

# ANNUAL REPORT 2018

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ACTIVITIES AND CORPORATE RESPONSIBILITY



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**GSF**  
[www.gsf.fr](http://www.gsf.fr)

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## **“Our identity and culture are our compass for the future”**

**I am pleased to present this annual report which is a snapshot of GSF's activity in 2018. One may only see figures and financial data in it. But it is much more than that...**

We should keep this result in mind: the 55<sup>th</sup> consecutive year of growth (over 4.3% in 2018, 13% in 3 years, organic growth, without company acquisitions), a turnover of 884 million euros. Beyond the numbers, what I am most proud of is that we have achieved these results without sacrificing anything in our model, our values, our history.

Our DNA has not changed: financial independence, proximity, respect for our customers, the sense of service, and the belief that our biggest asset is the 35,000 men and women in GSF. Employees who are selected, recruited, trained, supported and promoted so that this demanding work can be carried out with commitment and involvement, and fulfilment too. Our customers are of course at the heart of our growth, with their unfailing loyalty built on the proximity of our teams, their responsiveness, their ability to be agile and innovative to be a force for proposals.



**Jean Louis Noisiez**  
CEO

In recent years, we have conquered new sectors. In addition to Agri-Food, Industry and Services, GSF is a recognised Healthcare, Nuclear, Aviation and Airport player. Associated services have grown by 63% over the last 3 years.

We have been a member of the United Nations Global Compact for 15 years. We have achieved the "advanced" level, the highest in our sector of activity. This CSR commitment is marked by the development of solutions aimed at reducing hardship at work, while increasing the safety of our teams. We also have the best Ecovadis rating in the sector. Similarly, we systematically favour the use of eco-labelled products.

Of course, there is no triumphalism in my remarks, they are the statement of an identity and a culture. Our compass for the future. Thank you to our thousands of customers for their trust, thank you to the GSF employees for their commitment.

# Governance

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## The Supervisory committee

**Jean Louis Noisiez**  
Founding CEO



**Lionel Yvant**  
Member of the Supervisory committee  
*GSF Partners associate*



**Yves Magaud**  
Chief Financial Officer  
Member of the Supervisory committee  
*GSF Partners associate*



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## The Senior Management

**Christophe Cognée**

Vice-Chairman  
Member of the Executive Board  
*GSF Partners associate*



**Gilles Margalet**

Member of the Executive Board  
*GSF Partners associate*



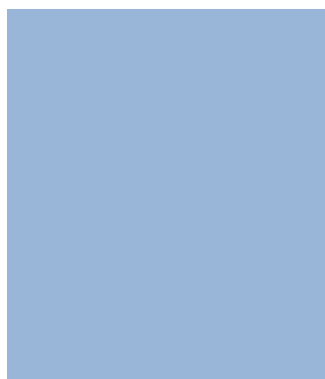
**Stéphane Massé**

Member of the Executive Board  
*GSF Partners associate*



**Éric Noleau**

Member of the Executive Board

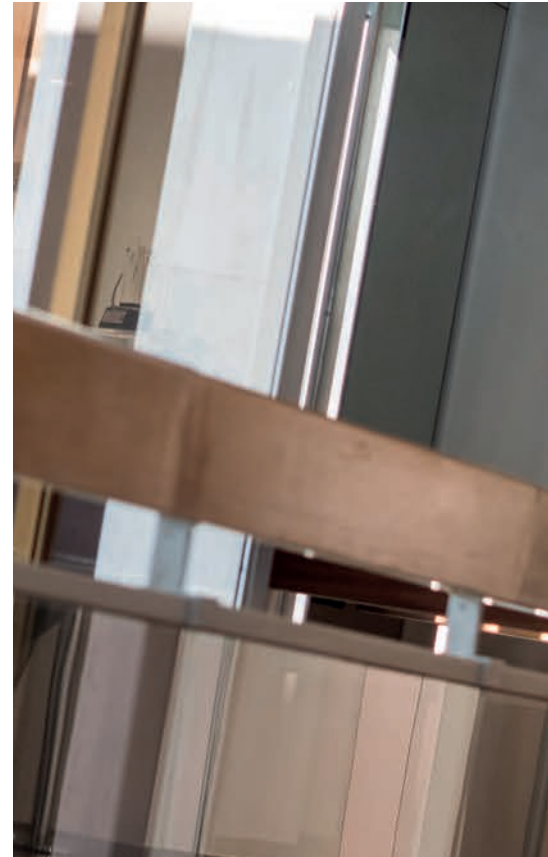


**Guy Juston**

Member of the Executive Board

# Identity

The 34,630 GSF employees, an independent French group created in 1963, design and implement effective solutions that respect teams and the environment to ensure the cleanliness and hygiene of work, production, healthcare, leisure and transport spaces. Covering all sectors of activity and providing complementary custom services, GSF is present throughout France and in three other countries; the Group is a member of the European Customers Synergy (ECS) network which is active in 41 countries.



## Sales dynamics

### Group turnover<sup>(1)</sup>

**884**  
million euros

including 61 million euros outside France

### Net result

**3.5%**

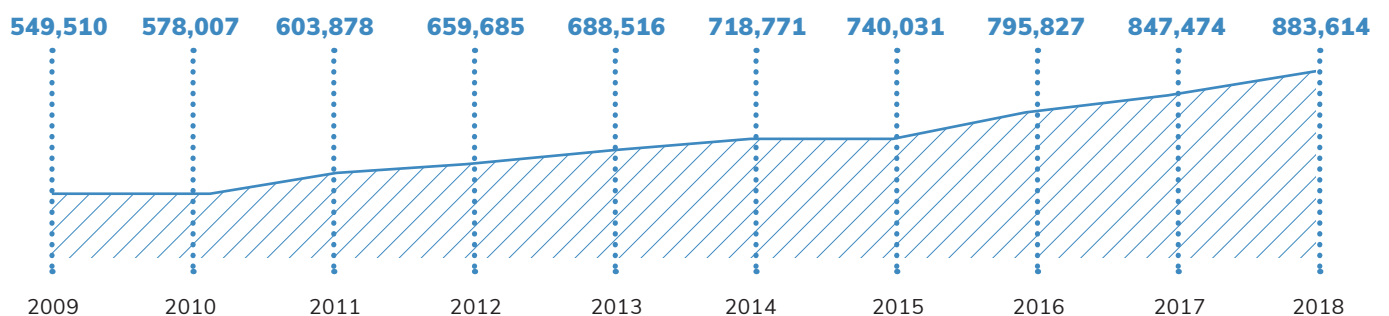
Before corporation tax

### Growth

**+4.3%**

In 2018

### Evolution of turnover over 10 years



(1) Group consolidated turnover





Number of customers<sup>(2)</sup>

**8,837**

Organic growth since  
the beginning

Branches

**124**

In France

Number of  
employees

**34,630**  
Employees<sup>(3)</sup>

Ecovadis rating

**80/100**

Ranked in the top 1% of the best results

<sup>(2)</sup> On 31/12/18

<sup>(3)</sup> Mean group workforce numbers in 2018



**“Everything is possible at GSF because commitment makes it possible to reach the top.”**

**Christophe Cognée**  
Vice-Chairman

# GSF, an ethical and committed Group



GSF, ranked in the top 1% of the best results



The group has been a signatory to the Diversity Charter since 2014

## GSF, key values

Since its creation, GSF has defended the key values that underpin its success model: strict respect for teams, customers, the environment, our commitments and the law, of course. These values are the foundation of the company's culture and are implemented on a daily basis. In 2015, the Group adopted an ethics charter.

## A Code of Good Practices

In 2018, the Group published a Code of Good Practices appended to the internal by-laws: it highlights the codes of conduct that have existed at GSF for a long time. In parallel, classroom or e-learning training has been given at all levels of the hierarchy to fight corruption. A whistleblower procedure has been developed which is very easy to access from the web site. These measures comply with the obligations of the so-called Sapin 2 Act.

GSF's services comply with the General Data Protection Regulations (GDPR) in their employee and customer data processing related practises. Recently formalised, its "Customer & Partner Data Protection Policy" is available on [gsf.fr](http://gsf.fr).

## Established recognition

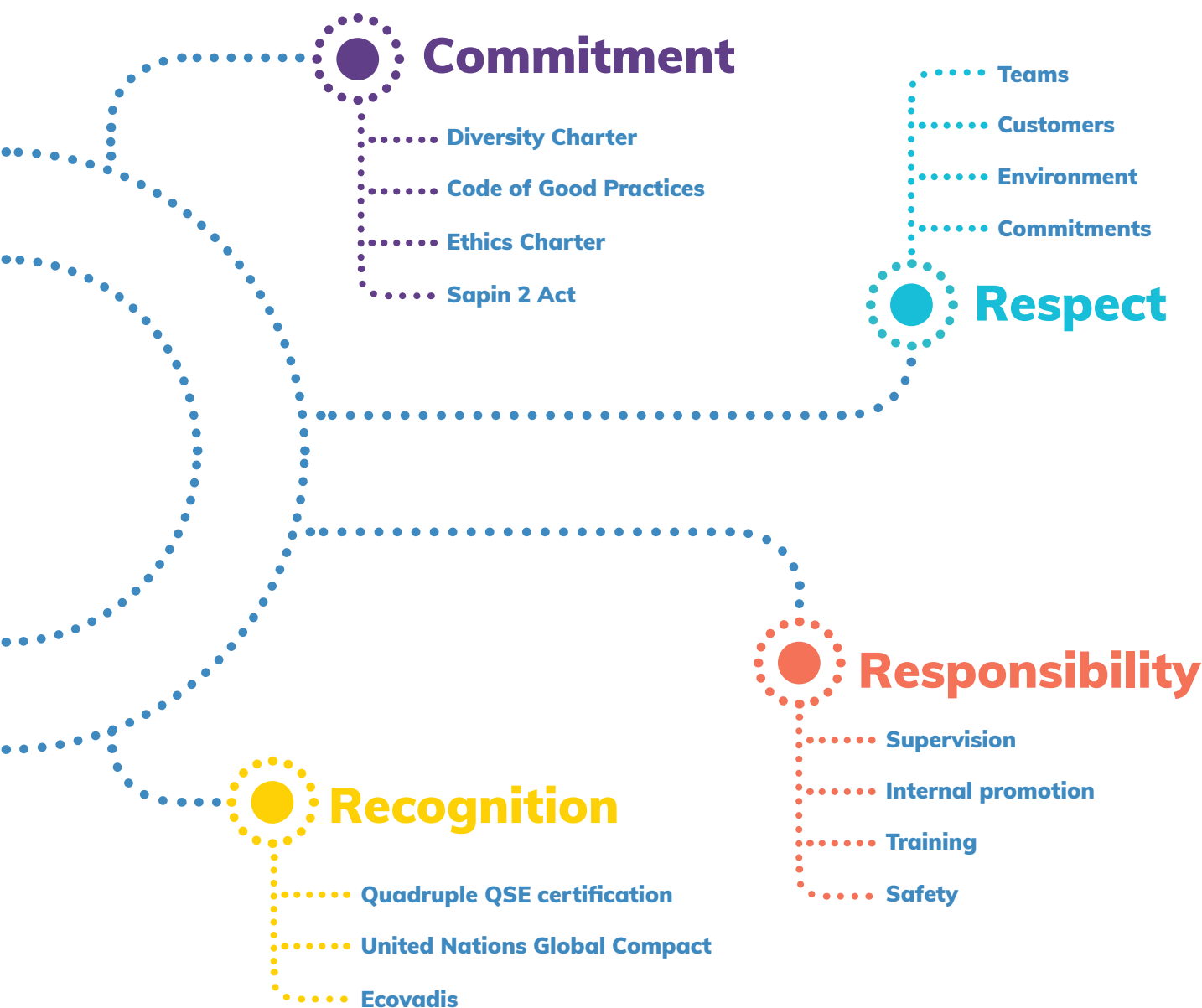
Over the years, our commitments have been formalised: GSF has been a signatory to the United Nations Global Compact since 2005, assessed by Ecovadis with a score of 80/100 and has four QSE certifications. Our communication is classified as "Advanced" by the Global Compact.

This recognition demonstrates the solidity of the Group's CSR policy, which has been awarded the "Responsible Purchasing and Suppliers" label.

## The Diversity Charter

The Diversity Charter is a commitment proposed for signature by any employers who so wish, to act in favour of diversity and go beyond the legal framework of the fight against discrimination in a proactive manner.

GSF re-signed the new version of the charter in 2018. In line with the current economic and societal context and beyond the historical themes of cultural and ethnic diversity, the new text has a broader vision of diversity and its players.



### Teams, at the heart of our model

We support our operatives and supervise them to allow them to progress; we provide permanent support. We favour internal promotion and thereby have solid supervisory staff who are well aware of the realities in the field and of the company's culture.

We help our operatives to be better recognised, more visible; we give them the means to do their job well.

We strive to show our customers what our business is about, that it doesn't just "happen", but is thanks to the efforts of professionals who have dignified and respectable jobs. We "produce" cleanliness, a central element of quality of life at work and well-being in companies.

Our employees' quality of life at work depends on their managers and the resources at their disposal (training, clothing, equipment, etc.). We are a company where people want to stay, that they recommend. People feel reassured and recognised.

### GSF, a reliable partner

Every customer should be able to say: I have a problem, my partner GSF will solve it. We are facilitators: we are close by, we design the solution when the customer needs services which are increasingly complementary to cleaning. We implement the right solutions quickly.

# Highlights



**GSF maintains *La Felicita*, Europe's biggest restaurant with 1,000 seats (Paris 13<sup>th</sup> arrondissement, Big Mama Group)**

**GSF reaffirms its commitment by signing the updated version of the Diversity Charter.**

The 3,800 Charter signatories are committed to taking concrete action to promote diversity.

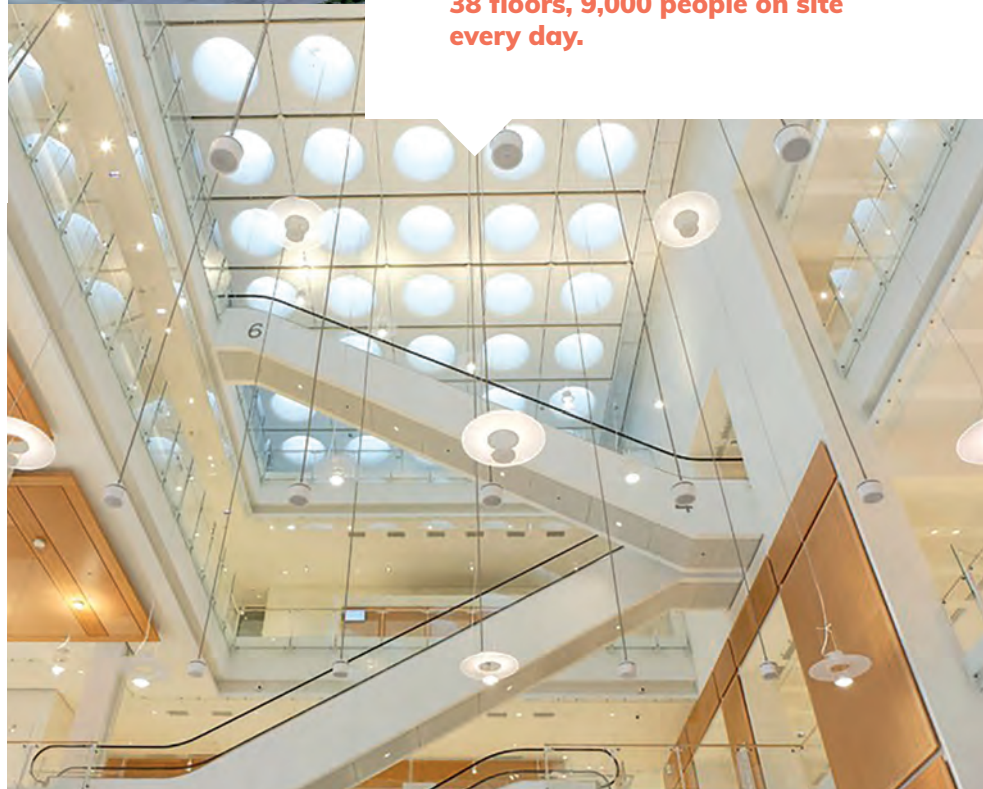
**GSF obtained an Ecovadis score of 80/100, up three points compared to 2017,**

which once again places the Group in the top 1% of suppliers in the "Cleaning Activity" category and the 180 assessed sectors.

**GSF worked with the French Treasury Department**

as a pilot company for the implementation of the pay as you earn income tax scheme.

**GSF cleans the new Palais de Justice in Paris: 10,000m<sup>2</sup>, 38 floors, 9,000 people on site every day.**





## Delegated Waste Management

### A popular service

An increasing number of Cleaning service customers are asking us to provide them with delegated waste management: this activity saw its 2018 turnover increase by 22%. GSF's very professional teams guarantee total control of waste flows, strict compliance with sorting instructions, the reduction of the volumes to be processed, going as far as the setting up of an integrated sorting centre and the strict application of legislation.

Thus, customer companies increase their recycling rate and meet the requirements of their QHSE policies. GSF can work in co-contracting mode or manage its customer's subcontractors. The advantages of GSF's DWM offer are high-performance legal and technical watch, a very strict management of the body of regulatory documents, and precise monitoring of the recycling or disposal of sorted materials.

**Designed on a case-by-case basis by its teams of R&D experts and methods managers, GSF's offer is effective and flexible. It includes:**



The joint development of a selective sorting plan with the customer



The management and traceability of collections (digitised process)



The choice of the best sectors after consultation with national and local partners



The grouping plan

Handling and re-sorting



# 45,000

tonnes of waste managed per year

# 95%

Recycling rate

# >60%

Material recycling rate

# International Values and innovations

GSF is present in three countries: The United States, Canada and the United Kingdom. The ECS (European Customer Synergy) group completes this presence by offering the services of 17 privileged partners operating in 41 countries in Europe.



## 61 million euros

Turnover outside France



### Highlight

GSF Canada is in charge of cleaning the Anna Laberge Hospital, the largest in Quebec province. The Group's R&D team from France provided two weeks of support for the contract kick-off.

### Subsidiaries with a shared culture

GSF's international subsidiaries adapt the company's culture to their country and pursue their development by embodying the Group's values and its organic growth model.

GSF USA is present in Ohio, Illinois and Indiana; GSF Canada is present in Quebec and Ontario and GSF United Kingdom throughout the country.

### ECS, a high-performance group

Initiated by GSF, the ECS group brings together 17 partners who share our requirements in terms of respect for people, customers and the environment.

*"ECS allows us to offer our French customers selected foreign service providers. Conversely, we fulfil the requests of international customers present in France," emphasises Gilles Margalet, member of the Executive Board and GSF's representative in ECS.*

### GSF USA's speciality: chemical-free school maintenance

GSF USA has positioned itself on daily school maintenance without using chemicals. The concern is to guarantee perfect hygiene while protecting the health of students some of whom may be allergic to certain substances.

Using the Orbio Os3 system which uses electrolysis to generate a multi-surface cleaning solution and a chemical-free disinfectant solution, GSF USA is innovating and winning many requests for proposals; its turnover increased by 6% in 2018.



**“The GSF spirit is the same on the other side of the Atlantic with the success of our teams in the school market.”**

José da Costa  
National Production Director



Barbara Majka  
Area Manager - GSF Illinois



Jairo Carrizales  
Building Supervisor - GSF Indiana

**51 schools**

cleaned in 12 school districts in the United States

**190,000 m<sup>2</sup>**

cleaned every day in Chicago schools



We are very happy to grow in this sector of which the values are in line with those of GSF: quality of service, team responsiveness, respect for people and the environment are very important in schools. In addition to the importance given to the men and women who make up our teams, we have been able to innovate and invest where necessary to conquer these markets.”

Troy Bargmann,  
GSF USA CEO

Kurt A. Kuempel,  
GSF Illinois, General Manager





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# Sectoral overview



**95%**

Loyalty rate  
in France in 2018

**+63%**

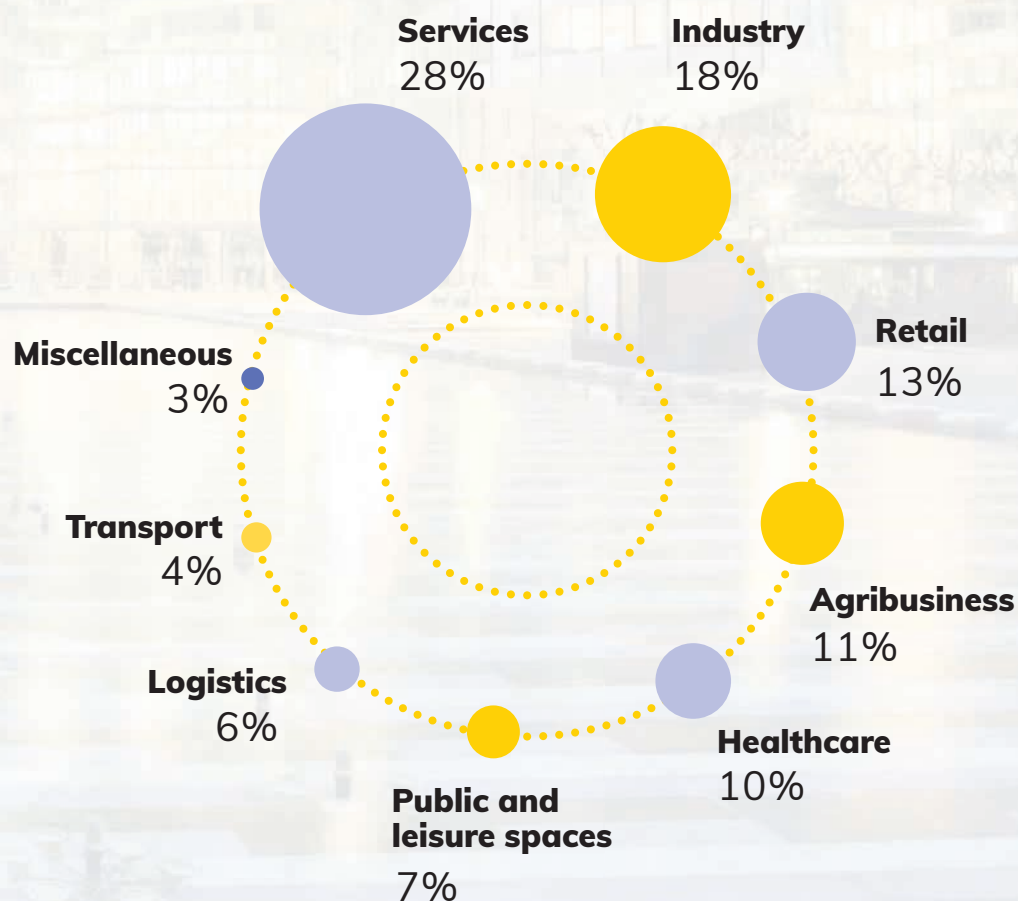
Growth in associated services  
over the last 3 years

**37**

CAC 40 clients

## Sectors of activity

As a percentage of turnover



## Services sector

# The workspace revolution

70%

of the chemicals used in the services sector are Ecolabel / Ecocert

GSF adapts its services, trains and supports its teams to meet changes in the way buildings in the services sector, its main market, are organised: multifunctional, flexible workspaces, shared workstations, work cafés, new services for employees, etc. An increasing number of customers now expect services that are complementary to cleaning.

54%

of all items used in the services sector activity are Ecolabel / Ecocert

### GSF is expanding its field of interventions

A leading player in the office and headquarters cleaning sector, GSF supports its customers in the changing world of work by setting up teams and services that fulfil the new needs. The range of interventions is widening, including an increasing number of services for occupants and minor maintenance; it is also changing in form, to meet the needs generated by the new office and headquarters organisations. On major sites, we are moving towards genuine cleaning departments, where operatives are present all day and contribute to well-being in the workplace.

### "Factotum" training courses

To meet customer needs and provide minor maintenance work, GSF has been offering its employees specific "factotum" training since 2018, provided by a specialised organisation. Thus, our agents are trained in minor building maintenance, with skills in electricity, plumbing and general maintenance; the safety aspect is covered at length. On some sites, we deploy several of these qualified operatives. Launched in 2019, this training in "multi-purpose maintenance of premises" lasts 15 days, in 6 modules each lasting 2 to 3 days.

Our operatives obtain a professional certificate. The objective is to gradually train all employees likely to occupy this type of position in order to improve their skills.



## CSR commitments

For several years now, the method used by the GSF Group to draw up quotations makes it possible to include environmental data. Thus, even before deciding on the terms of service with the customer, branch managers have their environmental assessment: CO<sub>2</sub> emissions, water and energy consumption, etc. They can change the proposed organisation to lower these indicators, for example by grouping interventions. Large companies are also interested in these environmental calculations, which are now frequently requested during referencing processes.



## Highlight

GSF has won the contract to clean the Groupe Fiducial headquarters in Lyon (25,000 m<sup>2</sup>) and also provides document and paper shredding services for the Group's law firms in the city.





## The search for well-being at work is changing practices

Organisational changes are implemented very quickly in the headquarters of the major groups in which we have been working for many years.

Shared workstations, "work cafés" where teams can hold informal meetings, areas where business and leisure overlap, relaxation rooms, the world of services is changing. We must adapt to these new practises and continue to contribute to the quality of the working environment in these new variable-use spaces, to all-day opening cafeterias... I can see the flexibility of spaces and their uses changing very quickly.

These changes imply having staff present on site all day, ready to act when necessary so that this multi-use of spaces is always coupled to their cleanliness.

Our operatives' soft skills are becoming even more crucial: they are increasingly working in the presence of the company's employees and no longer in deserted offices. Our operatives must be attentive all day to contribute to a pleasant working environment. GSF responds by setting up image and communication training courses for its teams. In parallel, we are testing different solutions to notify duty operatives when they need to go to a specific area to clean up spilled coffee or crumbs after an impromptu meal. Connected tools are adapted to the necessary responsiveness."



**Eric Cannone**  
GSF Athena Regional Director

## Industry

# Loyal customers

With 18% of turnover in 2018, Industry is GSF's second largest market. In response to customer requests, associated services are developing at a sustained pace, demonstrating the confidence in the quality of the services provided and in GSF's ability to set up a reliable and efficient organisation with the appropriate human and technical resources.

GSF teams provide full cleaning services in plants and warehouses in all sectors, from floors to machines and production lines. The R&D department engineers support the field teams to set up the processes and methods adapted to the different situations. For maximum efficiency, GSF invests in equipment specific to its customers' activities.

CMMS (*Computerized maintenance management system*) tools that optimise maintenance, traceability and checks and provide managers full transparency are deployed on most sites.

The strong trend for GSF in this sector is the development of services complementary to cleaning: logistics, minor maintenance, delegated waste management, etc. These associated services are studied on a case-by-case basis and provided with the same rigour. They are based on the organisational model that makes GSF so successful. Investments necessary to ensure smooth running are made depending on needs, whether related to team training, equipment or premises.



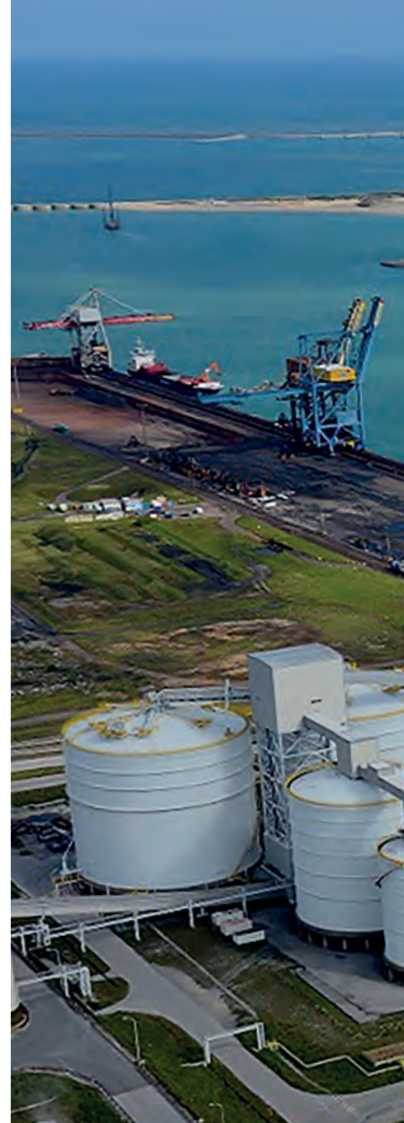
## CSR commitments

Nineteen GSF branches are certified by the *Mase* network, a reference certification in Industry and Services, which is increasingly requested by our customers. Regardless of activity or industrial sector, the *Mase* system proposes a simple and effective approach to progress that consists in helping members to improve Workplace Health Safety and Environment (HSE) using a management system; better organisation, better communication, by improving employee intervention conditions; implementing a common language in order to progress together; managing co activity-related risks between user companies and contractors.



## Highlight

GSF won the safety challenge organised by Toyota at its Onnaing plant in northern France. Deep cleaning, full site cleaning inside and out, cryogenic cleaning, very high pressure work or work in a confined environment, our teams followed safety rules to the letter. Fifty service providers were in the running...







**Christophe Trenson**  
Deputy Regional Director

# 1,364

industrial sites  
handled by GSF

# 94%

Loyalty rate



## Operational excellence: GSF teams rewarded

GSF has been providing Aluminium Dunkerque industrial cleaning for 21 years and has been managing its warehouse for 18 months. At the end of 2018, the British Liberty House Group acquired the site, Europe's largest aluminium smelting plant, renamed Liberty Aluminium Dunkerque. Two trophies were awarded to GSF teams for their work in 2018.

“For the past three years, a specific unit has been working on the site to improve the overall operational performance of all operatives, both internal and external. Its three experts audit the processes on a daily basis.

At GSF, we work closely with them to continuously improve our team performances and methods: we have implemented all the recommended operational excellence tools.

Thus, whether in the general warehouse, which receives all the supplies needed for the effective operation of the site (everything from reams of paper to spare engines or light bulbs) and then delivers them to users, or for industrial cleaning, every day begins with a 10 to 15 minute briefing session with the GSF team leader, with an overview of problems encountered and the solutions provided or to be provided. Through this daily meeting, operatives participate in improving their working conditions, their safety and the efficiency of their work procedures.

To apply these continuous improvement methods, good cooperation is needed between the GSF teams and the specific unit experts. The two trophies awarded to GSF, one for safety in the cleaning sector, the other for warehouse change management, show that these efforts are win-win.”



## A realistic simulation at the GSF University

The GSF University, located in Sophia Antipolis, near the Group's administrative headquarters, has a healthcare area that recreates working conditions in hospitals with an operating room, a patient room and a clean room.

"Aware of the crucial cleanliness issues in this sector, many years ago we created this space reserved for bio-cleaning training. Biocleaning is not an ecological cleaning method: it consists of radical sanitisation and the elimination of micro-organisms encrusted on surfaces in sensitive environments and is reserved for medical environments where the control of healthcare-associated infections is essential. It is undoubtedly the most effective cleaning technique, but it requires a high level of technical skills and therefore specific training.

We pushed realism to the point of fitting out our operating room with equipment donated by a nearby clinic that was replacing its equipment. The same applies to the "patient room", which also includes a toilet and a bathroom. Several different floor coverings are presented to simulate all situations.

During the training sessions, we use coloured liquids that the trainees must eliminate.

Thus, sector managers are trained in the protocols developed for the maintenance of these sensitive areas, by a GSF pharmacist in a real-life environment. They are then in a position to provide the best possible supervision to the field operatives who bioclean hospitals and clinics and to carry out the necessary strict checks. About ten e-learning modules have been developed for operatives.

These solid training courses make it possible to guarantee quality of service for the safety of all, both patients and operatives."



**Sabine Dujarric-Oueslati**  
Internal operational training manager



## Healthcare

# A booming sector

Experiencing continuous growth over the past 5 years and reaching 10% of the Group's turnover in 2018, GSF's healthcare sector activities encompass both healthcare and medical-social establishments (hospitals, clinics, retirement homes, dialysis centres, spas, etc.) and the pharmaceutical industry; in these two sectors, GSF operates over an increasingly broad spectrum.

### A reference in the medical-hospital sector

Hospitals are outsourcing an increasing number of activities and as the work provided by GSF teams gives satisfaction, we are providing an increasing amount of multi-services.

GSF is referenced by the healthcare sector purchasing groups, UniHa and RESAH, thanks in particular to the support of the team of pharmacists in the Research and Development department who have developed processes and methods that meet the specific requirements of these sensitive sites. GSF's reputation in this market favours our growth throughout the country: GSF cleans the University Hospitals of Lyon, Strasbourg, Chalon-sur-Saône and Caen, to name but a few.

### Pharmaceutical industry: diversified services

In 2018, the services provided to the pharmaceutical industry were further diversified. Fully satisfied with the cleaning of their production sites, customers wanted to entrust GSF teams with additional services such as laboratory glassware cleaning, internal logistics or multi-service management. We also took charge of the Delegated Waste Management on a major production site.



# 1 250

"Healthcare" training followed by the specific teams in 2018

# 433

"Healthcare" sites covered by GSF



## CSR commitments

The quarterly review Volt, published by GSF, offers a range of innovative products and materials selected by the Procurement and R&D departments that branch managers use for inspiration. The range of risk-free but effective products on offer is growing every year and includes many systems to improve quality of life at work.



## Highlight

GSF was awarded the cleaning contract for the Groupe Hospitalier Mutualiste de Grenoble (400 beds).

GSF has been present on this market for over

40 years

360

food processing sites  
cleaned by GSF throughout  
France

# Agribusiness

# A patent pending

A leader in France, GSF has been cleaning and sanitising food factories and laboratories of all sizes for over forty years. Training, rigour and expertise are the keys to this success. It is no coincidence that it is in this sector that GSF is in the process of filing its first patent on its methodology for decontaminating allergens from surfaces.

The services provided for the agri-food sector industries are increasingly technical and regulated, as these industries move towards greater automation and complexity of their production lines. This use of more technological and sensitive tools requires disinfection carried out with extreme care and adapted to each configuration and environment. The 7 specialised Agri-food engineers in the R&D department located throughout France provide their expertise to the field teams to precisely develop the operatives' intervention methods and define the operating procedures to be followed to guarantee the safety of all on these sensitive production sites.

In 2018, GSF began filing a patent for its methodology to decontaminate production surfaces to eliminate allergens in dry environments. As food allergies have become a genuine public health issue, manufacturers in the sector must be sure that the products they manufacture are not contaminated by traces of allergens: nuts, gluten... This is a growing concern among industrial bakery/pastry manufacturers and caterers. GSF worked for many months with the specialised Actalia institute to validate the effectiveness of its procedures with an aim to patenting the rigorous protocol thus developed to eliminate traces of 14 allergens, a first in the profession.



## CSR commitments

### Immersive learning

In addition to the theoretical training given to operatives working on agri-food sites, GSF now offers Immersive learning using GSF Lab which uses virtual reality to place workers in a real work situation. The sessions last about ten minutes and are taken remotely. Equipped with virtual reality glasses, operators can replay the session up to ten times. This avant-garde method is fun and highly appreciated by those taking part.



## Highlight

GSF won the cleaning contract for the Florette plant in Cambrai (production of 300,000 salads per day).





**Charline Lemonnier**  
R&D Department Methods Engineer



## A warm-up protocol to fight against Muscular Skeletal Disorders (MSDs)

In partnership with the *Fédération Française Sports pour Tous* (FFSPT), GSF has developed the PEPS, *Protocole d'Échauffements pour Soi* (warm-up protocol), so that its operatives can prepare their joints, tendons and muscles before starting their shifts. This initiative is the result of the *Tremplins GSF* (Springboard).

"In 2015-2017, I was the sponsor of a team of 3 Environmental Services Professions (MSE) BTS students who won the *Tremplins GSF Award*. Their subject, "Creating a warm-up protocol to limit MSDs", immediately interested my hierarchy, and we decided to implement this action for our teams. We have worked closely with the *Fédération Française Sports pour Tous*, which is recognised as being of public interest and has 5,200 qualified instructors, to develop an effective warm-up protocol and a process to train our operatives with the support of its specialists.

The adopted programme includes 14 exercises to be carried out individually or in teams for 5 minutes every morning before starting work. The federation's "sports coaches" train operatives in 4 sessions given at customer sites. We conducted pilot experiments at two sites in 2017 and 2018 to test the formula. The trained operatives were very positive: they already feel the physical benefits of the exercises and appreciate this cheerful start to the day and encourages team bonding; the number of absences for sick leave has dropped.

Our customers react very positively: some have even set up this type of exercise for their own teams.

A partnership agreement was signed at the end of 2018. From now on, each GSF branch can call on the federation anywhere in France to train its operatives in these warm-up exercises."





Orly 3, the new Orly airport terminal



## Highlights

- > GSF won the contract to clean the aircraft at Marseille-Provence airport, France's 5th largest airport.
- > GSF has been cleaning the aircraft at Bordeaux airport since 2006.
- > GSF won the contract to clean the entire Nantes-Atlantique airport.
- > Orly: renewal of the cleaning contract for Orly terminal 4 (formerly Orly Sud) and a new contract for the cleaning of the Orly 3 terminal (opening in April 2019).

## Air transport

# Leader in the Airport sector

In 2018, GSF further strengthened its presence in the airport sector, developing the services provided at airports and taking charge of the daily cleaning of aircraft cabins for many airlines.

With 100,000 aircraft cleaned every year, GSF is the leader in aircraft cabin cleanliness in France. Professionalism, methods, organisation and team loyalty are the ingredients of this success.

A high level of professionalism, solid management methods and a proven ability to organise allow GSF to clean almost 100,000 aircraft every year, including Air France aircraft for over 25 years. With a few minutes assigned to each aircraft, this specific trade requires competent managers and operatives experienced in rapid intervention; GSF gives them the appropriate tools to work: products, equipment and uniforms and provides them with rest rooms where they can relax between two aircraft. The challenge is also to manage periods of heavy traffic and organise teams 24 hours a day, 7 days a week.

In just a few years, GSF Group has also become the leader in this segment and is in charge of cleaning many airport terminals: Orly terminals 3 and 4, Roissy terminals 2E and T1 and also those of Lyon Saint-Exupéry, Marseille-Provence, Rennes and Nantes... This activity is experiencing continuous growth.

GSF's teams are mainly involved in cleaning terminals and also provide increasingly extensive associated services: baggage cart management in Orly, care for the disabled and people with reduced mobility in Bordeaux and Rennes. Some teams are in charge of cleaning hangars and handling aircraft parts. In this fast-growing field, GSF is growing steadily and adapting its services to customer needs. The Group is responding by setting up efficient and well-supervised teams.

# 100,000

aircraft cleaned every year





Paris-Charles-de-Gaulle  
Terminal 2E



**Benoît Helt**  
Managing Director of GSF Airport,  
GSF Airport CDG, GSF Airport CDG 1  
and GSF Aérotech



## Charles-de-Gaulle Terminal 1 A successful start to the contract

GSF won the contract to clean the emblematic Charles-de-Gaulle Airport Terminal 1, through which almost 10 million passengers passed in 2018, a strongly growing market. Behind the successful start-up of this 95,000 m<sup>2</sup> terminal building, a long preparation process and the participation of some 100 GSF supervisors who came to provide support...

“At GSF, we know how crucial the start of a project is and we do everything we can to make it a success. This strength is acknowledged by our customers.

To manage its 10 million annual passengers, we prepared the kick-off of Charles-de-Gaulle Terminal 1 cleaning, a service provided 24 hours a day, for three months. Supervisors from other GSF subsidiaries came to reinforce the field teams for two weeks to carry out this delicate phase; they were thus able to train the transferred personnel in GSF's values and methods.

These reinforcements, like all people working in sensitive areas of airports, had access permits issued by the authorities. Our interventions in several terminals in Roissy and Orly allow us to manage a pool of "red badge" professionals.

Staff working for other service providers were welcomed by GSF in the same conditions as a recruitment. We received the 100 operatives one by one to give them the "GSF kit", which includes work clothing and safety equipment in a GSF bag. Thanks to the implemented training resources, the team has adapted well to GSF methods and appreciates having a sufficient quantity of effective work tools and products available. The ADP Group, satisfied with the services provided day and night, wishes to make this terminal a showcase for its expertise.”

# Retail

64

Key account customers

800

field terminals  
for on-site checks

GSF manages the hygiene and cleanliness of retail areas in all types of stores: superstores, supermarkets, department stores, clothing, furniture, household appliances, phone, cultural products, etc.

GSF's turnover in this sector grew by 6% in 2018, thanks in particular to the development of the major retailers, some of which are managed on a national level. In the retail sector more than in any other field, cleanliness is a key element of the brand image for consumers and hygiene a fundamental element of trust.

Above all, our customers demand a high level of responsiveness and continuous presence. The digital tools used by our field teams allow permanent monitoring and checks to be sent to new customer areas in real time. National steering committees complete our organisation by allowing the exchange of good practices between teams.



**Daniel Ratao**  
GSF Trévis Branch Manager

## Publicis Drugstore GSF teams on the front line

GSF has been cleaning the Publicis Drugstore, an emblematic venue on the *Champs Elysées*, since 2014. The drugstore, which includes a 200 seat restaurant and shops, suffered major damage twice in 2018: on 15 July, during the incidents that followed France's victory in the Football World Cup and on 8 December, on the fringes of the "Yellow Vest" movement.

"On July 15, we set up a team to help the drugstore staff get back up and

running as quickly as possible. I've never seen such ransacking: dozens of people had come in to vandalise the place. We were walking on three centimetres of smashed glass, everything was devastated. We launched an appeal to our teams: volunteers who were not on duty immediately responded. We equipped them with specific PPE: glasses, gloves, safety footwear. The broken glass roofs and shop windows needed to be cleared; exceptionally, the drugstore was closed for three days



# Areas open to the public

Convention centres, cafeterias, casinos, restaurants, schools, cinemas, concert halls, amusement parks, car parks, public transport: GSF's teams ensure the cleanliness of many places open to the public. Flexibility is essential to constantly adapt to fluctuations in traffic.

The cleanliness of recreational areas contributes to the pleasure of the customers who use them. GSF teams know how to organise themselves to face the challenges of fluctuating crowds and successfully manage the cleaning of prestigious locations: *Palais des Festivals et des Congrès de Cannes*, *Station F* in Paris, *Futuroscope* in Poitiers, *Hippodrome de Longchamp*.

Travelling in a clean and healthy environment is one of the main concerns of public transport passengers. GSF cleans many urban transport networks in Nantes, Metz, Lyon, Reims, and Rennes, as well as the Île-de Ré shuttles and Mont Saint-Michel buses.



## CSR commitments

GSF has invested in electric vehicles for its teams at the *Futuroscope park* in Poitiers.



## Highlights

- > GSF renewed its contract with the Palais des Festivals et des congrès de Cannes, which it has been maintaining for 30 years.
- > GSF won the contract to clean the Rennes metro.

while we worked to restore the site. At such times, the human factor, a key dimension at GSF, is central. Even if this type of intervention is not included in our contract, it was only natural for us to help restore the premises as quickly as possible. On Monday morning, we deployed about twenty GSF employees, including team leaders, operatives and inspectors, supported by our regional director M. Lambert. Unfortunately, the scenario was repeated on 8 December: here again, GSF reinforcements intervened very quickly. These events brought us closer to our customers, who warmly thanked our teams at all levels. From now on, our operatives are considered to be part of the drugstore in their own right."



GSF ranked in the top

**5 %**

of the most efficient  
suppliers by EDF



**Jérôme Nussbaumer**  
GSF Energia Regional Director



## A very special mission...

During the last months of 2018, we carried out the deep cleaning of the Cruas power plant to prepare for an inspection scheduled for January 2019. This extensive cleaning occupied about ten people for 5 months.

EDF awarded us this mission because the Bugey and Dampierre power plants, which we clean, are ranked in the top three in the country for the quality of their maintenance.

We used our experience to recommend the use of specific cherry pickers and scaffolding so that our operatives could carry out the cleaning themselves up to the 25 m high ceiling. Indeed, they are maintenance specialists, which is not necessarily the case for rock or rope climbers who are regularly called upon for this type of work.

The result: during the January 2019 inspection, the maintenance of the Cruas plant was classified as "good level" for the very first time, to the satisfaction of both, the customers and the team!"





# Nuclear

## Acknowledged expertise

In 2018, GSF was awarded the cleaning of the Cruas-Meyssse power plant (07), in addition to the Bugey (01) nuclear power plants since 2016 and Dampierre (45) since 2015. EDF has extended GSF's range of approved qualifications, in addition to those for logistics operations already carried out in Dampierre. This sector is expected to grow strongly in the coming years.

### A third power plant cleaned by GSF

The good results in terms of safety and quality for the two cleaned power plants made it possible for GSF to win the cleaning of the Cruas-Meyssse plant in 2018. GSF is ranked in the top 5% of EDF's most efficient suppliers and its services are entirely satisfactory. The competence and proximity of the management, its ability to make decisions, the fact that we have created a dedicated branch for each site made the difference. GSF's solid structure and organisation, its investment in people and its respect for the Group's values are in line with the rigour inherent to this sector. The R&D department's permanent support, backed by the legal department, is essential for the regulation/qualification aspects.

### A priority: safety

GSF attaches particular importance to safety: 7,000 hours of training were provided to its operatives working in the sector in 2018, and no workplace accidents were reported.

### Expanding GSF team qualifications

After a process audit carried out on the skills and methods of recruiting and training teams, in 2018 EDF extended the range of GSF's approved qualifications (Qualianor certifications), which allows it to carry out extensive interventions during nuclear unit shutdowns. GSF's operatives are approved to provide logistics in the power plants: GSF is therefore able to offer interventions in handling, assembly of containment chambers etc., in addition to cleanliness.



### CSR commitments

In order to prevent MSDs amongst our operatives, a follower trolley has been set up at the Bugey site. It makes it possible to transport up to 250 kg of products and tools effortlessly.



# Logistics

# The emergence of the sector



## CSR commitments

In this very accident-prone sector, where operators work amidst a swarm of forklifts, GSF emphasises compliance with safety rules.



## Highlight

The Seine-et-Marne department in France has become one of the main European logistics areas in recent years, due to its proximity to Paris, to the port of Le Havre and the good road network that allows it to reach all of Northern Europe. It concerns over 68,000 employees in almost 11,000 establishments.

GSF's activities on logistics platforms are growing rapidly: we operate with all the major names in the sector, and are increasingly in demand thanks to our reputation for reliability and expertise in this field.

This steadily-growing sector accounted for 6% of the Group's turnover in 2018. GSF deploys the methods that explain its long-term success: team management and training, team loyalty, investment in high-performance machinery and equipment and increasingly advanced traceability. Wherever possible, our teams use eco-labelled products with a constant focus on reducing environmental impact.

Most logistics warehouses are specific to a single customer, distributor or industrial. These customers are demanding and conduct regular quality audits on the platforms. Cleanliness is a key satisfaction factor, because, ostensibly, it also testifies to the good organisation and rigour of the processes. The platforms employ a high proportion of temporary staff and their managers do not have time to deal with cleanliness;

when they use GSF as a service provider, their managers appreciate dealing with stable, trained and very well supervised teams. They have effective traceability tools.

The application of our operational know-how in associated services is ongoing, ranging from relamping to green space management and delegated waste management. The Group's investment capacity makes it possible to implement the most efficient equipment.

# 1 million m<sup>2</sup>

cleaned daily by the *Moissy-Cramayel* establishment







## GSF a player in the logistics scene in Seine-et-Marne



**Bruno Belliard**  
GSF Atlas Regional Director

The GSF branch in *Moissy Cramayel* is seeing its interventions for logistics clients grow rapidly.

“We only employ agents on open-ended contracts, and do everything possible to keep them. We provide them with environmentally friendly clothing and the PPE necessary for their safety. GSF has invested in high-performance machines that improve cleaning efficiency and team working conditions.

Once a month, over a friendly snack, we organise a talk with each team on a safety topic or a topic chosen by the operatives. We discuss the results of quality controls and organisations with them in order to develop their practices using visual management tools.

Our strength is to make each operative responsible within a team driven to achieve optimal operational performance: I am firmly convinced that this explains a large part of our success.”





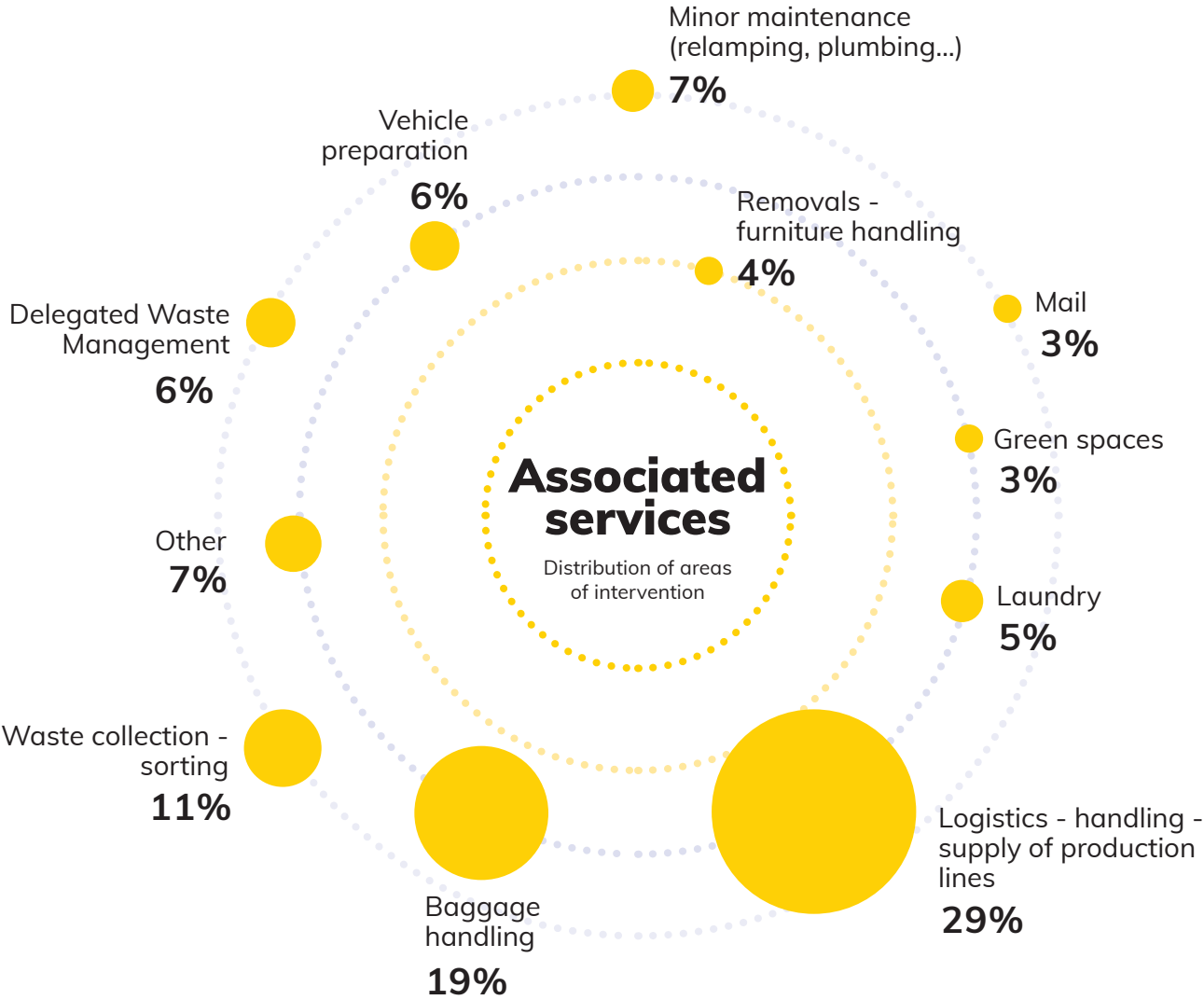
# Associated services

## Increased demand

Satisfied with GSF's cleaning services and the quality of the relationship established, increasing numbers of customers in all sectors are asking us for additional services. Most of these services are set up in co-construction with the customer.

The range of associated services provided by GSF is increasingly attractive and is growing as customers' needs change: requests come from all sectors.

GSF responds with the required professionalism and its proven organisation and supervision methods.





## Major investments in Sevelnord

GSF has been working for the PSA Sevelnord plant in *Hordain* (59) since 1993. This collaboration has evolved over the years and now includes, in addition to cleaning, logistics services that will be further expanded thanks to a major contract won in 2018.

“We started the associated services with the cleaning of the paint booths, then provided our first logistics services in the 2000s. We were then entrusted with the management of the packaging in which the parts arrive. Once emptied, the packaging is cleaned, folded, stored and sent back to the suppliers. For three years, we have also been supplying parts along the line (recadencing): suppliers deliver to our warehouse and we supply the parts along the line as they are needed. In 2018, our 25 years of partnership and our good knowledge of the field allowed us to win a new logistics contract, which involved significant investments by GSF.

18 months of preparation are necessary to guarantee the successful kick-off of this contract. A methods engineer has joined our team, and is able to provide his analysis of industrial processes: thanks to him, we are able to propose relevant solutions to the PSA Group.

A warehouse reserved for part storage has been adapted and we have acquired several semi-trailers. We are gradually setting up a specific team, supervised by a branch manager, three sector managers or supervisors and seven team leaders.

The operatives we recruit will follow 6 to 7 weeks of training on the PSA site. Part of the work began in early 2019, the rest will start in September. The support services all contributed to this great success: the whole Group was behind us and it is thanks to this that we were able to make the best offer to the customer.”



**David Szczepaniak**  
GSF d'Iwuy Branch Manager





# 02 Investing in people

**34,630**

employees <sup>(1)</sup>

**150,303**

hours of training in 2018 <sup>(2)</sup>

**31%**

of the field employees present on 31/12/2018 have been with the Group for more than ten years

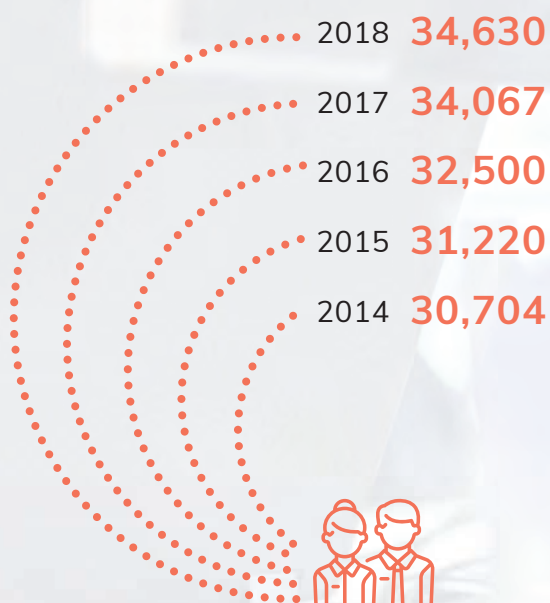
**80%**

of the branch managers present on 31/12/2018 were promoted internally

(1) Mean group workforce numbers in 2018

(2) Excluding CIF, excluding professionalisation contracts

## Growth in headcount over 5 years





# Training, a priority

## GSF University

In order to provide solutions adapted to its needs and to meet its requirements, the Group created its corporate university, AFPENG, in 1972, thus providing "in-house" training. It is constantly adapting to new professions and techniques and has taken the turn of "e-learning" by offering around fifty modules accessible on tablets to complete classroom training. Some of the training provided leads to a diploma; specific training courses are mandatory for the position of team leader or inspector, because, in addition to techniques, the training includes notions of know-how and soft skills and the transmission of GSF's values and culture.

GSF University occupies 750 m<sup>2</sup> of premises in Sophia Antipolis, very close to the head office; in addition to the classic areas, there is a clean room, an operating room, a hospital room and its sanitary block.

## Partnership with management schools

In order to train its future employees and identify potential team managers, since 2017, GSF has created three specific classes (in Paris, Rennes, Lyon) in

partnership with the IGS group of management schools and the INHNI, the training and consulting organisation for the Hygiene, Cleanliness and Environment sector. These classes consist only of sandwich course students at GSF supervised by tutors; they discover the job in situ by spending

three weeks in the field and one week in class. These courses allow future inspectors to be taught GSF values as soon as they are trained. Thus, students learn from the outset how to manage a team in the field according to GSF's values and methods, from recruitment to day-to-day management.

**GSF invests continuously to develop its teams and support everyone in acquiring new skills.**



**GSF University was awarded the Silver Trophy in the branch/occupation training category at the Printemps des Universités d'entreprises U-Spring, Paris; the winners in each category are selected by a jury of experts: human resource, training or corporate university directors.**



## Highlights

> Since 2012, GSF University (AFPENG) has been certified by OC Propreté, a certifying body in the cleaning sector; this certification, which promotes access to the CQP (Professional Qualification Certificate), was renewed for 3 years in 2018.



# 3,000

e-learning modules followed at the GSF University

Nearly

# 16,000

trainees

# 1,300

sandwich contracts signed in 2018, at all levels

## **Les Tremplins GSF (GSF Springboards)**

In 2010, the Group launched an annual competition, *les Tremplins GSF*, directed at students in the Environmental Services Trades BTS and the Nuclear Environment BTS.

Three teams of students were rewarded in 2018 with a total allocation of 9,000 euros.

The winners' project, the *lycée Anatole France* team in *Colombes*: "Virtual Clean Project" a training module using a virtual reality headset to allow service operatives to improve their performance and skills.

The second project: "Ergoclean", from the *lycée Alain Savary* in *Arras* with an ergonomic trolley to avoid muscular skeletal disorders. The third project: "T où Là", from the *Marie-Antoinette Riess vocational school*, with a vibration sensor on floor cleaners to detect anomalies and thus prevent MSDs.



**From the team**

**"GSF gives operatives the opportunity to progress."**

**Cécile**  
GSF Team Leader





What our  
people say



From the team

**"I feel valued  
in my work."**

Anna  
GSF Team Leader

From the customer

**"The staff is very loyal:  
in 18 years I have never seen  
anyone leave voluntarily.  
On the other hand, I have seen  
people progress and take  
responsibility: there is  
a real willingness  
to advance the staff."**

Fabrice Balenti  
Messageries Lyonnaises de presse





# An attentive HR policy

## An ongoing concern: safety

Prevention and safety at work are key concerns for the Group. The workplace accident severity rate at GSF has been lower than that of the profession for over 10 years. The Occupational Health and Safety Department collaborates with all the branches to conduct an effective policy throughout the country; it is relayed in the field by the action of the QSE (*Quality Safety and Environment*) coordinators present in all branches.

## Des moments forts : les "Causeries GSF" (GSF Chats)

In order to effectively communicate health and safety messages to field operatives, team managers regularly organise "chats" lasting a few minutes on specific topics. Chemical and electricity hazards, not phoning while driving... These chats, which always include time for operatives to share their ideas, are highly appreciated by the teams. There is also a whole section on energy/environment issues.

## Prevention

There are facilitators for the prevention of muscular skeletal disorders (*APTMS*) in the branches. This field network makes it possible to improve occupational health by adopting the right gestures.

## Disability: a strong policy

As part of its disability policy, in 2018 the Group renewed its partnership with *Cap Emploi*. Employees who so wish can thus benefit, confidentially, from the help and advice of an external consultant on questions relating to disabilities within the company. This theme was the subject of an information campaign directed at employees at the Sophia Antipolis headquarters. The disabled tennis player Yohann Quillou, sponsored by GSF for the past 5 years, spoke about the subject at a conference open to all.

## A non-discrimination training campaign

600 Group employees were trained in recruitment non-discrimination in 2018 using e-learning and classroom training. Diversity and respect for all are part of GSF's core values and it is important for the Group that these values be communicated to all.

# 130

nationalities represented in the teams

# 127

*APTMS* (facilitators for the prevention of muscular skeletal disorders ) form the network of prevention staff



## CSR commitments

In December 2018, GSF Jupiter, based in Sophia Antipolis, won the CSR 06 and CSR PACA awards from the "CSR Innovation France" non-profit organisation. For the past 14 years, this trophy has been awarded to companies with the most effective CSR (Corporate Social Responsibility) policies. They have the particularity of being awarded by a jury equally composed of company and employee representatives.

The files are pre-analysed by AFNOR experts to check the evidence provided and the consistency of treatment of the different sections on the basis of a questionnaire containing the main lines of the ISO 26000 standard. It includes 20 items covering all aspects of CSR (social, environmental, societal and governance). GSF Jupiter was notably rewarded for setting up a disability unit in the subsidiary, and for initiating the *PERF'HOMMES* training course, followed over a period of 18 months by nearly 30 employees.

# Solid managerial staff from the field

## Efficient organisation

At GSF, the operational teams are attached to human-sized branches located as close as possible to customer sites. This proximity guarantees customers regular contact with managers, excellent responsiveness and effective monitoring of teams and sites. The GSF team supervision ratio is unparalleled in the profession, with 569 inspectors supervising 2,627 team leaders. The inspectors are supervised by branch managers who are themselves supported by the regional directors.

This organisation guarantees that field staff communicates effectively with its superiors: instructions are clear, and the means required to provide quality work are made available to them by their supervisors. This managerial know-how partly explains the growth of associated services.

## Internal promotion, the preferred channel

80% of team leaders are recruited by internal promotion, as are nearly half of the inspectors and all regional directors.

This means that clients are talking to professionals who know the field and who can, if necessary, deal with emergency situations.

## Proven methods

All our teams test and share their work methods. An operating procedure is drawn up for each site: it details the operations to be carried out, the safety instructions and the environmental protection rules to be respected. Standardised and shared by all subsidiaries, these operating procedures ensure consistent quality work.



## Highlight

GSF has launched the "GSF, I recommend" campaign to promote the Group and attract inspector candidates. This recruitment channel has already been successful.

28,466  
operatives



2,627  
team leaders



569  
inspectors



124  
branches



Average monthly  
headcount





What our  
people say

From the customer

**“The inspector function is a plus that we experience regularly. Site managers are not alone: the inspectors are there to help them, to support them.”**

Joël Screm  
*Somfy*



From the team

**“Our supervisors enable us to progress and that gives us self-confidence.”**

José  
GSF Site manager





# Multiple societal commitments

## **Les Entreprises pour la Cité (Companies for the Community)**

Several GSF subsidiaries support IMS-*Entreprendre pour la Cité*, which became *Les Entreprises pour la Cité* in 2017. The vocation of this network is social innovation and brings together companies committed to reducing inequalities.

## **Stopillettrisme (Stop illiteracy)**

In partnership with the *Stopillettrisme* non-profit organisation, GSF provides French or English language courses to its employees, thus facilitating their integration.



## **Our employees participate in many charity events**

Many GSF employees participate in "charity" races to raise funds for good causes, most often medical. The GSF podium bus accompanies them on certain events: "Courir pour une fleur" in Antibes, "U Giru de Natale" in Monaco...

## **Dementia Friends**

The Group's employees in Southampton (UK) have been made aware of Alzheimer's disease issues by the Dementia friends non-profit organisation. Some of our operatives work in places open to the public and may interact with patients: this information helps them learn how to respond appropriately.

## **The Université Côte-d'Azur foundation**

GSF is a partner of the *Université Côte d'Azur foundation*, which facilitates partnerships between *Université Côte d'Azur* (UCA) and the socio-economic actors in the region.

## **Hospices Civils de Lyon patron**

GSF has been a patron of *HCL* since 2017. The Group finances the intervention of the Docteur clown non-profit organisation and has contributed towards the purchase of a piano. It also supports the HCL Foundation through the patronage of skills from the communication department and financial

participation in the Run in Lyon race, in which 12 GSF representatives took part in 2018 under the *HCL Foundation* banner. At the same time, GSF funded 4 pedalboards for dialysis patients' beds as part of a research project aimed at improving their physical and psychological condition through exercise.



## Coups de pouce (Boosts) The 2018 winners

Since 2016, the GSF CSR Committee has been selecting two non-profits supported by employees to promote them and provide them with financial support. The 2018 winners show the diversity of commitments.



“  
This grant is a  
great help for any  
non-profit project.”

Paméla Gillard  
2018 winner



**Paméla Gillard**  
GSF Poitiers branch

Member of the Vienne Civil Protection. The GSF grant was used to purchase natural disaster relief beds.

**Marie Manita Elien**  
GSF Rueil-Malmaison branch

She supports *the Frères Unis* non-profit which has a project to build an earthquake and cyclone resistant primary school in Gressier, in Haiti.







03

# Resources for our ambitions





# 80/100

## **Ecovadis rating for the group in 2018**

(top 1% of the best assessed suppliers in the "Cleaning Activity" category and the 180 assessed sectors of activity)

## **QSE certification**

GSF is Quality (ISO 9001), Safety (OHSAS 18 001 and ILO-OSH) and Environment (14 001) certified since 2013 and Energy (ISO 50001) certified since 2015

In 2018, GSF obtained the

## **Supplier relations and responsible purchasing label**

# Environmental protection

# A strong commitment

## GSF, an invested Group which is acknowledged as such

GSF has been a signatory of the United Nations Global Compact since 2005 in all countries where GSF operates.

The objectives of the Global Compact are in line with the Group's culture: Human Rights, environment and international labour standards. In November 2018, Christophe Cognée, Group Vice-Chairman, was appointed Global Compact France Ambassador for the Alpes-Maritimes region. The ambassador's missions include promoting the Global Compact on our territory and in our sphere of influence. In 2018, Ecovadis awarded GSF a score of 80/100, which once again places the Group in the top 1% of the best assessed suppliers in the "Cleaning Activity" category and in the 180 assessed business sectors.

**All new employees are made aware of the need to respect the environment through e-learning**

## Concrete measures

GSF is aware of its impact on the environment, and does everything it can to reduce it. In 2018, the Group developed environmental and energy indicators adapted to its service activities by calculating average energy and product consumption and CO<sub>2</sub> emissions per hour of service provided to customers. The results will be given to every branch. With their awareness thus raised, the teams will have all the data at hand to reduce their impact; customers will be able to include these criteria in their choice of service provider.

## Trained teams

Environmentally friendly techniques are used for our cleaning services; special care is taken to properly dose products thanks to operational dilution units: thus, the right doses are used and packaging consumption is reduced; some floors are cleaned with electrolysed water, without chemicals. The teams use washable microfibre media. The use of disposable "cloths" is prohibited.



## Highlights

- > Nearly 24,000 "Be eco-responsible in the office" booklets were distributed to the teams, identifying good practices to be implemented in terms of energy savings and environmental protection. The booklet is also available online.
- > For the second consecutive year, GSF won the Sophia Antipolis "Mobility Challenge", a business-to-business challenge organized by ADEME. At the same time, an internal competition was organised to encourage employees to practice ecomobility, in particular through carpooling.

# 58

Number of ISO 14001 certified establishments





## 2018 Environmental indicators

### Ongoing actions

GSF is carrying out a fundamental energy renovation action: every year, buildings ranked the lowest for energy performances are audited before refurbishment. In some situations, this may mean a move to new premises. Heat pumps are installed where possible; light bulbs are systematically replaced by LEDs.

### A changing fleet of vehicles

The overall objective is to reduce CO<sub>2</sub> emissions from the corporate vehicle fleet. Less polluting vehicles are included in the catalogue and the least environmentally efficient vehicles have been removed; electric vehicles are introduced into the appropriate environments.

**295**  
kg Co<sub>2</sub>/productive hour

**1.16**  
kw/productive hour

**0.25** kg  
Consumables /  
productive hour



# Supplier relations and responsible purchasing label

# An acknowledgement

Since October 2018, GSF has been one of 45 French companies with a **Supplier Relations and Responsible Purchasing label**; it is the only group in its sector to have been so distinguished. Awarded by the public authorities for a period of three years, this label rewards organisations that have demonstrated sustainable and balanced relationships with their suppliers.

This Label is in line with the extension and implementation of the 10 commitments defined by the Responsible Supplier Relations Charter. Its new version, dated 2017, is based on the ISO20400 standard: 2017 Responsible Purchasing - Guidelines. All organisations that adhere to the principles of the Responsible Supplier Relations Charter are invited to apply for the Label to consolidate their commitment to procurement progress.

To obtain it, the candidate entity must submit to an assessment by one of the neutral and independent external third parties approved by the labeler (Company mediation/National Procurement Council).



Obtaining the label is a great reward for the efforts made in recent years and the recognition of the progress we are making every day in the field to carry out a responsible sustainable and solidarity-based procurement policy. We are very proud to be the only company in the sector to have the label.

Thus, our suppliers' payment terms do not exceed 45 days, and we have been applying this rule for several years. Secondly, we are striving to work more with local businesses and this is paying off. Finally, respect for the environment is very much a part of our procurement process: we are always looking for the most innovative solutions to use fewer chemicals and to use recycled products and materials. These efforts are supported by the inspectors and branch managers.

For example, we have successfully tested a method of cleaning using ozone-treated water, and it works really well, without any chemical pollution. This solution was implemented to meet the specific request of a customer who wanted its premises cleaned without the use of chemicals. After discussing with them, we were able to source this innovating technique which satisfies everyone for a cost price similar to the traditional methods.

The procurement department co-organises GSF Lab, the Group's innovation unit, with the R&D department, which allows us to find innovative responsible suppliers whose products/solutions we test before offering them to our customers. We work with SMEs and start-ups that we help to grow by guaranteeing them a certain volume of purchases and by positioning ourselves as a "guarantor" with potential distributors if necessary. We also select suitable companies. For ten years now, our suppliers have been signing a sustainable development commitment agreement."



**Marie Calautti**  
Deputy procurement  
director at GSF



The supplier relations  
and responsible  
purchasing label  
obtained in 2018

## Areas and assessment criteria to obtain the Supplier Relations and Responsible Purchasing label<sup>(1)</sup>

1

### Commitment and governance of the organisation to a responsible purchasing policy

- >> Alignment of the organisation's responsible purchasing policy and strategy with the CSR objectives set by Management
- >> Risk and opportunity management to define priorities
- >> Corruption prevention

2

### Conditions for the quality of supplier and subcontractor relations

- >> Professionalisation of the purchasing function and process
- >> Management of supplier relations and development of mediation
- >> Feedback, active listening to supplier feedback

3

### Respect for the interests of suppliers and subcontractors

- >> Financial fairness to suppliers
- >> Promotion of sustainable and balanced relationships
- >> Equal treatment between suppliers and subcontractors

4

### Inclusion of social responsibility in the purchasing process

- >> Development of a responsible sourcing strategy
- >> Inclusion of CSR requirements in specifications documents
- >> Inclusion of supplier and subcontractor CSR performances

5

### Impacts of procurement on the ecosystem's economic competitiveness

- >> Assessment of all life cycle costs
- >> Contribution to the development of the territory
- >> Assistance in the consolidation of sectors and international deployment

## Some of the "responsible" suppliers chosen by GSF

**Barbier**, which manufactures plastic bags from recycled agricultural sheeting. Thanks to this supplier, 99% of the plastic bags used by GSF are made from recycled sheeting; the inks are plant-based.

<https://www.barbiargroup.com>

For toilet paper, GSF chose **Essity Group**, which is highly committed to sustainable development.

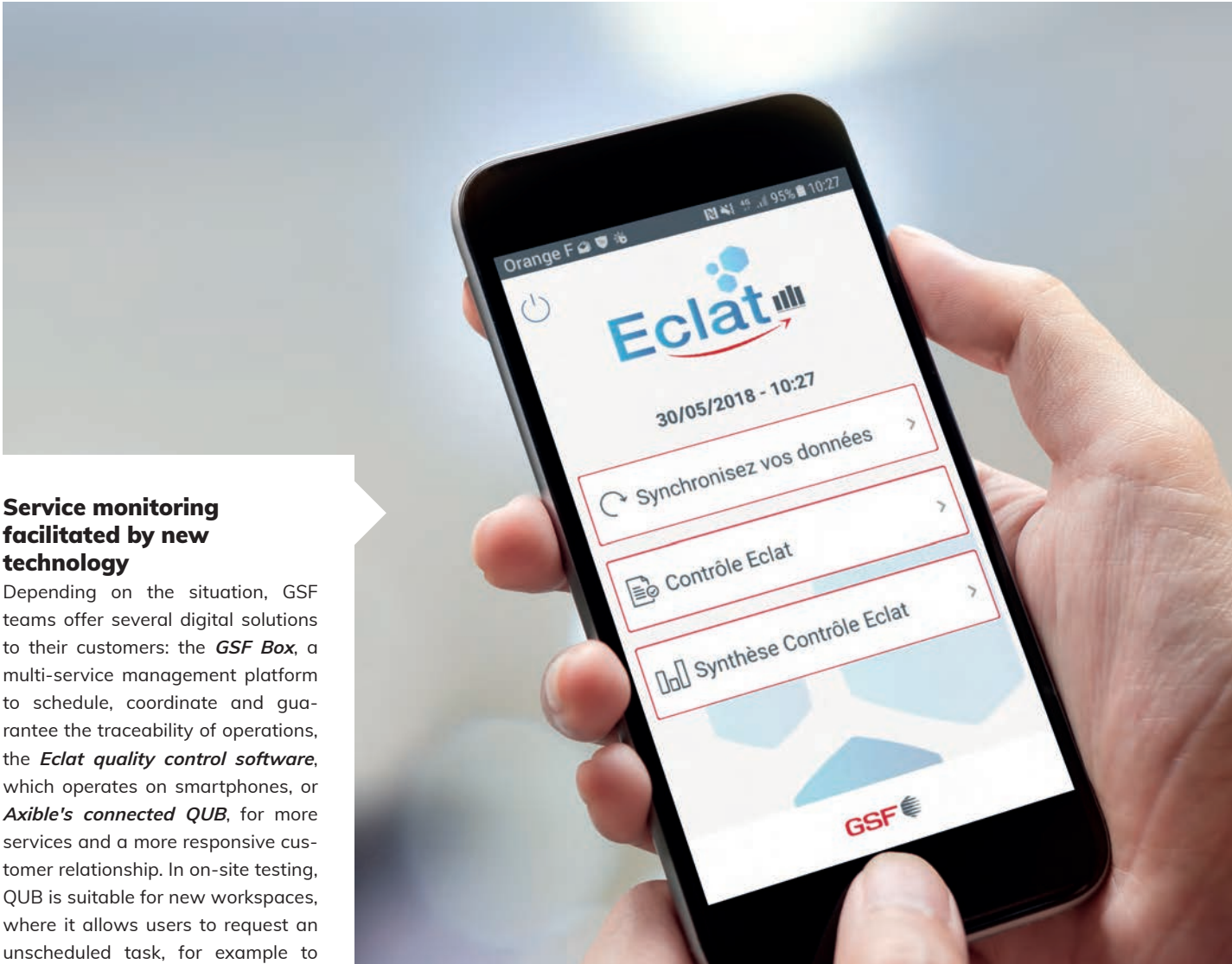
[https://www.essity.fr/Images/Le\\_d%C3%A9veloppement\\_durable\\_en\\_bref\\_FINAL\\_tcm344-68215.pdf](https://www.essity.fr/Images/Le_d%C3%A9veloppement_durable_en_bref_FINAL_tcm344-68215.pdf)

GSF is testing cleaning carts made from recycled polypropylene at **ICA**.

<http://www.ica.eu.com/produits/chariots>

We are also adapting our organisational methods: for example, when kicking-off large projects, we set up carpooling, or rather co-trucking of certain deliveries in order to limit journeys. Our objective is to move towards the circular economy by limiting resource waste and environmental impact, and increasing efficiency at all stages of the product economy.

(1) [https://www.economie.gouv.fr/files/files/directions\\_services/mediateur-des-entreprises/20092017\\_PRESENTATION\\_LABEL\\_RFAR\\_2.pdf](https://www.economie.gouv.fr/files/files/directions_services/mediateur-des-entreprises/20092017_PRESENTATION_LABEL_RFAR_2.pdf)



**Service monitoring facilitated by new technology**

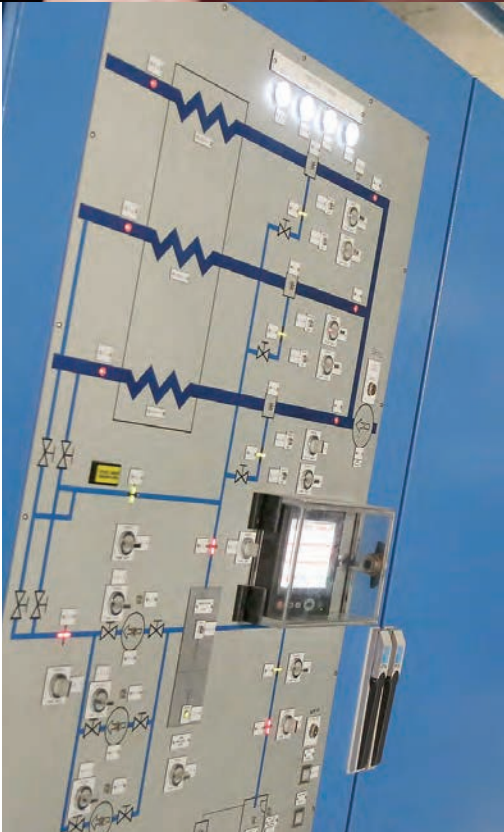
Depending on the situation, GSF teams offer several digital solutions to their customers: the *GSF Box*, a multi-service management platform to schedule, coordinate and guarantee the traceability of operations, the *Eclat quality control software*, which operates on smartphones, or *Axible's connected QUB*, for more services and a more responsive customer relationship. In on-site testing, QUB is suitable for new workspaces, where it allows users to request an unscheduled task, for example to refill a photocopier with paper.

100%

of subsidiaries benefit from the support of a new technology expert (NTE)

**Picomto**

Picomto is an *SaaS (Software as a Service)* solution for creating, managing and sharing internal operating modes and procedures. Adapted to our operations, this application allows us to include photos and videos of the sites to be cleaned in the operating procedures and to translate them into the different languages spoken by our operatives (100 languages available), making it easier for them to get started on a site. QR codes placed at "strategic" locations allow agents to consult specific maintenance instructions; Picomto also promotes the traceability of interventions. A pilot is being tested in the field. Customers in the nuclear and pharmaceutical industries particularly appreciate this solution.





# Innovation for performance

## GSF Lab

In 2016, GSF created the *GSF Lab*, a unit dedicated to identifying new practices, products and solutions to improve the environmental and operational efficiency of services while facilitating the work of operatives. The GSF Lab brings together experts from headquarters and field managers.

## Digital tools for teams

All inspectors are equipped with a new generation smartphone that allows them to access GSF's digital mobile applications and be in constant contact with their customers and teams. They welcome new agents by way of an e-learning module introducing the Group and its values; there is a specific chapter on the eco-gestures to be carried out on a daily basis.

## GSF Box, for real-time measurement

GSF maintains around twenty XPO Logistics sites in France, the world leader in transport and logistics services. In addition to cleaning, GSF was able to fulfil the request to provide on-site waste logistics for a 77,000 m<sup>2</sup> logistics platform in Seine-et-Marne. The GSF box makes it possible to measure the volumes of waste recovered by type in real time: plastic, cardboard, general industrial waste and to set up an organisation that caters for the flows actually produced for better reactivity and performance.

## A follower trolley to prevent hardship at work

Developed in collaboration with a start-up, a first follower trolley has been deployed in the Bugey nuclear power plant to limit muscular skeletal disorders among our operatives. The trolley transports the products and materials operatives need and follows them as they work.



## A new customer space

A new customer space is being deployed. It provides transparent access to all the services provided and their quality controls. It currently includes four main features: news, indicators, document management and "services".



## Highlight

In 2018, a network of 25 New Technology Experts (NTEs) located in the various regional companies was set up. The role of these specialists: to facilitate the distribution of digital solutions and help implement these solutions in the field by training and informing operatives and customers; they also contribute to the configuration of the digital tools.



# Our CSR approach

Historically committed and constantly improving, our CSR policy aims to meet the expectations of our stakeholders, employees, customers, suppliers and to control our environmental footprint.

## An updated programme

### 4 issues at stake

**Governance that serves our difference, our stakeholders and our local anchoring**

### 14 objectives

- To capitalise on our values
- To be an exemplary company in all aspects
- To reduce our ecological footprint
- To develop local patronage actions

**Solutions specific to sustainable performance and customer satisfaction**

- Maintain a permanent innovation approach
- Support our customers in the associated services
- Satisfy and retain customers
- Support our customers in their CSR and QSE policies

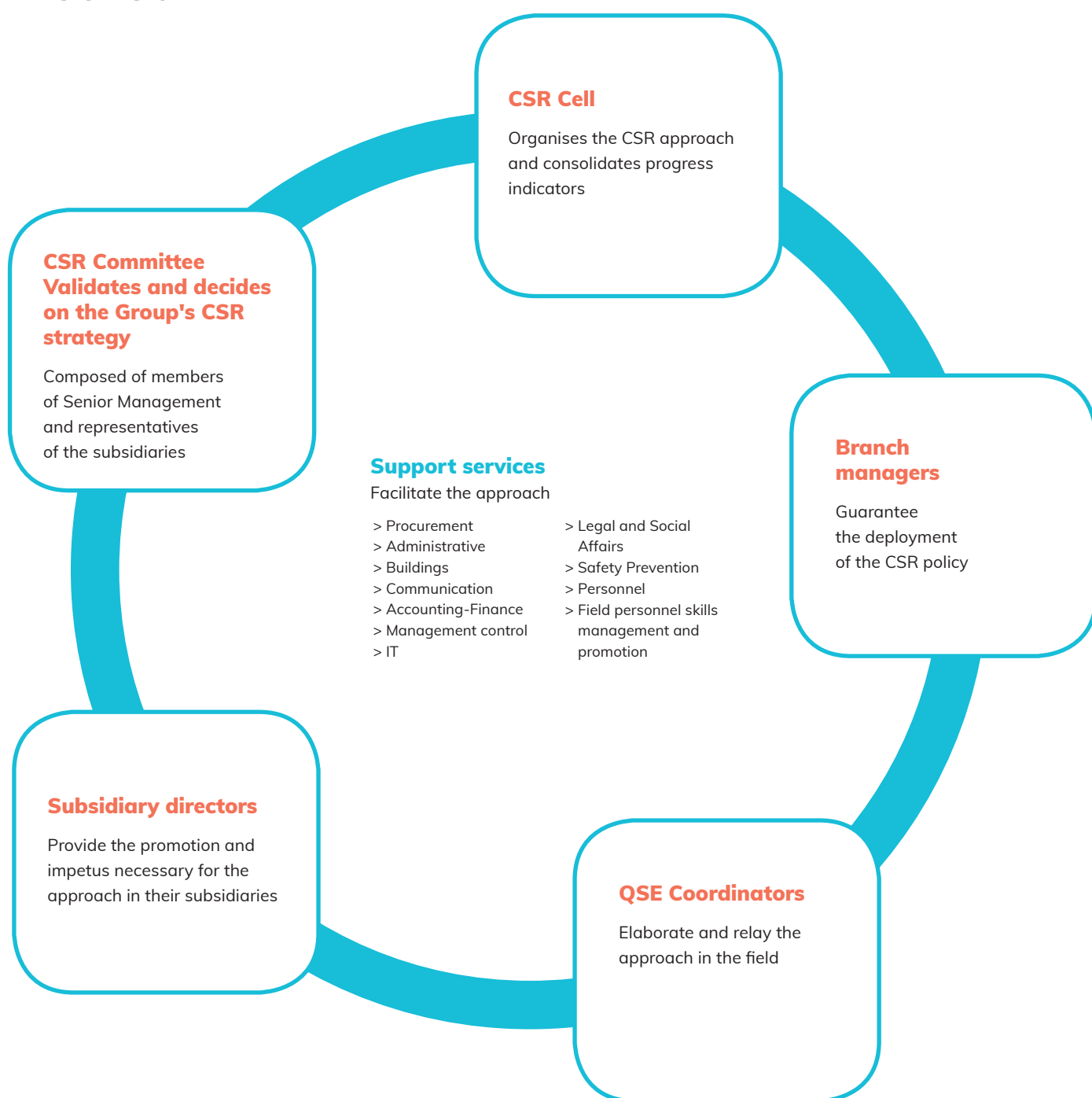
**Respect and support our employees as the company develops**

- Provide everyone with a fulfilling and safe working environment
- Develop know-how and employability
- Promote diversity and inclusion
- Make the employer brand attractive

**Responsible purchasing at the heart of our value chain**

- Include product and material life cycles in the choice of our suppliers
- Secure purchasing processes

## An effective management method





## CSR performance indicators

To illustrate GSF's contributions to the United Nations Sustainable Development Targets that we support, they are compared to the indicators.



FIELD	INDICATORS	2016	2017	2018	STANDARDS
* **					
ECONOMIC INFORMATION					
GOVERNANCE	Managers made aware of governance rules, including anti-corruption	100%	100%	100%	Art 1-3°-d –
	ISO9001 certified branches: 2015	100%	100%	100%	– –
SOCIAL					
EMPLOYMENT	Total number of employees on 31/12 (fixed-term, open ended and sandwich contracts)	30,660	31,731	32,866	Art 1-1°-a 8
	Total number of employees per status	Operatives 87% Team leaders 8% Admin staff 4% Management 1%	Operatives 87% Team leaders 8% Admin staff 4% Management 1%	Operatives 87% Team leaders 8% Admin staff 4% Management 1%	– 8
	Proportion of open-ended contracts	84%	85%	83%	– 8
	Employees covered by a collective agreement	100%	100%	100%	– 8
	Number of sandwich courses students	639 professionalisation contracts 124 apprenticeship contracts	753 professionalisation contracts 158 apprenticeship contracts	1,090 professionalisation contracts 207 apprenticeship contracts	– 10
	Employees by age	7% under 25 years of age 56% between 25 and 45 years of age 37% 45 years of age and over	7% under 25 years of age 55% between 25 and 45 years of age 38% 45 years of age and over	7% under 25 years of age 54% between 25 and 45 years of age 39% 45 years of age and over	– 10
	Working hours	71% part-time 29% full-time	70% part-time 30% full-time	70% part-time 30% full-time	Art 1-1°-b 8
	Turnover rate on open-ended contracts	17%	19%	21%	Art 1-1°-b –
WORKPLACE HEALTH AND SAFETY	Absenteeism rate as a percentage of average working time (includes absences for commuting and workplace accidents)	8.75%	9.06%	9.6%	Art 1-1°-b –
	Workplace accidents with sick leave > 24 hours	979	1,093	1,064	Art 1-1°-d 3
	Frequency rate FR (number of workplace accidents with sick leave per million hours worked)	34.88	36.85	34.37	Art 1-1°-d 3
	Frequency rate FR2 (number of workplace accidents with and without sick leave per million hours worked)	53.15	54.22	51.92	Art 1-1°-d 3
	Severity rate SR (number of days of absence due to accidents per thousand hours worked)	2.26	2.37	2.5	Art 1-1°-d 3
	Workplace accident/Occupational disorder rate	2.96	2.79	2.68	Art 1-1°-d 3
	Number of fatal accidents	0	0	0	Art 1-1°-d 3
	Number of occupational disorders (with and without sick leave)	106	101	121	Art 1-1°-d 3
TRAINING AND EDUCATION	Number of MASE certified branches	18	18	19	Art 1-1°-d 3
	Number of safety certified branches (as per ILO-OSH 2001 or OHSAS 18001) as part of the triple QSE certification	48	53	53	Art 1-1°-d 3
	Total number of training hours granted to employees (excluding CIF, excluding professionalisation contracts)	128,955	146,393	150,303	Art 1-1°-e 8
	Total number of training hours granted to employees with professionalisation contracts	58,271	30,940	16,770	Art 1-1°-e 8
	Share of payroll reserved for training	2.63%	2.57%	2.63%	Art 1-1°-e 8
	Number of Professional Qualification Certificates (PQC) issued during the year	401	360	289	Art 1-1°-e 8
SOCIAL RELATIONS	Number of employees trained in the Gestures and Postures module (7 hours of training)	535	1,101	1,769	Art 1-1°-d,e 3
	Number of employees trained in eco-driving (7 hours of training)	89	24	50	Art 1-1°-e, 1-2°-a 11
DIVERSITY AND EQUAL OPPORTUNITIES	Number of agreements signed	82	80	44	Art 1-1°-c 5
	Number of new labour court disputes	125	100	113	– 5
DIVERSITY AND EQUAL OPPORTUNITIES	Equality (M/F) on the total workforce	33/67%	33/67%	33/67%	Art 1-1°-f 5
	Equality (M/F) in the number of managerial staff	55/45%	55/45%	55/45%	Art 1-1°-f 5
	Employment rate of disabled people as a proportion of the total workforce	7.9%	7.5%	7.8%	Art 1-1°-f 10
	Branches meeting the 6% legal duty	75%	77%	89%	Art 1-1°-f 10

\* Article 225  
 \*\* SDO - Sustainable Development Objectives

FIELD	INDICATORS	2016	2017	2018	STANDARDS
ENVIRONMENT					
EMISSIONS, EFFLUENT, WASTE	Total direct or indirect greenhouse gas effect emissions Regulatory Scope 1 and 2	N/A	Next study in 2019 on 2018 data	Next study in 2019 on 2018 data	Art. 1-2°-d 13
	Air travel carbon footprint	515.6 tonnes of CO <sub>2</sub> equivalent	870.5 tonnes of CO <sub>2</sub> equivalent	814 tonnes of CO <sub>2</sub> equivalent	Art. 1-2°-d 13
	Train travel carbon footprint	5.8 tonnes of CO <sub>2</sub> equivalent	4.8 tonnes of CO <sub>2</sub> equivalent	5 tonnes of CO <sub>2</sub> equivalent	Art. 1-2°-d 13
	Average emissions of GSF's utility vehicle fleet	127	125	121	Art. 1-2°-d 13
	Average emissions of GSF's fleet of non-utility vehicles	110	109	113	Art. 1-2°-d 13
	Share of turnover of chemicals with an eco-label or with CSR added value	50%	60%	70%	Art. 1-2°-c 14-15
	Share of turnover from environmentally friendly items	47%	46%	36%	Art. 1-2°-c 12
ENVIRONMENTAL MANAGEMENT	Number of ISO 14001 certified branches	48	58	58	Art. 1-2°-a 14-15
	Number of employees trained in eco-actions (7 hours of training)	145	123	143	Art. 1-2°-a 12

The CSR indicators presented in this document cover GSF Group's activities in France and Monaco. International subsidiaries conduct their own procedures within the framework proposed by the Group in accordance with their local legislation. All of the Group's operations are covered by the CSR approach. Four reporting campaigns are carried out per year: one annual report for the Integrated Report published each year at the General Assembly and three quarterly reports with reduced indicator scopes. The period used is the 2018 calendar year, from 1 January to 31 December.

## Cross-reference table

	ARTICLE 225	GLOBAL COMPACT PRINCIPLE	ISO 26000	REPORT PAGES
STRATEGY				
			6.2	2-3
GOVERNANCE				
			6.2	4-5
			6.2 and 7.4.2	52-53
ETHICS AND INTEGRITY				
		Principle 10	6.3, 6.6	8-9
SPECIFIC INFORMATION ELEMENTS				
Economic component			6.8.7	6-7
	—			
Environmental component				
	Article 1-2°-d	Principles 7, 8, 9	6.5.5	46-47
	Article 1-2°-c	Principles 7, 8, 9	6.6.6	48-49
Social component				
	Article 1-1°-a	Principle 4 and 5	6.4	34 to 41
	Article 1-1°-c	Principle 4	6.4.6	38-39
	Article 1-1°-d		6.4.5	54
	Article 1-1°-e		6.4.7	36-37
	Article 1-1°-f	Principle 6	6.3.7	8-9 and 38-39
	—		6.6.6	48-49
Human Rights				
	—	Principle 1 and 2	6.3.10	8-9
Company				
	Article 1-3°-b		6.7	48-49
	—	Principle 10	6.6.3	8-9
Liability for services				
	Article 1-3°-d		6.6.6	48-49

## The GSF / Jean Louis Noisiez Alzheimer foundation

# The story of a successful commitment

Ten years ago, the challenge seemed daring to say the least: to create, from scratch, a medical-social structure to help patients suffering from Alzheimer's, a neurodegenerative pathology that affects nearly one million people in France.

At the origin of the project, the Chairman of GSF, Jean Louis Noisiez, and one of his friends, Doctor Jean-Marie Salvadori. The ambition was clear: to create a day care facility near Sophia-Antipolis, for people affected by the disease, but also to provide respite for carers, who need support in these challenging situations.

A decade after its creation, the success is undeniable: the Foundation's day care can now accommodate 30 people; more than 85 regularly attend the institution. A multidisciplinary team of 15 professionals, led by the director, Nathalie Fernandez, is involved in this quality work on a daily basis. Here, the patient is no longer a "demented person" to be calmed down, but a person to be helped. Nothing would have been possible without the personal, moral and financial commitment of Jean Louis Noisiez and GSF, who support the development and operation of the Foundation.

The public authorities support the process through the Regional Health Agency. The foundation was quickly classified as being of public interest. It is located in Biot, very close to GSF's headquarters. Here again, the choice of location was specific: the Foundation is located in the heart of a technology park, far from other medical facilities. But this originality is now a strength: company research centres and laboratories from the nearby Côte d'Azur University have become involved.

### Research grants are awarded every year.

This centre is not only about day care. Dr. Jean-Claude Broutart, a gerontologist, has developed memory therapy workshops using music to stimulate memory and trigger a *"memory awakening"*.

International teams come to learn about this work, which may be a world first. Indeed, if there is no cure for Alzheimer's disease today, it is possible to improve the daily lives of patients and their families. Discussion groups and workshops were set up (therapeutic cooking, orientation, relaxation, soft gymnastics, press review, drawing and painting). A walk through the heart of the magnificent 8,000 m<sup>2</sup> park is another of the site's assets, as well as the vegetable and rose gardens. Professor Philippe Robert's motto, who is a neuropsychiatrist and another member of the team, is simple: *"it's not about adding days to life, but life to days"*.

The GSF/Jean Louis Noisiez Foundation is a unique achievement in France, considering its operation and its largely private financing method. In fact, it is also a continuity: GSF has been involved in medical patronage for nearly half a century. Jean Louis Noisiez is pursuing a societal and humanist commitment to serve the sick and their families.





*Here, the patient  
is a person who  
needs to be  
helped.”*



The Foundation in its 8,000 m<sup>2</sup> park, which houses a vegetable garden and a rose garden.

# Financial overview

## 2018 consolidated statement financial position

### Consolidated financial position at 31<sup>st</sup> december

In thousands of euros

SUMMARY OF ASSETS	2018	2017
<b>Fixed Assets</b>		
Intangible assets	19,317	10,466
Tangible assets	75,266	75,110
Financial assets	1,191	1,203
<b>Current Assets</b>		
Inventories and Trade Receivables	1,110	1,103
Accounts Receivable	134,304	134,151
Other Receivables and Accruals	91,243	90,448
Investment Securities	5,410	5,410
Liquid Assets	75,328	73,960
<b>Total Assets</b>	<b>403,170</b>	<b>391,850</b>
<b>LIABILITIES</b>		
<b>Equity (Group share)</b>		
Capital	9,000	9,000
Premiums	984	984
Consolidated reserves	110,252	87,534
Consolidated income	30,646	37,413
<b>Minority interests</b>	<b>0</b>	<b>1</b>
<b>Contingencies and Loss Provision</b>	<b>36,870</b>	<b>35,444</b>
<b>Debt</b>		
Borrowings and Financial Debts	2,058	11,678
Accounts payable and related accounts	29,370	26,476
Other Liabilities, Accruals and Deferred Income	183,989	183,320
<b>Total liabilities</b>	<b>403,170</b>	<b>391,850</b>

## Consolidated balance sheet at 31<sup>st</sup> december

In thousands of euros

	2018	%	2017	%
<b>Revenue</b>	<b>883,614</b>	<b>100</b>	<b>847,474</b>	<b>100</b>
Operating Revenue	17,873	2.02	14,332	1.36
Consumables Costs	29,039	3.29	27,821	3.28
Staff costs	650,324	73.60	617,185	72.83
Other operating costs	121,712	13.77	114,304	13.49
Taxes and duties	33,325	3.77	31,488	3.72
Depreciation and Provisions	32,727	3.70	32,954	3.89
<b>Operating Income</b>	<b>34,360</b>	<b>3.89</b>	<b>38,053</b>	<b>4.49</b>
Financial Charges and Income	752	0.09	693	0.08
<b>Current Income of Integrated Companies</b>	<b>35,112</b>	<b>3.97</b>	<b>38,746</b>	<b>4.57</b>
Exceptional Income and Expenses	-,987	0.11	4,057	0.48
Income tax	5,452	0.62	5,390	0.64
<b>Net Profit of Consolidated Companies</b>	<b>30,646</b>	<b>3.47</b>	<b>37,413</b>	<b>4.41</b>
<b>Net Profit of the Consolidated Group</b>	<b>30,646</b>	<b>3.47</b>	<b>37,413</b>	<b>4.41</b>
<b>Net profit (Group share)</b>	<b>30,646</b>	<b>3.47</b>	<b>37,413</b>	<b>4.41</b>
<b>Profit per share (in Euros)</b>	<b>144</b>		<b>176</b>	



## Annexe to the consolidated financial statements

### Scope of consolidation perimeter

#### Consolidation methods

Companies coming into the perimeter are consolidated using the following methods:

- accounts of companies placed directly or indirectly under GSF's exclusive control are consolidated using the full consolidation method. Control exists where GSF SAS has the power, whether directly or indirectly, to direct the financial and operational policies of the organisation in order to take full advantage of its activities.
- significant companies over which GSF exerts especial influence, in particular through a shareholding of at least 20% of voting rights, are accounted for using the equity method.

#### Changes to the consolidation scope

GSF SPM was sold.

### Accounting principles, valuation methods and consolidation methods

The accounts were consolidated in accordance with current French legislation, particularly the regulations of the Accounting Regulations Committee 99-02.

#### Reporting date

All fully consolidated companies have selected a reporting date of 31/12/2018.

These consolidated financial statements were approved on 18 April 2019 by the Company's Executive Board.

#### Conversion method

The accounts of foreign companies are kept in their operating currency.

The conversion method used for consolidating foreign companies' accounts is the closing rate for balance sheets, and average exchange rate for management accounts. Conversion differences are recorded in equity and do not affect earnings.

Transactions denominated in foreign currencies are converted at the exchange rate applicable at the time of the transaction. At year-end, receivables and payables denominated in foreign currencies are converted at the closing exchange rates. Exchange differences resulting from the conversion of foreign currency transactions are included in the profit and loss account.

#### Revaluation of the accounts

No revaluation of the accounts has been noted. Capital gains from contributions resulting from the various mergers and takeover operations carried out in the past have been offset.

#### Goodwill and valuation adjustments

Consolidation goodwill occurring when a subsidiary is first brought into the perimeter of the group, is allocated within one year to specific assets and liabilities. These valuation adjustments are then subject to the accounting methods governing the balance sheet items to which they have been allocated, as defined below.

Consolidation goodwill occurring when a subsidiary is first brought into the perimeter of the group, is allocated within one year to specific assets and liabilities. These valuation adjustments are then subject to the accounting methods governing the balance sheet items to which they have been allocated, as defined below.

#### Intangible assets

Any intangible assets purchased by GSF are accounted using the historic cost method, minus any cumulated depreciation or loss of value.

Setting up costs are allocated to expenses for the period.

Business capital is depreciated over a period that reflects its economic lifetime. Capital acquired to date is representative of a client base of family firms. For these relatively undiversified portfolios, we have opted for amortisation plans of between five and ten years.

Software is amortised using the straight-line method.

#### Tangible assets

The gross value of tangible assets is their purchase price. It has not been revalued.

When an asset can be split into components with a separate use, or generating economic benefits at different rates, each component is accounted for separately or using a separate depreciation plan.

Depreciation applied in subsidiaries on a straight-line basis has been kept. Standardised calculations have been performed for the whole group, based on likely lifecycles, and pace of earnings drawn from operating the assets or their components. These lifecycles fall within the following ranges:

	Lifecycle
Buildings:	20 - 33.33 years
Machinery and equipment:	3 - 10 years
Transport equipment:	3 - 5 years
Office equipment:	3 - 6.67 years

There is marginal use of leasing or similar contracts. Any assets made available to companies consolidated under such agreements are therefore not registered as assets on the balance sheet.

#### Financial assets

Equity investments in non-consolidated companies are registered at their purchase price. These are companies over which GSF has neither control nor significant influence. Where relevant, a provision for depreciation is noted to bring them to their value in use. This value is calculated using the revalued share of net assets and profit forecasts. Loans, deposits and other long-term receivables are calculated at their face value.

### Inventories

Inventories are calculated at their purchase price. A provision for depreciation is made if the net realisable value is lower than the value noted.

### Accounts receivable

Client receivables are registered at face value. Depreciation is performed if the inventory value is lower than book value.

Receivables over six months old are systematically provisioned at 50 %. This rate is increased to 100% if the debt is over one year old.

### Investment securities

Marketable securities are valued at their historic cost. These mainly comprise Sicav money market funds or negotiable deposit certificates taken out with leading financial institutions. The group does not hold any publicly listed shares.

Where the book value is lower than gross value, a provision for depreciation is made for the difference in value.

### Deferred taxes and income tax

The income tax bill is the sum of the taxes payable by each consolidated fiscal entity, adjusted for deferred taxes.

Deferred taxes, calculated using the liability method, come from all the temporary differences between being recognised in the accounts and their inclusion in later taxable earnings. These differences are understood in their wider concept.

Deferred tax assets are accounted for where they are likely to become concrete. Tax deficits of companies within the consolidated perimeter are registered as deferred tax assets where they can be deferred indefinitely. Deferred tax assets are registered on deferrable tax losses of consolidated entities only if it is likely that the entities will be able to get them back through a taxable benefit expected during the validity period of the deferred tax asset.

The French regime on fiscal consolidation allows some companies to offset their taxable income when working out their overall tax bill, for which only the parent company, GSF SAS, is liable.

### Internal transactions

Intercompany accounts and earnings from consolidated companies are written off whenever their presence is likely to distort the image of the group as given in the consolidated accounts.

### Provisions

A provision is accounted for in the balance sheet when GSF has a current or constructive obligation from a past event, and where an outflow of resources will be required to extinguish the obligation.

These are estimated using the most plausible assumptions.

### Pension commitments

Pension commitments are accounted for in accordance with regulations of the Accounting Regulations Committee no 99-02, and with ANC Recommendation 2014-02.

These apply only to working employees.

Our calculations are carried out using the projected credit unit actuarial method. They are calculated for every individual. The results are then aggregated at the Group level.

Under this method, the actuarial value of future benefits (VAPF) is worked out by calculating the amount of benefits due at the date of retirement, considering salary projections and length of service at that date, along with discount factors and probability of the employee's presence and likelihood of survival until retirement date. That value is the single immediate premium that would be required to finance the retirement package on the basis of the assumptions set out below.

The commitment represents the share of this actuarial value of future benefits which is considered relative to the time spent at the company prior to assessment date. This commitment is calculated by applying to the VAPF the ratio between length of service at the valuation date to length of service at retirement date. The annual cost of the plan attributable to the cost of an additional year of service for each participant is determined by dividing the actuarial value of benefits due on retirement by the projected length of service at retirement.

From the commitment thus calculated are subtracted retirement plan assets related to the share of retirement pay-outs covered by an insurance policy.

Actuarial gains and losses are deferred to the balance sheet and presented as increases to the actuarial liabilities if they are gains, or decreases if they are losses. Their amount is adjusted to account for any further actuarial differences that may appear during the reporting period. Their cumulated amount for the period is then amortised.

## Main assumptions used to calculate pension commitments

### Retirement arrangements

- For managers, technicians and supervisors: retirement after the age of 65
- For employees and workers: voluntary departure

### Long-term inflation rate

- 1.75% per year

### Discount rate

- 1.6 %

### Employer contribution rate

- 49.17% for executives
- 40% for employees

### Retirement taxes

- 50 %

# Notes to the balance sheet items, profit and loss account and their changes

## Intangible assets

In thousands of euros

Analysis of the change in gross intangible assets by category	Concessions, patents, etc.	Goodwill	Other	Total
Start of period	18,886	7,149	7,998	34,033
Increases for the period	1,093		9,836	10,929
Decreases for the period	277	48		325
Transfers	1,161		-1,154	7
Impact of changes in scope	-37			-37
Impact of fluctuations in foreign exchange rates		41	20	60
End of period	20,827	7,142	16,699	44,668

Analysis of the change in amortisation of intangible assets by category				
Start of period	16,303	6,848	417	23,568
Increases	2,036			2,036
Reversals and decreases	277			277
Transfers	-37			-37
Impact of fluctuations in foreign exchange rates		41	20	61
End of period	18,025	6,889	437	25,351

Analysis of intangible assets and their amortisation by geographical region	Gross values	Depreciation, amortisation and provisions	Net values
France	37,343	18,025	19,317
Great Britain	5,068	5,068	
United States	2,257	2,257	
Total	44,668	25,351	19,317

## Property, plant & equipment

Analysis of the change in gross property, plant and equipment by category	Land	Buildings	Technical installations, plant and machinery	Other property, plant and equipment	Assets under construction and advances	Total
Start of period	3,755	45,844	99,696	75,286	1,722	226,303
Acquisitions and increases		803	16,894	8,406	1,796	27,899
Disposals and decreases			11,483	5,164		16,647
Transfers			1,451	116	-1,574	-7
Impact of changes in scope			-257	-151		-408
Impact of fluctuations in foreign exchange rates	-2	-24	136	52		162
End of period	3,753	46,623	106,437	78,545	1,944	237,301

Analysis of the change in depreciation of property, plant and equipment by category				
Start of period	27,107	69,390	54,696	151,193
Increases	1,542	16,982	7,615	26,138
Reversals and decreases		10,835	4,233	15,067
Transfers		-221	-137	-359
Impact of fluctuations in foreign exchange rates	-5	103	33	131
End of period	28,644	75,419	57,973	162,036

Analysis of property, plant and equipment and their depreciation by geographical region	Gross values	Depreciation, amortisation and provisions	Net values
France	226,446	154,395	72,050
Canada	2,485	1,456	1,029
Great Britain	1,620	1,326	294
United States	6,750	4,858	1,892
Total	237,301	162,035	75,266



## Non-current financial assets

In thousands of euros

Analysis of change in gross non-current financial assets by category	Equity investments	Other capital assets	Total
Gross value at start of period	25	1,178	1,203
Increases for the period		224	224
Decreases for the period		116	116
Impact of changes in scope		-117	-117
Impact of changes in foreign exchange rates		-3	-3
Gross value at end of period	25	1,166	1,191
Impairment provisions			
Net value at end of period	25	1,166	1,191

Other non-current assets are mainly deposits and guarantees paid and related amounts.

Analysis of non-current financial assets and their provisions by geographical region	Gross values	Depreciation, amortisation and provisions	Net values
France	1,165		1,165
Canada	26		26
Total	1,191		1,191

Breakdown of non-consolidated equity investments	2018	2017
Interests below 20%	25	25
Gross value	25	25

## Inventories

	2018	2017
Raw materials	1,110	1,103
Gross value	1,110	1,103
Impairment provisions		
Net value	1,110	1,103

## Other receivables

	2018	2017
Advances and payments on account against purchase orders	522	612
Sundry debtors	77,868	77,224
Accruals	1,963	1,856
Deferred tax assets	10,890	10,756
Gross value	91,243	90,448
Impairment provisions		
Net value	91,243	90,448

## Equity

	Capital	Premiums	Consolidated reserves	Net income (Group share)	Total
At 31/12/2017 before distribution	9,000	984	87,534	37,413	134,931
Allocation of income			22,585	-37,413	-14,828
At 31/12/2017 after distribution	9,000	984	110,119		120,103
Change in currency translation adjustment and similar			133		133
Net income, group share				30,646	30,646
At 31/12/2018 before distribution	9,000	984	110,252	30,646	150,882

At 31<sup>st</sup> December 2018, GSF share capital was consisted of 211,822 shares with a face value of 42.49 euros.

No securities were issued other than the shares making up the share capital. In the absence of an instrument giving rights to a deferred access to GSF SAS share capital, the net income per share is equal to income diluted per share, which stood at 144.68 euros. This was calculated by dividing the consolidated net income by the weighted average number of shares in circulation at the end of the period.

## Provisions for liabilities and charges

In thousands of euros

	2018	2017
Provisions for liabilities	5,510	5,412
Provisions for charges	4,102	4,016
Provisions for pension commitments	27,258	26,013
Provisions for deferred taxes		3
<b>Total</b>	<b>36,870</b>	<b>35,444</b>

## Loans and financial liabilities

<b>Financial liabilities reported in the balance sheet break down as follows:</b>	<b>2018</b>	<b>2017</b>
Amounts due to financial institutions	72	30
Sundry liabilities	348	1,035
<b>Total borrowings and similar debts</b>	<b>420</b>	<b>1,065</b>
Bank loans and overdrafts	1,637	10,613
<b>Total loans and financial liabilities</b>	<b>2,058</b>	<b>11,678</b>

<b>Borrowings and similar debts have a residual maturity of:</b>	<b>2018</b>	<b>2017</b>
Between one and five years	311	1,010
Less than one year	109	55
<b>Total</b>	<b>420</b>	<b>1,065</b>

<b>By currency, these borrowings and similar debts break down as follows:</b>	<b>2018</b>	<b>2017</b>
Euro	94	924
Canadian dollar	326	129
US dollar		12
<b>Total</b>	<b>420</b>	<b>1,065</b>

## Other liabilities

	2018	2017
Advances and payments on account against purchase orders	8	2
Tax and social security liabilities	176,449	176,432
Sundry liabilities	6,957	6,699
Adjustment account	575	187
<b>Total other liabilities</b>	<b>183,989</b>	<b>183,320</b>

## Financial commitments

Our company has granted a guarantee of 250,000 euros as part of a liability guarantee.

## Turnover

	2018	%	2017	%
France	823,976	93.3	780,378	92.1
Canada	20,748	2.4	26,335	3.1
Spain			3,795	0.4
Great Britain	11,365	1.2	11,525	1.4
United States	27,525	3.1	25,441	3.0
<b>Total</b>	<b>883,614</b>	<b>100</b>	<b>847,474</b>	<b>100</b>

## Staff costs and headcount

In thousands of euros

Staff costs	2018	2017
Employee compensation	525,986	502,620
Payroll costs	122,326	112,609
Employee profit-sharing	2,012	1,956
<b>Total</b>	<b>650,324</b>	<b>617,185</b>

The CICE competitiveness and employment tax credit was recorded within the social security contributions, representing a decrease 20 986 thousand Euros.

Average headcount of the Group during the year	2018	2017
Managerial	391	370
Clerical	1,274	1,348
Manual	32,965	32,349
<b>Total</b>	<b>34,630</b>	<b>34,067</b>

## Operating income

Operating income by country is broken down as follows:	2018	2017
France	34,290	37,292
Canada	-872	2
Spain		42
Great britain	362	325
United states	580	391
<b>Operating income</b>	<b>34,360</b>	<b>38,052</b>

## Net financial income

	2018	2017
Interest income and expenses	766	695
Income from foreign exchange rate	-14	-2
<b>Net financial income</b>	<b>752</b>	<b>693</b>

## Extraordinary income

	2018	2017
Income from operations	525	3,491
Income from asset disposal	419	566
Non-recurring provisions	43	
<b>Extraordinary income</b>	<b>987</b>	<b>4,057</b>

## Income tax

Breakdown by tax type	2018	2017
Taxes payable	5,575	6,200
Deferred taxes	-123	-810
<b>Total</b>	<b>5,452</b>	<b>5,390</b>

Breakdown of deferred taxes in the balance sheet	2018	2017
Deferred tax assets	10,890	10,756
Deferred tax liabilities	0	3

### Tax Consolidation

GSF SAS is the parent company of a tax group under the terms of Article 223 a and subsequent of the French general tax code. Tax consolidated companies are listed with consolidated companies.

### Events occurring after year-end.

We are not aware of any event occurring since the accounts closed that might challenge the consolidated accounts.

### Absence of business sectors

The services delivered by the Group constitute a coherent whole, exposed to the same types of risk and return. Our operations are unitary and no further sectorial information is therefore necessary.

### Auditors' fees

The amount of fees paid to the auditors for the Group's parent company and its subsidiaries is 904,641 euros.



## List of fully-consolidated and tax-consolidated companies

Fully consolidated	Country	Interest (%)	Control (%)	SIREN	Tax consolidation
Ariane 80	France	100	100	319 598 454	-
GIE Université	France	100	100	340 102 961	-
Groserfon	France	100	100	321 352 403	Integrated
GSF Aéro	France	100	100	484 145 156	-
GSF Aérotech	France	100	100	811 258 367	-
GSF Airport	France	100	100	489 652 412	-
GSF Airport CDG	France	100	100	823 492 756	-
GSF Ariane	France	100	100	509 646 816	Integrated
GSF Ariès	France	100	100	439 117 698	Integrated
GSF Athéna	France	100	100	519 022 586	Integrated
GSF Atlantis	France	100	100	344 636 477	Integrated
GSF Atlas	France	100	100	439 118 449	Integrated
GSF Auriga	France	100	100	344 862 362	Integrated
GSF Celtus	France	100	100	344 483 003	Integrated
GSF Concorde	France	100	100	809 938 129	Integrated
GSF Energia	France	100	100	788 650 661	-
GSF Grande Arche	France	100	100	794 514 356	Integrated
GSF Jupiter	France	100	100	967 802 059	Integrated
GSF Logistic Services	France	100	100	815 289 475	-
GSF Mercure	France	100	100	308 185 503	Integrated
GSF Neptune	France	100	100	306 044 504	Integrated
GSF Opale	France	100	100	452 737 976	-
GSF Orion	France	100	100	344 382 874	Integrated
GSF Airport CDG 1	France	100	100	824 170 872	Integrated
GSF Nukléa	France	100	100	824 279 780	Integrated
GSF Phébus	France	100	100	537 020 216	Integrated
GSF Phocéa	France	100	100	384 983 482	Integrated
GSF Pluton	France	100	100	304 349 277	Integrated
GSF Services	France	100	100	824 218 291	Integrated
GSF Saturne	France	100	100	306 795 600	Integrated
GSF Stella	France	100	100	502 107 477	Integrated
GSF Transnord	France	100	100	815 205 851	-
GSF Trévisé	France	100	100	310 827 563	Integrated
SFR Conseil	France	100	100	344 106 455	-
Valis Aurélia	France	100	100	347 869 612	-
GSF Canada	Canada	100	100	-	-
GSF GB Ltd	Great Britain	100	100	-	-
GSF London Ltd	Great Britain	100	100	-	-
L.I.H.	Great Britain	100	100	-	-
GSF Sandylight Ltd	Great Britain	100	100	-	-
ETS Monaco	Monaco	99.85	99.85	-	-
ETS Global Services	Monaco	99.88	100	-	-
GSF USA	United States	100	100	-	-

## Cash flow statement

In thousands of euros

	2018	2017
<b>Net income of fully consolidated companies</b>	<b>30,646</b>	<b>37,414</b>
Depreciation, amortisation and provisions	29,717	28,448
Change in deferred taxes	-149	-806
Capital gains from disposals	-808	-568
<b>Cash flow from fully consolidated companies</b>	<b>59,406</b>	<b>64,487</b>
Change in inventories	-8	-133
Change in trade receivables	-153	-4,189
Change in trade payables	1,886	-1,033
Change in other receivables and payables	1,017	-3,420
<b>Net cash flow from operating activities (A)</b>	<b>62,148</b>	<b>55,711</b>
Acquisition of fixed assets	-38,936	-32,784
Proceeds from the sale of fixed assets	2,436	1,906
Impact of changes in the scope of consolidation	53	
<b>Net cash flow from investing activities (B)</b>	<b>-36,447</b>	<b>-30,878</b>
Dividends paid to shareholders of the parent company	-14,828	-10,167
Loan issues and repayments	-640	-1,324
<b>Net cash flow from financing activities (C)</b>	<b>-15,468</b>	<b>-11,492</b>
<b>Net cash flow (A) + (B) + (C)</b>	<b>10,233</b>	<b>13,341</b>
Cash flow – opening balance	68,757	55,860
Cash flow – closing balance	79,101	68,757
Impact of fluctuations in foreign exchange rates	-112	445

# Auditors' report on the consolidated accounts



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**Financial year-end 31st december 2018**

**GSF (Groupe Services France) S.A.S.**

**Headquarters**

**49, rue de Tréville - 75009 Paris - France**

**Share capital: 9,000,000 €**

To the shareholders of GSF (Groupe Services France) S.A.S.,

## Opinion

In the execution of the task entrusted to us by your AGM, we have carried out an audit of the consolidated accounts of GSF Group SAS for the financial year ending 31st December 2018, as annexed to this report. We certify that the consolidated accounts are true and fair, in accordance with French rules and principles, and that they accurately reflect the company's financial performance over the last financial year, as well as the state of the finances and assets of the unit constituted by the people and entities included in the consolidation.

## Basis of opinion

### Audit standards

We conducted our audit in accordance with the professional standards applicable in France. We believe that the information we have gathered is sufficient and appropriate to provide a basis for our opinion. Our responsibilities under these standards are set out in the "Responsibilities of the statutory auditors for the audit of the consolidated financial statements" section of this report.

### Independence

We carried out our audit in accordance with the rules on independence applicable to us, for the period running from 1st January 2018 to the date of our report, and in particular we have not supplied any services forbidden by the code of ethics governing the auditing profession.

### Evidence behind this opinion

In accordance with the terms of Articles L. 823-9 and R.823-7 of the Code of Commerce on the evidence required for our opinions, we would like to draw your attention to the following assessments, which in our professional opinion were the most significant in auditing the consolidated accounts for the financial period.

Your company sets aside provisions to cover liabilities and charges, as described in notes II. M and 111.G of the Annex. Our work consisted in assessing the data and assumptions on which these estimates are based, reviewing the calculations made by the company, comparing the accounting estimates for previous periods with the corresponding actual results and examining the procedures for approving these estimates by management. As part of our assessments, we made sure that these estimates were reasonable.

These assessments were made in the context of the audit of the consolidated financial statements

taken as a whole and the formation of our opinion expressed above. We do not express an opinion on individual items in these consolidated financial statements.

### Specific checks

In accordance with the professional standards applicable in France, we also performed the specific verifications required by law and regulations of the information relating to the Group given in the Group's management report.

We have no comments to make as to its sincerity and consistency with the consolidated financial statements.

### Responsibilities of the board and those charged with corporate governance in relation to the consolidated financial statements

It is the responsibility of management to prepare consolidated financial statements that present a true and fair view in accordance with French accounting rules and principles and to implement the internal control that it deems necessary for the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

When drawing up consolidated accounts, it behoves managers to assess the ability of the company to continue its operations, to present account and, where relevant, necessary information on continuing operations, and to apply accounting conventions on continuity of operations, unless a liquidation or cessation of activities are planned.

The consolidated financial statements have been approved by the Executive Board.

### Responsibilities of the statutory auditors relative to the audit of the consolidated financial statements

It is our responsibility to report on the consolidated financial statements. Our objective is to obtain reasonable assurance that the consolidated financial statements taken as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with professional standards of practice will consistently identify any material misstatement. Misstatements may result from fraud or error and are considered material when it can reasonably be expected that they could, individually or in aggregate, influence the economic decisions that users of the accounts make based on them. As specified by Article L. 823-10-1 of the French Commercial Code, our account certifying mission does not consist in guaranteeing the viability or quality of the management of your company.

As part of an audit conducted in accordance with applicable French professional standards, the auditor exercises professional judgement throughout the audit. Furthermore:

- the auditor identifies and assesses the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, defines and implements audit procedures to address those risks, and obtains information that they consider sufficient and appropriate to form an opinion. The risk of not detecting a material misstatement due to fraud is higher than that of a material misstatement due to error, as fraud may involve collusion, falsification, wilful misrepresentation, false declarations or circumvention of internal control;
- they examine internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, and not for the purpose of expressing an opinion on the effectiveness of internal control;
- they assess the appropriateness of the accounting policies used and the reasonableness of the accounting estimates made by management, as well as the information relating to them provided in the consolidated financial statements;
- they assess the appropriateness of management's application of the going concern accounting policy and, depending on the information collected, whether or not there is a material uncertainty related to events or circumstances that could affect the company's ability to continue as a going concern. This assessment is based on the information collected up to the report date, it being reminded, however, that subsequent circumstances or events could jeopardise the continuity of operations. If they conclude that a material uncertainty exists, they draw the attention of the readers of its report to the information provided in the consolidated financial statements about that uncertainty or, if that information is not provided or is not relevant, they issue a qualified certification or a refusal to certify;
- they assess the overall presentation of the consolidated financial statements and assess whether the consolidated financial statements reflect the underlying transactions and events in a way that gives a true and fair view;
- concerning the financial information on the persons or entities included in the scope of consolidation, they collect information that they consider sufficient and appropriate to express an opinion on the consolidated financial statements. They are responsible for the management, supervision and audit of the consolidated financial statements and for the opinion expressed on them.

The auditors,  
Nice, May 28, 2019

KPMG S.A.  
Philippe Levert

Fidexco France  
Philippe Matheu



# CSR data verification body report



Year ended December 31, 2018

FINEXFI

96, boulevard Marius Vivier Merle  
69003 Lyon - France

This is a free translation into English of the original report issued in the French language and it is provided solely for the convenience of English speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the shareholders, Following a request made to us, on a voluntary basis, by GSF (hereinafter referred to as "entity") and in our capacity as an independent third party organisation, we hereby present you our report on the consolidated social, environmental and societal information presented in the management report prepared for the year ended 31 December 2018. They are presented in the consolidated report (hereinafter referred to as the "CSR Information"), in accordance with the Grenelle II provisions of Articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code applicable until August 2017.

## Responsibility of the entity

It is the responsibility of the Board of Directors to prepare an integrated report containing consolidated social, environmental and societal information (hereinafter the "Information"), prepared in accordance with the guidelines used (the "Guidelines") by the company and available on request at GSF's registered office, a summary of which is provided in the methodological note available on the company's website.

The Declaration has been prepared in accordance with the guidelines used (hereinafter the "Guidelines") by the entity of which the material elements are available on request at the company's registered office.

## Independence and quality control

Our independence is defined by the provisions of Article L. 822- 11 -3 of the French Commercial Code and the Code of Ethics of the profession. In addition, we have implemented a quality control system that includes documented policies and procedures to ensure compliance with ethical rules, professional doctrine and applicable legal and regulatory texts.

## Liability of the independent third party organisation

It is our responsibility, on the basis of our work, to formulate a reasoned opinion expressing a conclusion of moderate assurance that the Information is presented, in all material respects, in a sincere manner in accordance with the adopted guidelines (Moderate assurance report).

## Nature and scope of the work

We conducted the work in accordance with the standards applicable in France determining the terms and conditions under which the independent third party organisation carries out its mission, and with the international ISAE 3000 standard.

Our work was carried out between May 02, 2019 and June 05, 2019 for a duration of approximately 7 man-days.

We conducted about ten interviews with the people responsible for the Declaration.

Lyon, June 5, 2019

FINEXFI

Isabelle Lhoste  
Partner

We carried out work allowing us to assess the compliance of the Declaration with regulatory provisions and the accuracy of the Information:

- we reviewed the activities of all the companies included in the scope of consolidation;
- we assessed the appropriateness of the Guidelines in terms of its relevance, completeness, reliability, neutrality and comprehensibility, taking into account, where applicable, best practices in the sector;
- we verified that the integrated report covers each category of information provided for in III of Article L. 225 102 1 in social and environmental matters;
- we inquired about the existence of internal control and risk management procedures implemented by the entity;
- we assessed the consistency of the results and selected key performance indicators regarding the main risks and policies presented;
- we verified that the integrated report covers the consolidated scope, i.e. all companies included in the consolidation scope in accordance with Article L. 233-16, with the limits specified in the integrated report in the CSR performance indicators section.
- we assessed the collection process implemented by the entity to ensure the completeness and accuracy of the Information;
- for the key performance indicators and other quantitative results that we considered to be the most important we used:
  - > analytical procedures consisting in verifying the correct consolidation of the data collected and the consistency of its evolution;
  - > detailed tests on a sample basis, consisting of checking the correct application of definitions and procedures and reconciling the data with supporting documents. This work was carried out with a selection of contributing entities<sup>(1)</sup> and covered between 20 and 100% of the consolidated data for the key performance indicators and results selected for these tests<sup>(2)</sup>;
- we consulted documentary sources and conducted interviews to corroborate the qualitative information (actions and results) that we considered most important;
- we assessed the overall consistency of the integrated report with our knowledge of all the companies included in the scope of consolidation.

We believe that the work we conducted using our professional judgement allows us to draw a moderate assurance conclusion; a higher level of assurance would have required more extensive audit work.

Due to the use of sampling techniques and other limitations inherent to the operation of any information and internal control system, the risk of not detecting a material misstatement in the integrated report cannot be completely eliminated.

## Conclusion

On the basis of our work, we have not identified any material misstatements that would call into question the fact that the declaration of non-financial performance complies with applicable regulatory provisions and that the Information, taken as a whole, is presented sincerely in accordance with the Reporting Criteria.

(1) Companies selected for the tests: GSF Celtus, GSF Jupiter, GSF Neptune, GSF Orion, GSF Stella.

(2) Investing in people; A constant concern: safety; Training, a priority; Environmental protection, a strong commitment; Supplier relations and responsible purchasing labels

The GSF Group has many strengths that have resulted in **growth** // pages 2, 6, 7, 12, 15, 21, 24, 25, 29, 30, 35 // **continuous growth for 56 years. Compliance with commitments** made // pages 2, 3, 8, 10, 16, 18, 29, 39, 42, 43, 46, 48, 49, 56 // **Respect for human beings, in particular through training efforts** // pages 8, 9, 16, 17, 18, 20, 21, 22, 23, 25, 25, 29, 30, 33, 35, 36, 37, 39 // **important and constant concern for their safety** // pages 3, 16, 18, 19, 20, 22, 24, 29, 31, 39, 40 // **or by the will to favour internal promotion** // pages 9, 35, 40 // **and to correctly consider diversity** // pages 8, 10, 39, 43, 52 // **Team management and organisational skills have always been the Group's two pillars. An organisation based on creating responsibility and proximity** // pages 2, 29, 40 // **source of responsiveness** // pages 2, 13, 26, 40, 50 // **and adaptation** // pages 16, 17, 48, 50 // **The search for and implementation of concrete solutions** // pages 6, 9, 17, 19, 33, 48, 50, 51, 52 // **is permanent, as is the exchange of good practices** // pages 8, 26, 46 // **New solutions are strongly developing with the associated services** // pages 11, 15, 18, 24, 30, 32, 33, 40, 52 // **implemented for its customers as complementary services. GSF's success also lies in its approach to innovation** // pages 12, 16, 17, 21, 22, 39, 42, 48, 51, 52 // **at the service of a CSR policy that has focused heavily on respect for the environment** in recent years // pages 6, 12, 16, 19, 30, 31, 38, 40, 46, 47, 48, 52 // **and is regularly recognised by Ecovadis** // pages 3, 7, 8, 10, 45, 46 // **and the United Nations Global Compact** // pages 3, 8, 46 //



The essential effect of all these strengths? The **loyalty** // pages 2, 15, 18, 24, 30, 31, 52 // **ofits teams as well as its customers or suppliers and partners. A pride.**





## The digital report: [rapportannuel.gsf.fr/en](http://rapportannuel.gsf.fr/en)



To find out more, about the GSF Group  
and its structure, visit

[www.gsf.fr](http://www.gsf.fr)



Contact us

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 BLEU DU CIEL

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