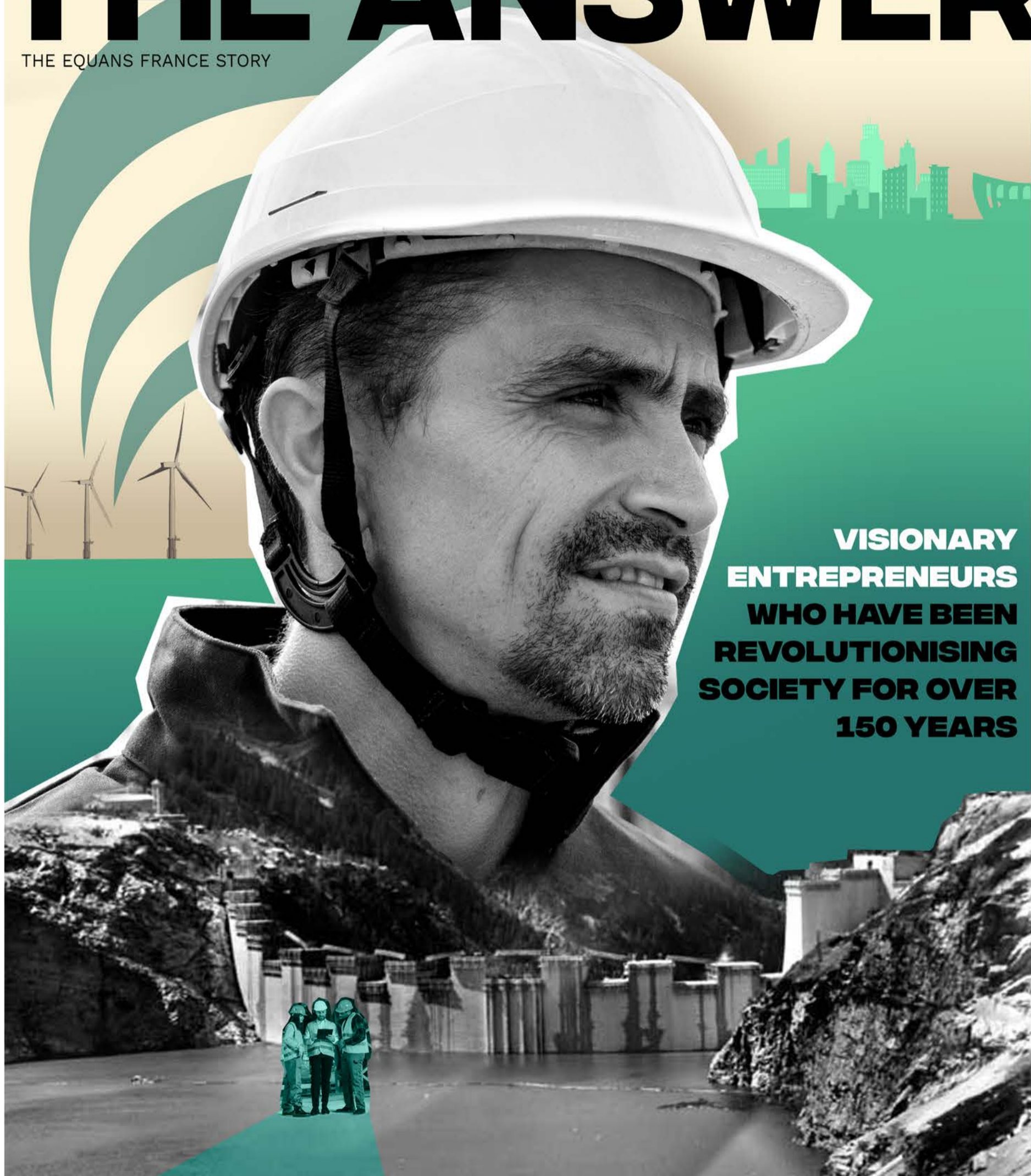


THE ANSWER

THE EQUANS FRANCE STORY

**VISIONARY
ENTREPRENEURS
WHO HAVE BEEN
REVOLUTIONISING
SOCIETY FOR OVER
150 YEARS**



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**A story
of visionary
entrepreneurs**

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**Equans,
a French
success story**

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EDITO

Equans: a name that is part of our industrial heritage

Equans is a fascinating company in more ways than one. For although the brand was created in 2021, it draws on more than 200 years of experience. Today, Equans is present in 17 countries, employs 90,000 people, including 35,500 in France, and has a turnover of 17.7 billion euros. With more than 800 operating companies, Equans is the world leader in the energy and services sector whose activities are grouped around design, installation, operation and maintenance in six areas of expertise: electrical engineering, HVAC, refrigeration, fire protection, IT and telecommunications.

Equans operates in a wide range of thriving sectors, including private and public service sectors, local authorities and industry. Equans also offers solutions for energy production and energy efficiency.

In all these fields, Equans has one mission, to be THE right answer: "The right ANSWER for complex EQUations". Supporting each of its clients in achieving complex challenges related to energy, industrial and digital transitions.

Equans' roots go back to the first industrial revolution, where the ambition of the then visionary entrepreneurs was to widen access to technology. Equans is the culmination of several human and industrial adventures spanning 200 years, which THE ANSWER, the journal you are holding in your hands, aims to retrace.

VISIONARY ENTREPRENEURS

BOLDNESS: THE SECRET OF SUCCESS

1861 A small company in the Vendée area of France offering its services in heating, roofing and plumbing was set up by the Rineau brothers, Les Frères Rineau.

The industrial revolution had begun over fifty years previously and society was undergoing a profound transformation. New sources of energy were being developed, such as oil and electricity, but also new machines in the textile and steel industries. It also heralded the arrival of the automobile, and the chemical industry and machine tools flourished. Speed of production, inventions and electrification all exerted a profound change on the world. It was in this context that a handful of visionary men set out to participate in this revolution through their expertise, ambition and innovations.

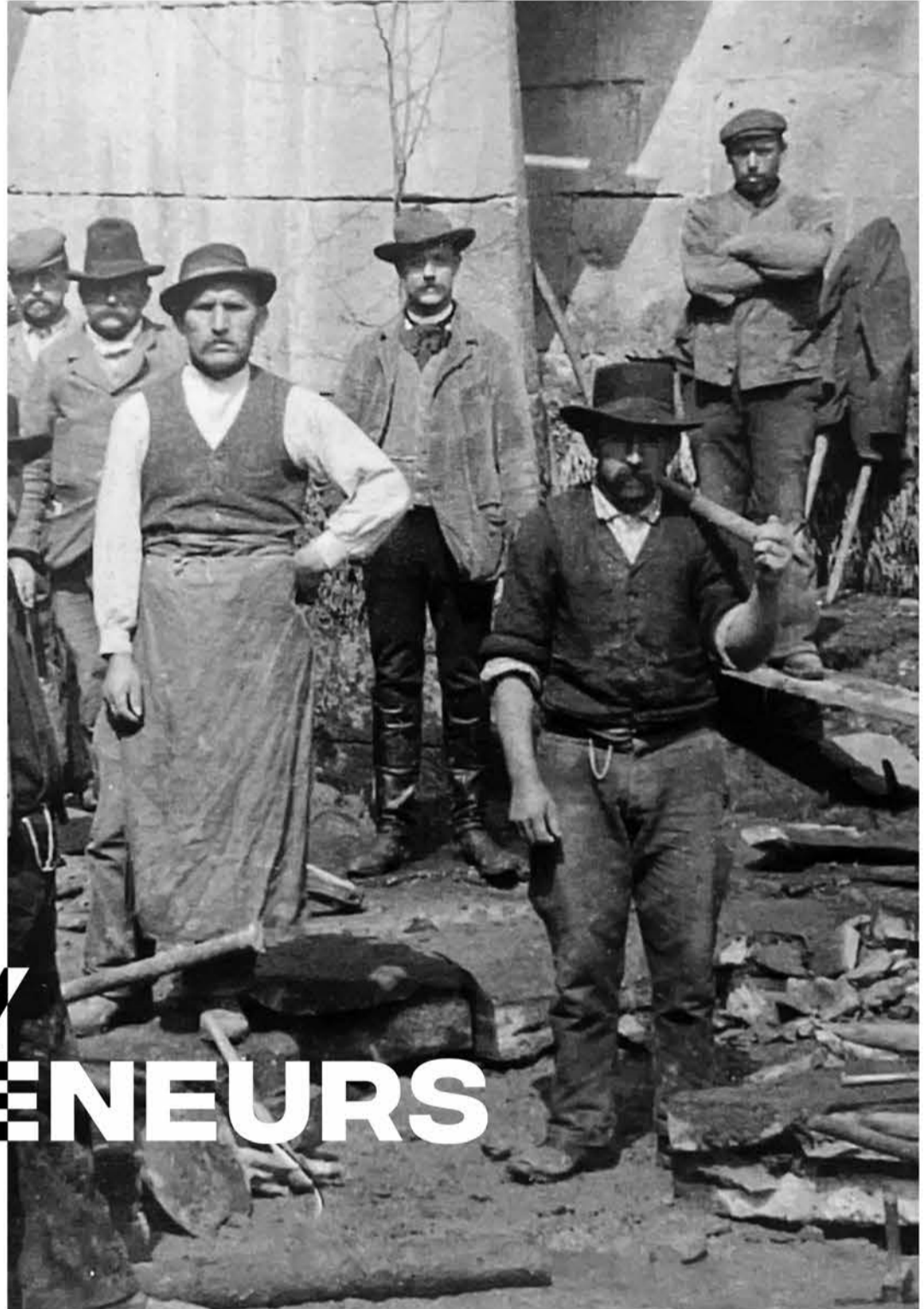
These visionaries founded the historical companies of Equans: Les Frères Rineau, but also Quiri & Cie, l'Entreprise Industrielle, Bouygues, GTM... Some grand names with some grand stories.

Les Frères Rineau, a century of regional business

Rineau Brothers started its success story installing heating and plumbing into private homes, before developing internationally.

The Rineau Brothers' small shop in Vendée quickly expanded its activity thanks to Parisians who were (already!) buying holiday homes in La Baule as these homes had to be heated. The Rineau Brothers saw this as a great opportunity. Private individuals thus constituted the major part of their clientele at that point. It was at the very beginning of the 20th century, in 1901, that the company set up shop in Nantes when it was awarded the reconstruction contract of the roof of the

railway station. Premises were available opposite this major construction site, on Boulevard de la Prairie aux Duc. The company moved in... and remained there until 2015! Because of its geographical proximity to Nantes' industries, the company also moved into shipbuilding. And so it expanded as old reference books show: the company was commissioned to completely rebuild prestigious ships. From the 1950s onwards, Rineau exported its activities abroad, particularly to the Middle East and Algeria. Rineau developed production agencies in Paris and throughout the West of France, while keeping all the design offices in Nantes. After more than a century of family and regional entrepreneurship, this remarkable SME reached a significant turning point in 1987 when it was bought by Fabricom. A new chapter in the company's history had begun.

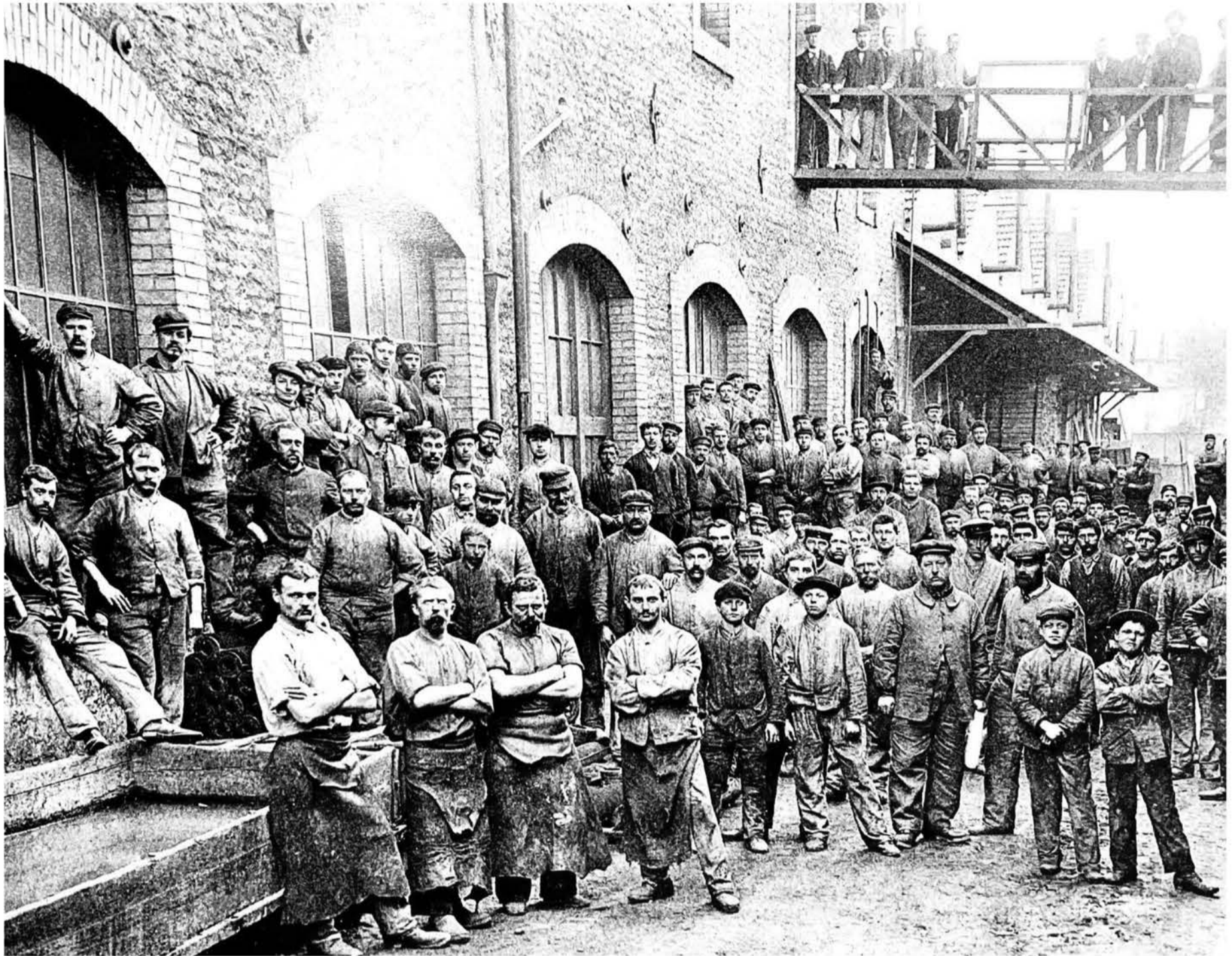


Construction site downstream of the Spitz mill in 1903

The beginnings of Bouygues Energies & Services

At the beginning of the 20th century, an important company was founded in Germany: Kraftanlagen Heidelberg. It was involved in the construction of one of Europe's first major power plants, a real revolution. It later became part of Bouygues Construction's Energy and Services Division. Large-scale electrification intensified. At the same time in France, Pierre Crussard founded ETDE (Networks and Communications) in 1929, and this was also acquired by the Bouygues group in 1984. ETDE quickly established itself as a major player in electricity distribution in rural France.





Quiri & Cie staff in 1900

Quiri & Cie, Equans' first historical merger

The story began with two connected destinies. On the one hand, the Goetz family who ran a small business. On the other, an ambitious entrepreneur, Jean Quiri.

Refrigeration, the sector developed by Quiri & Cie, is one of the founding and emblematic pillars of Equans' history and has contributed to its reputation worldwide.

At the very beginning of the 19th century, the Goetz family made their fortune in the wood industry by producing barrels for brewers who were interested in the particular flavour of the hops from the Alsatian basin, grown especially for beer. To produce this beer, they needed cold all year round. At the time, blocks of ice were cut up and transported by horse to the city centres. So a way of transporting them and perishable goods alike had to be found: butchers and pork butchers also needed them for the meat maturing process. An opportunity was to be had.

"This was the beginning of the golden age of refrigeration"

Laurent Meykuchel, former Director of Axima Réfrigération France and co-author of the book "Le Froid" ("The Cold").

To meet these needs, Jonathan II Goetz created a malt house in 1865. Three years later, his son, Jonathan Clément Goetz, set up a mechanical workshop at the back of the malt house, catering to the maintenance of breweries and malt houses. It was from this moment that "the golden age of refrigeration" began, according to Laurent Meykuchel.

Meanwhile Jean Quiri was one of the 59 founders of the "Glacières de Strasbourg" company. The ice houses, which became listed buildings in 1993, are a true illustration of the industrial revolution. Quiri & Cie made history for 10,000 marks (511 euros) with its ambition to market both artificial ice in summer and natural ice in winter. It also produced blocks of ice which were used in the first household refrigerators.

In 1876, Goetz and Quiri joined forces in what was Equans' first historical merger. The ingenuity and passion for mechanics of the Goetz family combined with the entrepreneurial spirit of Jean Quiri was a perfect match.

Les Glacières de Strasbourg, the heart of innovation

On the back of this success, Quiri & Cie built the entire refrigeration system for Les Glacières in 1897. The factory expanded: a major project was set up with the purchase of the neighbouring mill (the Spitz mill) and production was automated: it was now possible to produce in quantity and quickly using impressive machines whose production continued to grow.

In 1898, the daily ice production was 55 tons with one turbine. Before 1912, three additional compressors were acquired enabling production of 120 tons per day! The turnover tripled between 1894 and 1906. Between 1885 and 1900, ice houses were built in Indonesia, dairies in Denmark and breweries in South America. Rodolf Rau, the company's managing director for some 50 years, made it a veritable commercial success.

Quiri invented and developed the first iceboxes and refrigerator cabinets, the forerunners of refrigerators, and gradually became established in households.

Ice blocks were placed in them to preserve food. A precursor of household comfort, Quiri & Cie heralded the consumer society boom from the 1950s onwards. It contributed to domestic comfort but also firmly established itself on the mass distribution market. In addition to technical progress, the company changed consumer habits for good; more than that, it moulded them.

Quiri was also a precursor of a new form of entrepreneurial success, and one of the founding pillars of Equans thanks to this first historic merger, the key to a success story that has lasted for over a century.

The Pictet Patent – a stolen patent?

In 1885, Quiri & Cie bought the patent for its SO2 compressor from Raoul Pictet. But who really succeeded in developing this technique? Carl von Linde, a German engineer, and Raoul Pictet, a Swiss physicist disputed it between them. One (Pictet) supposedly filed his patent six or seven months earlier than the other (von Linde). Both genius inventors, von Linde developed the modern refrigerator plus the liquefaction of gases and air in 1895 and Pictet the liquefaction of nitrogen and oxygen using a new process: the simultaneous action of high pressure and low temperature. Fortunately the story ended well for both geniuses as they each founded their own company and made a fortune by selling their patents and licences to large industrial companies.



L'ENTREPRISE INDUSTRIELLE

A NEW INDUSTRIAL MODEL

Construction of the Tignes dam in the 1950s

Electricity: a revolutionary energy

The industrial era made electrification a new and, above all, indispensable source of potential for meeting new global needs. The origin of electricity can be traced back to antiquity through its etymology: "electricity" comes from the Greek word "elektro", meaning yellow amber. According to Thales of Miletus, amber creates sparks when rubbed against other objects. In the middle of the 16th century, William Gilbert, who was none other than Queen Elizabeth I's physician, discovered that other materials such as glass or sulphur had the same properties as amber and were charged with static electricity when rubbed. He named them *electricae*, in a nod to Thales. Among some of the revolutionary inventions, we can mention Benjamin Franklin's lightning rod in 1752, Alessandro Volta's electric battery, which transformed static electricity into dynamic electricity, in 1799, and then, in 1880, the first hydroelectric power stations, which lit up cities and homes.

Pierre-Marie Durand, a man for all challenges

1906 From the city of Lyon, Pierre-Marie Durand, lawyer by training created *Energie Industrielle*, the second major electricity group before nationalisation. Its success was due its founder's determination, ambition and embracing of challenges. "The Durand group [...] is, in many respects, the archetype of French capitalism with its mergers, restructurings and shareholding," says Catherine Vuillermot, a lecturer at the University of Franche-Comté in her book "Pierre-Marie Durand and *Energie Industrielle*". He was, above all, a pioneer in business management: "In one generation, he became the head of a powerful group, based mainly on family shareholding, a solid network of directors and risk-taking management", she adds. He took risks and innovated by favouring a financial strategy first before making technological choices. As early as 1921, *Energie Industrielle* created its construction department, called *L'Entreprise Industrielle*, known as *EI*.

Responding to global needs

There were many acquisitions around 1928. *EI* absorbed the *Compagnie du Gaz de Lyon*, the *Société Lyonnaise des Forces Motrices du Rhône* and the *Société Générale de Force et Lumière*. From 1935 onwards, a connection between these branches developed, particularly through the construction of high-voltage lines.

In 1946, the Provisional Government of the French Republic, led by General de Gaulle, nationalised energy by creating *Électricité de France*. *EI* thus gained its independence. The number of production sites multiplied and major projects were entrusted to it: hydroelectric power stations, quarrying, earthworks and underground works etc. *L'Entreprise Industrielle* even created new housing estates to accommodate its workers during these major projects.

The company also built numerous dams, including the one in Tignes which is the highest in France. Indeed the dams were among *EI*'s greatest successes and this activity was also exported abroad, including, for example, the Antelomita dam in Madagascar.

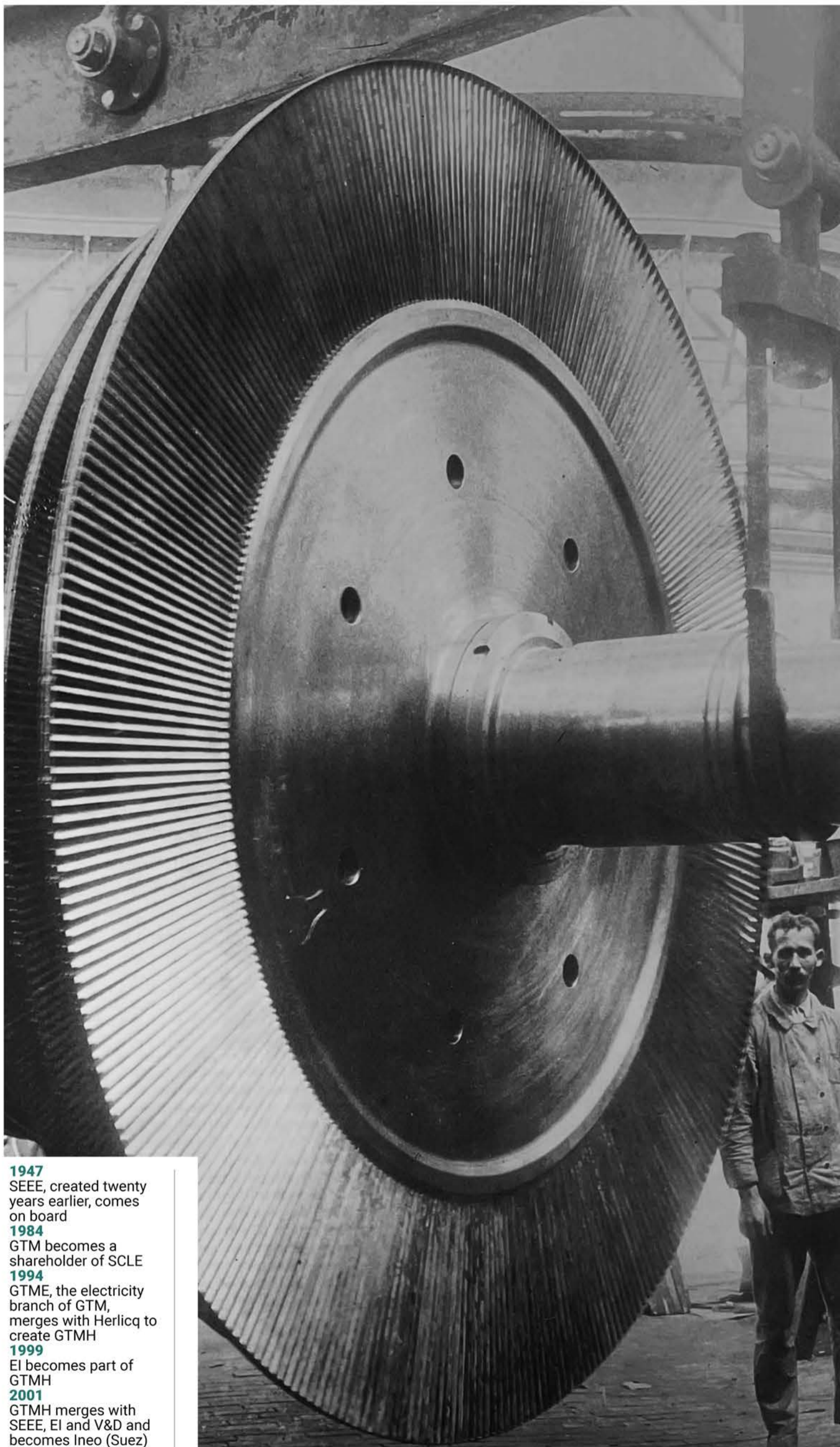
EI also supplied electricity to large transport networks by installing transformer and switchgear stations and electrifying railways. The method was effective: the installations were quick, thus reducing costs. The company stood out for its innovative techniques such as the transport of materials by helicopter used for the first time in France on a particularly inaccessible ridge in the Alps.

It stood out too for the importance given to social protection in the world of construction. Engineers, project managers, executives, workers... a whole range of professions making the challenge even greater.

GTM - from the Marseille underground to the height of success

1891 was the year the "Grands Travaux de Marseille" began and the GTM company created. The Chamber of Commerce had decided that the city needed cleaning up as there had been 5 cholera outbreaks between 1832 and 1884.

Augustin Féraud, the first company president, was asked to provide the city with a modern sewage system. Ports, canals, railways... the whole city was transformed. He developed the company in the civil engineering and electrical equipment sectors as well as roads, buildings and railways in France and abroad. After the First World War and the human and financial devastation caused, the company also had to rebuild itself. Charles Rebuffel was given this task. A graduate of the École Polytechnique, he specialized in road and bridge engineering and became Managing Director of GTM from 1917 to 1939. But after the Second World War, GTM was weakened and faced new challenges. It had to innovate, reinvent itself and rebuild. In the 1950s, the company opened up to new markets thanks to Marcel Chalos, who had taken over from Charles Rebuffel, and Jean Courbon, his former deputy at the Ministry of Public Works, who had developed a new pre-stressing system. GTM was then able to build on a large scale: nuclear power plants, bridges and large-scale tunnels. GTM specialised in the construction of motorways and car parks from 1950 onwards, which became its main activity by 1990. In 2001, GTM merged with SEEE (Société d'Etudes et d'Équipement d'Entreprises or S3E), Entreprise Industrielle and V&D to become part of the Suez group and become Ineo.



1947
SEEE, created twenty years earlier, comes on board
1984
GTM becomes a shareholder of SCLE
1994
GTME, the electricity branch of GTM, merges with Herlicq to create GTMH
1999
EI becomes part of GTMH
2001
GTMH merges with SEEE, EI and V&D and becomes Ineo (Suez)

The rotor of the Gennevilliers thermal power station in 1922

SYNERGIES, EQUANS STRENGTHS FOR OVER 150 YEARS



Workers working on a power pole in 1935

The logic of mergers

Entrepreneurship requires audacity. All the companies that make up Equans' history today have this in common. But it's not the only thing. They have all developed a true corporate culture: joining forces to succeed. Mergers allow for complementarities that reinforce the collective making it possible to open up to new activities. Possible and essential in order to establish oneself as a true leader. Each company, although linked to a group, is specialised in its own field of activity. The independence of each company is preserved. A fundamental principle for Equans.

V&D and Seitha, complementary operating companies

Verger and Delporte, from small craft to big business

Verger and Delporte set up their company V&D in 1924. Their speciality: electricity. As craftsmen, they knew their trade inside out. But they had bigger ideas. Ambitious and astute, they founded their company in their own image for they kept their sense of family whilst adding their sense of entrepreneurship. Indeed, before joining forces with Jules Verger, Louis Delporte already owned an electrical installation company with his brother. Together, they give a new dimension to the company.

In 1937, Verger published a book about his passion for management, the title of which says it all: "Jules Verger, ses ouvriers, sa maîtrise... une famille". ("Jules Verger, his workers, his mastery... a family"). He recounts his vision of the company and of management: "I brought my character, hardened by the war [...] My business partner brought with him, besides an equally strong will to succeed, the small business he ran and the small capital I needed, to which I added my very modest savings". In a mere ten years, the number of workers increased from 10 to 180. The success was exponential. Acknowledged by his peers, he was called upon to become President of the National Federation of the Parisian Chamber of Trade Unions. In 1981, V&D became a subsidiary of L'Entreprise Industrielle (EI) and became the Société Nouvelle de Verger Delporte.

From Seitha to EI: a new merger and a new opportunity in the energy sector

Five years later, two companies joined forces: EI and Seitha. Founded in 1962 in the Lyon region by Jean Rieux, Seitha developed innovative multi-compressor air conditioning concepts for the hotel industry, among others. Supported by Gérard Pélisson, co-founder of the Accor group, Seitha equipped many Novotel hotels with air-conditioning. The company expanded by developing its expertise in clean rooms to meet the needs of the pharmaceutical industry in the Rhône-Alpes region and positioned itself on numerous international markets. Unfortunately, the company went bankrupt in 1986 due to non-payment for the industrial farm project in Libya. It was immediately bought out and became EI Seitha. EI saw in Seitha the opportunity to create its HVAC engineering department, which was perfectly in line with their development strategy. Closely linked by these acquisitions, these two great companies have profoundly marked the history of Equans by their ability to carry out the necessary mergers and acquisitions.

Bouygues Energies & Services: the collective at the heart of the strategy

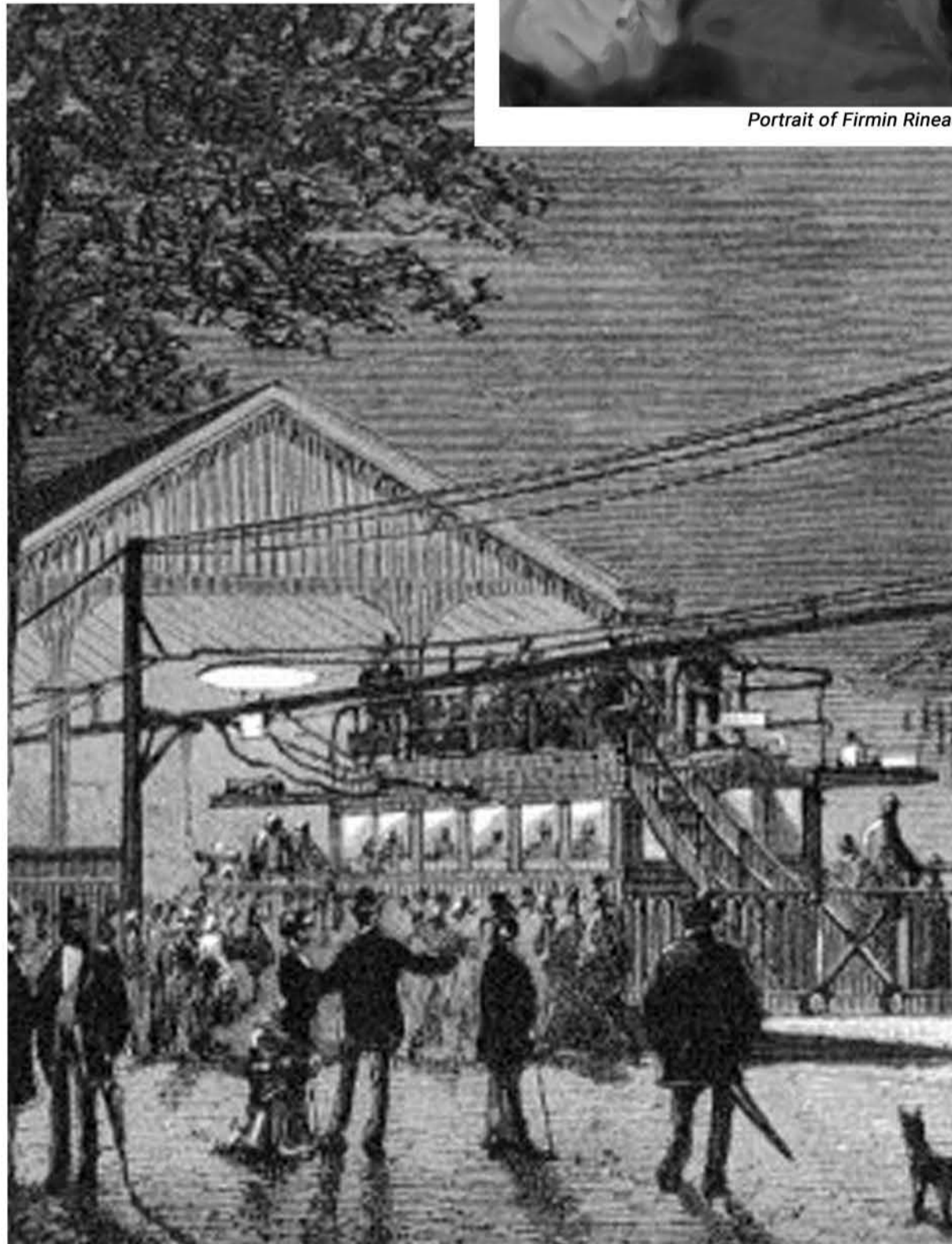
Within Equans, four complementary operating companies across the value chain have achieved international success in the energy, industrial and digital transitions sector: Bouygues Energies & Services, Kraftanlagen, Plan Group and Axione. This success is a result of a century of expertise.

The origins of these four operating companies go back to the 1930s with the founding of three historic energy distribution companies during the interwar years: Kraftanlagen in Germany, Atel in Switzerland and, of course, the French company ETDE, which played a key role in the deployment of electricity in the French regions at the time. Then, in 1955, Plan Group was founded in Canada.

In the 1960s, a period of economic prosperity, the energy sector developed very quickly, particularly with the development of petrochemical industries. Kraftanlagen created its famous partnership with BMW, while ETDE acquired David Webster (Thermal Transfer) across the Channel in the UK. The acquisition of ETDE by Bouygues was a major milestone in the diversification of the Group's activities, and the rail and railway station business expanded in 2006 when ETDE acquired Gilbert Frères and Sosiel. Two years later, it also acquired Iris Électricité, thereby strengthening its position in electrical engineering services. In 2013, ETDE became Bouygues Energies & Services, now a subsidiary of Equans.



Portrait of Firmin Rineau



First electric tram in Paris

The 2000s: a new decade and a new turning point

The new millennium heralded a new turning point: a real boom in the acceleration of many sectors of activity in the construction industry. In 2000, the Bouygues group increased its capital after a takeover bid for its road construction subsidiary Colas. The Suez group, for its part, entered the fray and merged the historical companies, creating Axima and Ineo in 2001. Here we look back at successful mergers underlining a veritable corporate culture.

Axima and Ineo, Suez Group leaders in climatic and electrical engineering

A historical review is necessary to understand the creation of Axima which brought together four major activities that would make its reputation for twenty years. Rineau Frères, a reputed regional company, became a subsidiary of Fabricom in 1988 and thus acquired a much larger dimension within Fabricom. Quiri, also taken over by Fabricom in 1991, became Quiri Réfrigération and thanks to the strength of the collective, was able to develop the refrigeration industry much more intensively. Before the merger, Axima already existed in Belgium. It specialised in maintenance and technology. In 2000, it merged with Rineau, Sulzer Infra (Switzerland) and GTI (the Netherlands), thus becoming the new HVAC branch of the Suez group. Sulzer is specialised in the fields of HVAC, fire protection and multi-service management. Sulzer brought in a new activity, fire safety, and became Actis. Yves Bourel, former sales director for HVAC at Axima, says: "One of the strong points of this takeover was the expansion of our business with the creation of a company dedicated to fire safety".

Under the name of Axima, this new group covered expertise in a wide range of fields: HVAC, technical maintenance, refrigeration and fire protection.

Ineo was created on the same day, namely, May 31st 2001, and unveiled its logo for the first time. Ineo was also the result of a merger of historical companies. It comprised four companies: GTMH and EI, and also V&D and SEEE, along with a strong desire to develop internationally.

In 2002, Ineo's Delegated Directorates emerged, described as "management perimeters" by Stéphane Randretsa, Ineo's former Human Resources Director. He says: "At the time, in 2003, there were more than 240 legal companies, divided up according to business lines and geography".

"Both different yet complementary" Stéphane Randretsa

These two giants were now working side by side. Such a wide range of activities grouped together could have confused customers but Axima and Ineo drew strength from it. First of all, unity was achieved through an entrepreneurial "DNA" and a mutual leader in Guy Lacroix, CEO of Ineo and Chairman of Axima until 2015. Stéphane Randretsa recounts: "Axima and Ineo are two "first cousins" with a managerial and social continuity that has enabled us to build a unique whole (...) We are both different, yet complementary".

Suez and Gaz de France: a new era for Axima and Ineo

At the end of the 2000s, Suez and Gaz de France merged to create GDF Suez. The following year, the latter created Cofely, a new brand for its energy services.

Four years later, GDF Suez affirmed its desire to bring together its B-to-B energy services brands by creating Cofely Axima and Cofely Ineo. This is how Axima Seitha - EI's HVAC specialist - and Omega Concept became Cofely Axima and Ineo became Cofely Ineo. The positioning was clear: grouping together to clarify the offer and provide customers with a single point of contact. Together, while remaining independent, the companies were able to cover - amongst others - the airport, railway and civil aviation sectors, and open up to the large services sector: luxury hotels, shopping centres and local authorities.

THOSE LITTLE STORIES THAT MAKE BIG ONES

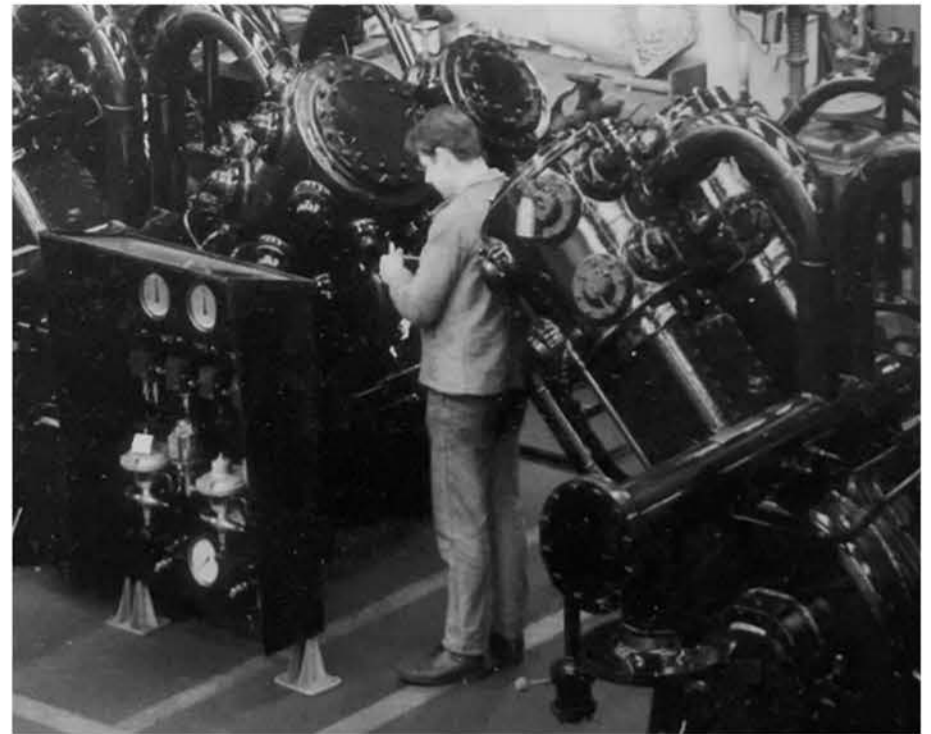
The second half of the 20th century saw Equans' historical companies enter a new phase. The world began changing very quickly after the Second World War which helped speed up the reconstruction of France. At the end of the 1960s, a third industrial revolution took hold worldwide. Technological progress opened up new horizons and new ways of communicating and working (computers, telecommunications etc). From the 1970s onwards, it opened up more and more markets to be conquered. Quiri, Rineau, V&D, Bouygues, GTM and EI tell us about this page of their history.



Laying of pipes in the Yvelines

1939-1945: GTM and EI, rebuilding for a better future

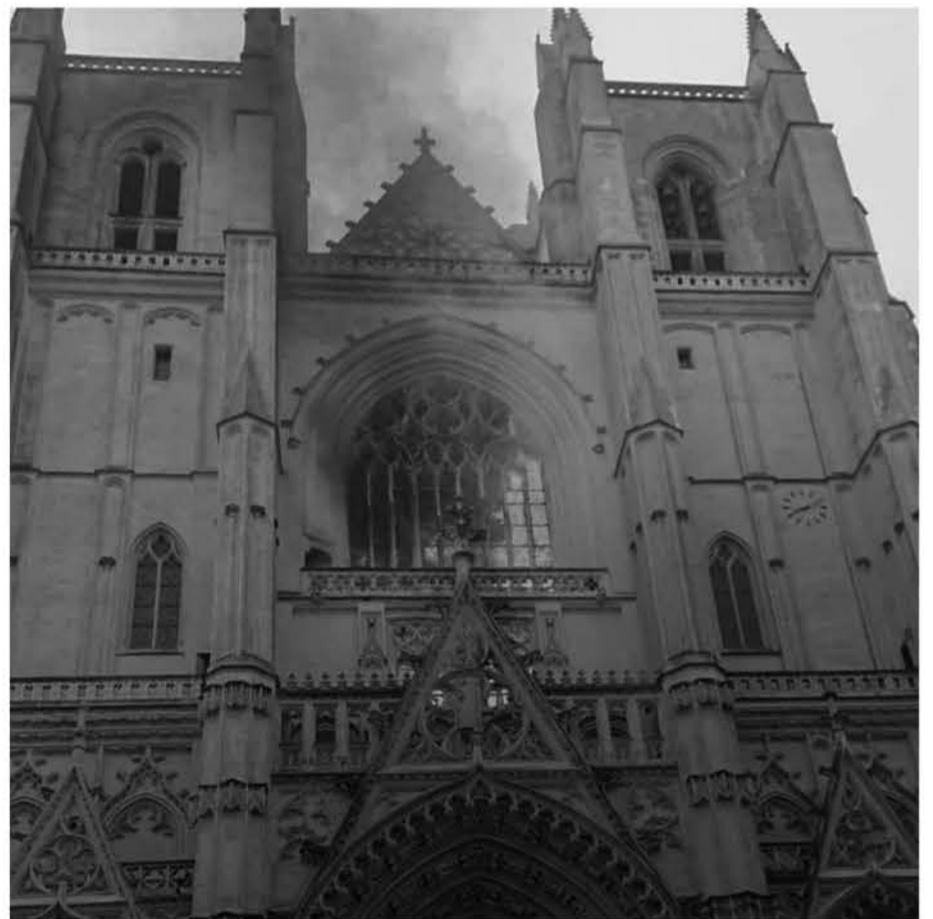
A human disaster first and foremost, but also an economic one. The WW2 air raids destroyed whole sections of the urban and industrial landscape. A real challenge thus awaited the companies: they had to rebuild. Just over twenty-five years after the Great War the country was once again in ruins. It was an opportunity for the construction sector. The companies of the still-to-be created Equans played a major role at that time. GTM was a perfect example: the company recovered very quickly despite the dramatic context of those years, notably thanks to its know-how in port engineering. It rebuilt the quays and cleared away wrecks, and gradually eliminated the catastrophes of the war. As a result, it became a major player in reconstruction projects throughout France. From that time onwards, France had to be industrialised and electrified (...) France had to be rebuilt and energy was needed," says Gaëtan Texier, the former Director of International Development at Ineo. EI and GTM became major players in the electrification of the country. High-voltage lines were built at high speed as well as signal boxes and concrete poles. Cities expanded and EI contributed to the comfort of the French by lighting the national roads.



The large assembly hall of Quiri & Cie in 1960

1950-1960: Quiri's golden years

Quiri was not to be outdone during the golden post-war years either. By marketing the first refrigerated cabinets during the 1930s, the company continued to produce mechanical ice blocks after the war which brought the group much success. The head office was moved from Strasbourg to Paris. On a larger scale, there was a boom in mass distribution since supermarket fridges needed to be equipped. Quiri also positioned itself on the dairy market worldwide as milk requires rapid cooling. Edouard Urban, the former CEO of Quiri & Cie, says "The 1950s and 1960s were good years for Quiri. For twenty years, the Société des Usines Quiri & Ciet developed at an average rate of doubling its turnover every four years". The company continued to innovate by developing compressors adapted to all refrigerants. Innovation remained the key to success.



Nantes Cathedral on January 28, 1972

1972: The fire that almost caused Rineau's downfall

Late in the afternoon of 28th January 1972, a spectacular fire broke out in Nantes Cathedral beheld by the despairing population of the city. It ravaged the roof and framework of the building. It was our intervention that accidentally caused the fire. Rineau Frères, held responsible, risked being closed down completely. In the end, it was the French State that was found guilty for not having cleaned up the dust that had accumulated over many years, making it a veritable fuel to the flames. It took eight years for the case against Victor Gasnault, the young site manager, to be dismissed. The company, which was nearly bankrupted by the affair, fortunately emerged from it with its name cleared and was able to resume business.



V&D laboratory truck

The 1980s: V&D's breakdown service

"A Breakdown service, servicing, and 24-hour maintenance": this was the promise made by V&D in the early 1980s. To achieve this, the company set up a sophisticated organisation proving its reliability to help both individual customers as well as customers in public and private businesses in need of any urgent repairs. Teams of engineers, technical agents and specialised repairmen stood by using a mobile laboratory truck as well as vehicles equipped with radio telephones. The trucks checked and located cable faults live: a real innovation. For remote calls and interventions, alongside the Minitel (French videotex online service), monitoring PCs took pride of place.

GAMES

WORD SEARCH

A	C	S	H	S	R	A	Y	W	M	Y	S	C	O	B	M	J	Z	J	B
K	B	J	H	W	T	Y	V	G	I	J	V	M	Y	A	V	A	F	M	F
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Find the following words in the grid

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DIVERSITY
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TOGETHER
ANSWER

INITIATE
EQUATION
EXCELLENCE
EXPERTISE
SYNERGY

FAMILY
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WOMEN AT EQUANS

Women at the heart of the history of industrialisation

When tracing the history of Equans' historical companies, one finds very few names of women. Yet we know that they played a key role in the industry. At the beginning of the 20th century, according to the 1906 census, 38% of women were blue-collar workers (for want of being given any higher positions). Working women were looked down upon and their conditions were harsh with no right to vote or join a union. And yet the industrial revolution was also a revolution in the world of work. "The woman worker is a product of the Industrial Revolution, not so much because mechanisation created jobs for her where none existed before, but because she became a suddenly visible and troubling figure during this period," writes American historian Joan Wallach Scott.

Work done by women was absolutely essential in wartime. And they were more than simply willing to help, they were the ones who kept society going. With the men away at the front, they demonstrated their unflinching determination. They were so engaged in what they were doing that they were finally able to exert pressure on the authorities and assert their rights. And it worked: after the Second World War, women were at last able to work. That said, many of them turned towards the services sector as opposed to industry jobs.

Two hundred years after the start of the first industrial revolution, the number of women working in the construction industry is still low. Yet the need for labour is great. In France, according to the "Observatoire des Métiers du BTP", women represented only 12.3% of salaried employees in 2021. This figure is increasing but remains low. About 45% of them are employees or technicians, 20.7% are managers and only 1.6% are blue-collar workers.

Pushing boundaries

To fight against preconceived ideas, Equans is committed to professional equality. A number of actions such as training, awareness-raising and a zero-tolerance policy towards harassment have been implemented. Alongside the "Elles Bougent" association, Equans is working on the representation of women in the sector to combat gender stereotypes. Mélinda Lirio, herself the daughter of an entrepreneur, in charge of Equans' Costing and Execution Department in La Reunion, is the association's patron. She gives talks in secondary schools to introduce young girls to her profession: "We are all the protagonists of our own lives and we must find the way to give ourselves the means to achieve this" she advises.

Giving women a voice, listening to them and also hearing them: this is the desire of Equans. Jérôme Stubler, CEO, takes pride in wanting to make Equans a place of equality. "We have to work to ensure that more women are interested in our professions without worrying in advance that they are technical or traditionally male professions," he said at the "Women in Equans" round table. Emmanuelle Brisemur, Director of the Equans France transport market, said at the event: "There are still too few of us, but, along with the men, we can help to move boundaries and prepare the young female recruits of the future".

The opinion of female employee Jodie Joly, who is an earthworks team leader, is testament to this: "What I like most is taking initiatives, laying networks, driving machines, and being with the team. There are also female network installers in charge of the maintenance of the Tricolour Lighted Signalling System or Business Manager, also in charge of the Axima Nuclear Ventilation School, like Marion Jovanovic, as well as Site Managers and Engineers... There are also members of the Comex (Executive Committee): at Equans, Ana Giros, Deputy Managing Director in charge of Strategy, Development and CSR; Florence Lépany Duval, Communications Director; and at Equans France, Emmanuelle Brisemur, Director of the Transport Market and finally Céline Sannino, Director of Purchasing.



Vanessa Le Magueresse, Deputy Business Manager



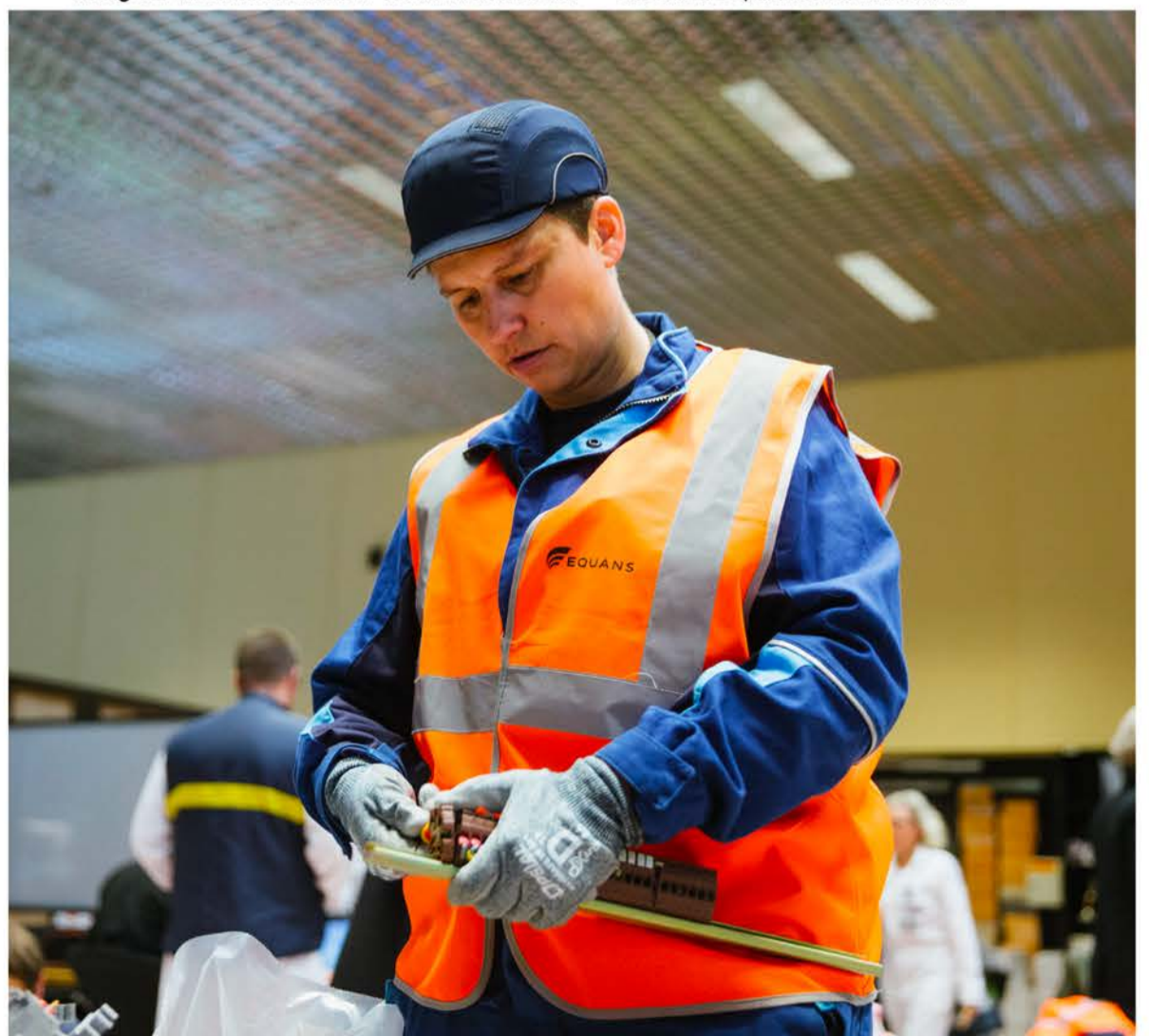
Marion Jovanovic, Business manager, also in charge of the Axima Nuclear Ventilation School



Emmanuelle Brisemur, Managing Director in charge of the transport market of Equans France

"We are all the protagonists of our own lives and we must find the way to give ourselves the means to achieve this"

Mélinda Lirio, Head of Equans's Costing and Execution Department in La Reunion.



Aurore Blaise, Electrician fitter

SOLID FOUNDATIONS FOR A SECURE FUTURE

From a handful of enterprising men to tens of thousands of employees, it has taken Equans a century-and-a-half to become a leading company in the energy and services sector. Today, the company is turning its history into a force for the future.

A unique identity for mutual projects

With each merger, Equans' subsidiaries have kept their identity. There is no question of one "forgetting" the other. The history of each company is so strong that it is more ingenious to develop it whilst working hand in hand with new partners.

This is a great challenge but also a great strength for Equans, namely, to be able to conduct a project from start to finish by combining all the forces necessary for its realisation, as well as guaranteeing a high level of satisfaction to its customers thanks to the diversity and complementarity of the solutions it offers them.

Gaëtan Texier gives a perfect example of a project that mobilised fourteen of Equans' companies: the electrification and signalling of the Tours-Bordeaux TGV high-speed line. "We cover a very broad spectrum of professions", he says. But to succeed, there must be shared management. The current Equans way is to choose to optimise the best assets of each historical company; companies that are at times competitors working together. Equans helps its clients to understand their future needs, to offer real ready-for-use solutions. It is no longer just about building construction but about the "use" of buildings: construction and investment in the long term.

Equans provides innovative solutions in line with the world around it.

The Equans model: a logical path for the future

Equans is the Bouygues group's largest acquisition to date. A certain risk for Bouygues since Equans has become the group's leading business line, growing from 130,000 to 200,000 employees. Olivier Roussat, the Group's CEO, says: "We want Equans employees to be fully-fledged employees of the Bouygues group", adding that: "All the employees of the new group and its talented management team share a strong culture plus convictions that will enable us to achieve operational excellence for all our stakeholders."

A whole new chapter is being written. The right way to operate together has to be found. The foundations are solid: firstly there is mutual respect. Respect for competence, but also respect between fellow men and women.

It is also the core business of the building and civil engineering sector, which allows Yves Bourel, the former sales director for HVAC at Axima, to impart his view of the Bouygues takeover: "We have found someone who speaks our language". Daniel Molle adds: "We share the same genes (...) it's a richness, a real complementarity in our fields."



WRITING THE FUTURE

The world is changing every day. Equans employees are making their own contribution to it by choosing to take real action to make history. And they're proud of it.

Drawing on its multiple areas of expertise, its know-how, the skills of its teams and their thirst for innovation, Equans is committed to accompanying societal changes through high-growth activities. In France, sustainable mobility, including the development of gigafactories, charging points for electric vehicles and dynamic recharging systems, energy efficiency with innovative solutions for the recovery of waste energy, and the production, storage and networks of renewable energies such as hydrogen, photovoltaics and geothermal energy are all specific achievements that are contributing to the country's reindustrialisation and, more broadly, to world progress.

By positioning itself in these fast-changing markets, Equans is becoming part of a burgeoning virtuous ecosystem, with investments, access to appropriate training, and large-scale job creation at its core.

With Equans, the future of French industry, of its cities, of the energy and services sector and of the talented men and women working in it is being made.

CONCEPTION AND PRODUCTION



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BUILDING THE FUTURE TOGETHER



The creation of a world leader is no mean feat especially when it comes to the strategic sector of energy and services. In fact, it's a once-in-a-lifetime achievement. In revealing the foundations and fundamentals of Equans on July 1st 2021, Jérôme Stubler, CEO of Equans, laid the keystone of this new entity. The promise of this new entity became reality in the ensuing months and on Tuesday October 4th 2022, Mr Stubler, accompanied by his two deputy CEOs, Pierre Hardouin, head of Equans France, and Etienne Jacolin, head of Finance, Legal affairs and Information systems, along with all the members of the Group's Executive Committee, gave Equans the springboard it needed by officially joining the Bouygues group, thus becoming its largest division. Those present were united in seeing the efforts of the teams who'd been involved from day one rewarded; these teams had grown in strength over a number of weeks and were strategic and decisive for our future.

Beyond a shared trajectory, that of visionary men and women capable of embracing all employees with their own ecosystem, this remarkable moment in our history has already left its mark on our collective response to the challenges of energy, digital and industry. The complementary nature of our businesses, combined with our mastery of digital solutions, will open the doors to our future. The directors of Equans and their loyal teams, who have their feet firmly planted on the ground and their heads firmly directed to finding answers to the world's major challenges, know that they share the responsibility of writing new chapters together with their partners and customers, without whom nothing would be possible. It is this vision and ambition that unites the Equans teams and is the source of their constant mobilisation, always looking towards the future.

