of France.

This significant international momentum has been driven by a succession of major export projects, but also by the development, creation and/or acquisition of companies outside France. The challenge is now to structure and to maintain this as a whole and to prioritize our international development around our local establishments.

In addition to our historic countries of establishment (Russia, Morocco, Tunisia, Egypt) and to emerging opportunities ready to be pursued, (United Kingdom, Canada, Germany, Greece, Switzerland), three priority regions were selected in 2017: Africa, South America and the Middle East. Our global strategy must enable us to

develop these targets wisely, by promoting excellence, connecting the different entities of the Group and ensuring risk control.

To achieve these ambitions, **setec** can rely on a number of solid assets: excellent references in France and outside of France, in most of our specialties, a wide range of international partners, and a good visibility among investors.

26%

Group's turnover  
realized internationally in 2020

of which 54%  
achieved by local companies



“

Why develop internationally? First of all to find large new infrastructure projects, which become less abundant in France nowadays, with it being so well-equipped... But also for the human adventure that comes with meeting people, exchanging ideas and learning from international projects. We have the ambition to achieve projects that contribute to the well-being of the local population, while sharing our knowledge and our values with local teams. Our aim is to work internationally with a multi-local approach, i.e., by exchanging skills, ideas and know-how while having solid-rooted teams that are fully connected to the issues of their respective areas. To achieve this we will rely on an efficient and a trusting work relationship between **setec** teams. Local companies will work with as much autonomy as possible, with support and expertise of other companies in the Group, as required by large or challenging projects. Mutual trust is the key to our success!

**Felipe Starling,**

Director of International Development, **setec** Group

## OUR TARGETS 2025

- 30% of turnover realized internationally, out of which more than 60% is achieved by local companies.
- Strengthen our target regions Africa, Middle East, Latin America, Europe and develop Canada.
- Maintain profitability.



Yazuv Sultan Selim Bridge in Turkey

# Our focus on the international market

Although our international aspirations are ambitious, our main concern is to structure this development on projects that correspond to our company values by keeping in line with the requirements we ourselves set for excellence.

## OUR COMMITMENTS

- Contribute to major international projects, particularly large-scale new projects in “emerging” countries.
- Put our international development at the heart of our Engineers & Citizens approach covering all aspects of environmental, social, and governance: human first, with integrity and responsibility.
- Be inspired by the **setec** model of federating entrepreneurial companies to structure ourselves internationally (in **setec** Africa for example) and assist our subsidiaries outside of France towards technical and human autonomy in their markets.
- Rely upon local skills and enhance them through cross-fertilization in the Group. Share our know-how and expertise, directly or in support of local teams. Adapt our strategy to local context and needs.
- Enhance our offshore production centers that combine high quality and cost effectiveness, in close collaboration with companies in France so as to meet the growing need of our clients within the construction and industrial markets.
- Develop international PMO services.
- Work with major French clients who are developing their activities internationally, and rely on international and European financing.
- Seize opportunities (partnerships, specific expertise needs...) to establish ourselves in new markets and to invest where we believe we have an added value.

## WHAT WE DO NOT WISH TO DO

- Undertake projects that are contrary to **setec**'s values.
- Expose our employees in risky areas.
- Expose **setec** to political or corruption risks.
- Expose **setec** to uninsurable financial and legal risks.
- Grow at all cost, losing track of the Group's values, the pursuit of excellence or the pursuit of sustainable profitability.

## LEADING THE WAY TO AN INTERNATIONAL OPPORTUNITY

The diverse expertise of our employees is essential to achieving our international ambitions. In addition to promoting interaction of talents between companies in all countries (see p.46), we firmly believe in promoting all international career opportunities, attract and train talents with a strong international fiber, through several initiatives:

- Offering Campus conferences/courses dedicated to international projects (training in international project management, information on the Group's international strategy and mobility policy).
- Communicating more on our international activities (ongoing and future projects, work opportunities, feedback from colleagues and testimonials from local companies...) through all of the Group's media.
- Communicating outside of **setec**, to make the international dimension one of **setec**'s attractiveness.
- Developing international project opportunities for young professionals (mobility, hosting young international students in France...) in order to build strong international profiles and to form Group ambassadors of all nationalities. These vocations will be rewarded by promoting careers with an international dimension, with a balanced mobility policy in line with the economic reality of our markets.
- Include into the recruitment process the profiles necessary for our development: senior project managers and technical specialists looking for an international experience, endowed with the appropriate skills (languages...) and attracted by the geographical areas targeted by **setec**.



Regional Express Train site in Dakar

Priority  
#4

# Cultivating our talents

## WHAT IS AT STAKE

The quality of the women and men that make up **setec** is its main asset. Cultivating our talents is therefore essential in achieving excellence in 2025 and to be able to tackle the increasingly rapid and complex transitions that are impacting our business. This means broadening the spectrum of our skills, encouraging an innovative, entrepreneurial and agile mind, while pushing higher our goals of technical and project management expertise.

## OUR COMMITMENTS

We are committed to adapting our training system (particularly within the **setec** Campus), diversifying our profiles and participating in the feminization of engineering professions to meet the growing demand at the forefront of environmental and digital subjects, both in France and internationally.

We continue to nurture our employees by offering them an excellent technical and managerial working environment, which offers flexibility for a shared and mutual benefit. A stimulating work environment that creates the right conditions for commitment, innovation, entrepreneurship and takes into account the necessary balance between work and personal life.

We also want to emphasize the meaning and importance of teamwork and the pleasure we find in conducting our projects. This is reflected in the intelligence, purpose and virtuosity of our projects, the opportunity they offer to excel, to progress collectively and to learn continuously.

All of these commitments constitute **setec's** promise to the current and future employees, but also to our clients and partners, because it is the guarantee that they will always find the talents that they are looking for at **setec**.



“

Learning, acting, growing: this is the commitment made by the **setec** Group vis-a-vis its employees. It guides all of the actions we undertake with the HR department. Common goals and objectives: attracting new talent, participating in the development of our expertise and our skills by promoting development of our employees, in France as well as internationally. Living the **setec** experience is living a human experience and of course citizen above all!

**Biljana Kostic,**  
Human Relations Director, **setec** Group

## OUR ACTIONS FOR 2025

- Diversify and strengthen our relationships with schools and universities via long-term partnerships, in order to attract the talents of tomorrow.
- Turn our diversity into a source of common wealth, by encouraging a wide range of profiles, experience and nationalities in our recruitments and promoting engineering professions among women.
- Provide a stimulating and welcoming environment for our employees, in terms of technical, managerial and quality of life at work.
- Promote the rise in skills of our employees throughout their professional career (Campus **setec**...).
- Communicate over and take advantage of the skills found in our companies throughout the world, for cross-fertilization of competences.
- Promote innovation and creativity within the group through structured initiatives (**setec**Labs...).

# Recruitment and diversity

Since the beginning, the **setec** model of excellence has been based on the quality of recruitment and mentoring of young talents, offering them a high-level scientific and technical environment, local expertise, stimulating projects, autonomy and the possibility to coach the next emerging generation. This successful model must be maintained and adapted to new challenges. As a responsible employer, equal opportunities and possibilities are not an option for **setec** and we must take this into account in our HR policy, while paying special attention to inclusion and to candidates and employees with disabilities.

## STRENGTHEN OUR RELATIONS WITH SCHOOLS AND UNIVERSITIES

**setec** has a strong relationship with schools, principally because we teach at these institutions. As a result, we have little difficulty recruiting young talent in the field of our historical expertise. It is more difficult in disciplines where **setec** is not as well known: the environment, energy, information systems, digital, international, system engineering. We therefore want to develop a more consistent relationship with schools and

universities, targeting those working in our traditional fields of expertise and bringing us closer to those working in these new areas of the future. We will do this by building partnerships that allow us to maintain a regular and solid presence with students, and by backing research programs to accelerate our investment in topics of interest.

## MAKING OUR DIVERSITY AN ASSET

At **setec**, we believe that diversity is an asset in many ways. The diversity of skills, profiles and know-how enables us to meet new needs, the diversity of nationalities challenges our technical culture and eases our international expansion, and the diversity of backgrounds enriches our views.

Some subjects, such as gender equality, go beyond the notion of equal treatment. As a signatory of the Gender

Equality Charter in 2021, **setec** has committed, along with the entire profession, to promote its activities independently of gender, starting in high school, in order to fight the preconceived idea that engineering is a profession reserved only for men. We are also committed to promoting women's access to senior positions.



## Offering a motivating environment for our colleagues

Here at **setec**, we want to create a high-standards technical and managerial working environment for our employees, which offers flexibility, rewards commitment, innovation and entrepreneurship and where everyone finds his place.

In light of this ambition, our model of human-sized companies, which offers technical and managerial proximity, and few hierarchical levels, makes perfect sense. In addition, we are committed to structuring and perpetuating mentoring, which is already widely adopted within the company.

Moreover, other aspects are emerging and require an evolution of the “**setec** experience.” The introduction of remote-working, which offers employees the flexibility with the organization of their professional and personal

life and reduces commuting, must be organized to benefit both parties, so as to maintain the exchanges, the cross-fertilization of ideas and the companionship that is required in teamwork and attendance. We also intend to reflect on the physical organization of offices in each company, as close to our needs and practices as possible.

Finally, we want to be more attentive to the concerns and expectations of our young employees. To carry this through, we will thus set up a Young Professionals Council, with one representative per company, which will have the opportunity to discuss the issues of the Group and the profession, starting with the “Transitions 2025” vision. This council will share its findings with the Group on a regular basis.



## Cross-fertilizing our skills and competence

Throughout all our locations whether in France or internationally, strengthening and expanding skills is a key success factor for the strategic development of each company. In this respect, **setec** undertakes to assist:

- the development of exchange channels to enable direct contact between teams and to emerge global technical networks.
- one-off or on-going training, staff exchanges, cross-training, management/team coaching, quality and

compliance monitoring of services rendered, and any other form of cooperation.

- international accessibility to the Group's technical training, and other transversal activities.
- language training, including french as a foreign language to allow fluidity and quality of exchanges.

## Encouraging the development of skills

**setec**'s promise to its employees is to guide them throughout their professional career, to enable them to adapt their talents to the evolutions of technologies, the challenges encountered in projects and to anticipate the subjects of the future. While the development of employees' skills is primarily helped by the presence of experts within the companies, we now see that the range of skills of our young recruits must expand as they progress.

Through our in-house university, the **setec** Campus, we offer tailor-made training courses to promote cross-disciplinary skills, ease the exchange of ideas between companies and open up to new horizons. These training courses are designed with the help of companies and complement the training actions they carry out individually.

### The Campus is built around four “Colleges”:

- Technical expertise and project management, which brings together cross-sectional training (railway, nuclear, etc.) and project management training.
- Engineers & Citizens, which includes educational and training program to increase the skills and knowledge of all Group's employees on environmental and Corporate Social Responsibility (CSR) issues.
- Managerial leadership and personal efficiency, which supports the development in managerial skills of our managers in addition to their technical skills. The “personal efficiency” section is addressed to everyone and deals with the changes that can appear in work organization (remote-working, etc.).
- Campus 360°, which proposes a series of conferences designed to broaden the horizons of employees and increase the visibility of internal opportunities within **setec**. Some conferences of general interest are open to external participants by invitation.

The Campus is accessible to all employees of **setec**, anywhere in the world. Our ambition is to increase access to companies based outside of France, for example through conferences in English or the availability of simultaneous translation.



# Promoting innovation

Being “free to venture” is part of our values, and it means that we leave a lot of place for initiative, first and foremost in our companies and as close as possible to our clients’ needs. In order to give innovation its rightful place and to structure our methods, we set up **setecLabs** at Group level. Since 2013, this system has complemented the R&D activities carried out in the subsidiaries to enable **setec** to be continuously on the lookout for promising innovation ecosystems, to acculturate our employees to break-through innovations and to encourage entrepreneurship.

## ENTREPRENEURSHIP AT THE HEART OF SETECLABS

Each year **setecLabs** associates several working groups of around thirty employees from all of the Group’s companies. Start-ups, incubators, large groups, universities, schools, laboratories, research programs...: working groups identify the most promising parties and projects and carry out experiments. The most successful

projects are then accelerated into an intrapreneurial format, such as the creation in 2014 of Advizeo by **setec**, which focuses on improving the energy performance of buildings, **setecLabs** have already made several investments in promising start-ups or businesses, both external and internal.



More than **300**  
employees involved  
since the creation of **setecLabs**



“

Innovation is a buzzword. With the **setecLabs**, we wanted to understand what it meant for **setec**, and to find our place in a rapidly expanding ecosystem. It is a well-thought approach that has gradually built over time. The employee roadmap of **setecLabs** is to be the ears and eyes for the Group, to identify projects and methods that are changing the world of tomorrow, and to embed them into our professions.

**Aurélie Guillon,**  
Innovation Coordinator, **setec** Group



Season #7 of the setecLabs

# And finally: an invitation to join us in this adventure

"Transitions 2025" gives the general guidelines for the development of **setec** for the coming years.

It defines the directions to be taken so that the Group may seize the major transitions underway: ecological, climatic, energy, digital and international development.

It includes a talent development plan so that rising generations can equip themselves with the skills and means to meet these challenges head on.

This is our Group's strategic plan. It is founded on the progress of the companies and is inspired by a shared vision of the issues affecting our society, and the role engineering profession – as we see it – must have.

It is not intended to become a rigid structure forced on each of the **setec** companies. It is

rather the backbone, a guide for the companies to develop their own strategy in line with the Group's approach. It also sets out a basis to enable a smooth cooperation between our companies in order to jointly tackle the challenges.

Finally, Transitions 2025 is not meant to set in stone all actions to be taken between now and 2025. An indicator of the success of this plan will be our ability to adapt it to benefit from feedbacks of our clients and partners.

I invite each and every one of **setec**'s employees to seize with determination and enthusiasm these opportunities offered by the considerable challenges we face today.

I invite our clients as well as our partners to support and encourage us forward and to share this adventure with us.

**Michel Kahan**  
President of **setec**

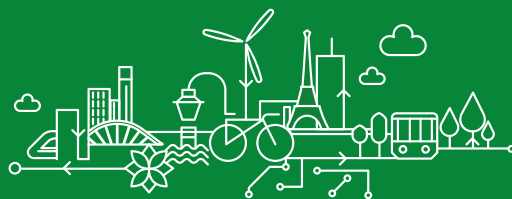


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# ENGINEERS & CITIZENS



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