PRAGMATIC SKILLS PLANNING

The Human Resources department of BRGM has developed a global approach to managing jobs and career paths (GEPP), designed to provide the organisation with the skills it needs. It also places particular emphasis on career development opportunities and on the working conditions of employees, particularly researchers, in order to pursue improvements and build loyalty.

BRGM is continuing the approach it rolled in 2018 for the management of jobs and career paths, while making any necessary adjustments. “In this way, we can combine various HR tools to develop a global vision of the skills present in the company, the mobility requirements of employees and the type of profiles that we need to recruit,” explains Marie Belossat, Assistant Human Resources Director. This approach, combined with detailed knowledge of the labour market and particularly sectors with shortages, paved the way for the implementation of a first Employment Plan in 2021. This plan sets out BRGM’s recruitment policy, giving priority to the skills required in the medium and long term.

“The employment plan will be updated regularly to adjust to constantly changing needs within the company,” says Isabelle Plaid, Director of Human Resources. The momentum of the plan for managing jobs and career paths is reflected in a high rate of internal mobility: 6% in 2021, i.e. over 60 employees, compared with 4% in the Objectives and Performance Contract (COP) for 2018-2022. “You can see a real dynamic here, backed up by efforts to systematically open jobs to internal candidates,” emphasises Marie Belossat. “This enables us to meet our skills requirements in a difficult context, while promoting the career development of our employees.”

ONE GOAL: SCIENTIFIC EXCELLENCE

BRGM is the first public industrial and commercial establishment (EPIC) to receive HRS4R certification. The Human Resources Strategy for Researchers seeks to improve the practices of research organisations with respect to the recruitment and working conditions of researchers. The objective is to deploy this European label more widely.

BRGM received HRS4R certification following an audit of its scientists and researchers and the development of an action plan to reach the expected standards on 49 criteria (recruitment, recognition, ethics, etc.). “The purpose of this process of continuous improvement, which concerns all BRGM employees, is to ensure the quality of our services and the skills level of our workforce,” explains Isabelle Plaid. The idea is also to make BRGM more appealing to researchers and to build loyalty.

TOWARDS A PACT FOR 2024

The first plan for improving quality of life in the workplace was completed in December 2021. Taking the name of PACT-21 and based on a social barometer conducted in 2019, its purpose was to better disseminate and apply BRGM’s strategy, to develop a culture of listening, dialogue and transmission, to optimise the organisation of work and to support the vision set out by HR.

This plan, which includes 36 actions, has reached a progress rate of 82%, a highly satisfactory result in the light of the health crisis. Illustrating the strong social dialogue at BRGM, its implementation was steered by a team made up of members of the management committee, staff representatives and local managers. A new barometer, planned for early 2022, will measure the impact of PACT-21.
“A real dynamic has been set in motion in terms of internal mobility. This enables us to meet our skills requirements in a difficult context, while promoting the career development of our employees.”

**Staff provided by the National Miners’ Rights Agency (ANGDM) to BRGM for post-mining activities.**

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**Age pyramid by category**
on 31 December 2021

*Including 6 post-doctoral researchers, 16 PhD researchers, 14 civic service volunteers (VSCs) and 50 sandwich-course students.*
BRGM ramps up its sustainable mobility policy

BRGM actively seeks to promote more sustainable mobility on its various sites, since travel represents a significant part of the company’s carbon footprint. Following a recent internal survey highlighting employees’ commuting practices, the company put in place an awareness-raising scheme and drew up a new mobility plan.

Over the course of three weeks (rather than just one week), from 16 September to 7 October, BRGM organised a series of events and initiatives as part of the European Sustainable Development and Mobility Weeks. The company’s 330 participants all promote a common philosophy, based on the idea that “every action can contribute to building a more sustainable future”. In line with the “France in transition” scheme created by the Ministry of Ecological Transition, the programme included quizzes linked to the United Nations sustainable development goals (SDGs), documentaries, two walks through forest areas on the Orléans site and the traditional mobility challenge, which incites employees to give up using their private car and travel differently. “We wanted this year’s programme to be based on solidarity,” says Fabienne Boutreau, CSR Officer at BRGM’s General Secretariat. “By converting the distance covered by the participants in the challenge into money, we managed to raise €750 for the Cent pour un Loiret association, which helps homeless families have access to housing and become more independent.”

A survey concerning the staff’s intentions to change their practices

During these three weeks, the staff were also shown the results of an internal survey on commuting practices, carried out in spring 2021 (not including the period of the health crisis). This 66-point questionnaire was sent to everyone who comes to work on BRGM’s various offices and sites, whether in Orléans or in the various regions of France. It was completed by 575 respondents, i.e. a return rate of almost 50%, and supplemented by 546 comments. It enabled us to improve our knowledge of employees’ travel habits and to assess their intentions as regards changing practices – for example, opting for an electric vehicle, a bicycle or public transport – while also identifying their motivation as well as potential obstacles. “The results will provide input for the management’s discussions with the staff Social and Economic Committee (French CSE) concerning the company’s
The 2021 Mobility Challenge raised €750 for a charity, by converting the distance covered by the participants into financial aid.

new mobility plan and the implementation of new measures aimed at encouraging employees to adopt a more sustainable form of mobility,” says Fabienne Boutreau.

These same environmental concerns helped shape BRGM’s business travel policy, which was completely overhauled on 1 July 2021. The new policy introduced a series of provisions to encourage the use of video-conferencing, train-travel and carpooling. “In addition to this, the agency that looks after the company business travel arrangements is now required to estimate the carbon footprint of each solution proposed to employees, in order to make them aware of the environmental impact of their journey and to help them make their choice”, says Fabienne Boutreau.

Encouraging new ideas and solutions

Finally, over the course of the three weeks, the Orléans Metropolitan Council held two conferences to present the results of the Assises de la transition écologique (ecological transition forum) organised by the local authority during the first half of 2021. BRGM was invited to participate in this forum in a pilot study concerning sustainable mobility in civil society and thus contributed to the emergence of new solutions. This represents a host of opportunities that can be seized upon to promote the mobility of the future at regional level.

Renewal of our quality and environmental management system certifications

BRGM’s ISO 9001 and ISO 14001 certifications – obtained in 2004 and 2012 respectively – acknowledge the company’s efforts to ensure the quality and efficiency of its activities and control their environmental footprint. Both certifications were renewed in 2021 for three years, following an audit carried out by AFNOR in Orléans and in the various regional offices. This renewal demonstrates the effectiveness of the work carried out, further confirmed by our 94% customer satisfaction rating in 2021. The audit also highlighted the actions implemented to reduce BRGM’s environmental footprint, for example: the expansion of our fleet of electric vehicles; greater consideration of environmental performance criteria in purchasing; the continuation of teleworking (following the Covid pandemic lockdowns); building maintenance focusing on improving energy performance, etc.

“The auditors also appreciated the robustness of our risk analysis process, which is conducted ahead of every project in order to reduce the environmental impact,” explains Hervé Riolland, Head of the Auditing Risks and Quality Department.
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BRGM — French Geological Survey
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Secretary-General

Isabelle Plaid
Director, Human Resources
Marie Belossat
since 19/02/22

Philippe Freyssinet
Director, Research, Scientific Programme and Communication

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Philippe Gombert
Director, Water, Environment, Processes and Analytics

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Director, Risks and Prevention

Jean-Marc Mompelat
Director, Regional Network

Arnaud Garnier
Director, Digital technology for Geosciences
Board of Directors and Committees

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January 2022

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Michèle Rousseau
Government Commissioner
Emilie Bernardin-Skalen

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  Deputy: Lisa Fechner, Deputy Director for Strategy, Research and Innovation (DGIR/SSRI) (Ministry of Higher Education, Research and Innovation)

— **THE ENVIRONMENT**
  Philippe Merle, Head of Technological Risks Department
  Deputy: Jean-Luc Perrin, Deputy Director for Chronic Risks and Steering (Ministry of Ecological Transition)

— **FOREIGN AFFAIRS**
  Sébastien Bidaud, Deputy Director for Strategic Sectors, Economic Diplomacy Directorate
  Deputy: Vanessa Saîas-Pouget, Head, Energy Division, Strategic Sectors Branch (Ministry of Europe and Foreign Affairs)

— **COOPERATION**
  Dominique Waag, Deputy Director for Higher Education and Research
  Deputy: Baptiste Bondu, Head, Division for Operators and Sector Strategies (Ministry of Europe and Foreign Affairs)

— **THE ECONOMY**
  Michel Schmitt, Engineer-General for Mines, Council-General for the Economy
  Deputy: Isabelle Wallard, Engineer-General for Mines, Council-General for the Economy (Ministry of the Economy, Finance and Recovery)

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  Deputy: Alexie Lalanne-Pelerin, Deputy Head, Department for Energy, State Holdings, Industry and Innovation, Budget Directorate (Ministry of Public Accounts)

— **MINING**
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  Deputy: Jean-François Gallraud, Head of Office, Directorate-General for Planning, Housing and Nature, Directorate for Water and Biodiversity (Ministry of Ecological Transition)

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Anne Besnier, Vice-President, Delegate for Higher Education and Research, Centre-Val de Loire Regional Council
Sylvie Joussaume, Research Director, CNRS, Laboratory for Climate and Environmental Science, UMR 1572
Marc Chaussidon, Director, Paris Institute of Planetary Physics
Pierre-Alain Gautier, Director, Corporate Affairs & Partnerships - Eramet Group

**BRGM STAFF REPRESENTATIVES:**

Marie-Christine Dctor (CFDT), Nicolas Frissant (CFDT), Daniel Rauconoues (CFDT), Denis Thiblimon (CST), Emilie Vanoudheusden (CFE/CGC), Pierre Vassal (CFE/CGC)

**ECONOMIC AND FINANCIAL AUDITING**

Bruno Rossi, Jean-Pascal Codine

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January 2022

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Émilia Huret, Deputy Director for R&D at ANDRA (Châtenay-Malabry, France)
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Zoubeida Keballi Bargaoui, Professor at the National School of Engineering, Tunis, University of Tunis El Manar (Tunis, Tunisia)
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Laurent Montador, Deputy Managing Director of CCR Group (Paris, France)
Valérie November, Research Director at CNRS, affiliated to the LATTS Laboratory, École des Ponts, Université Paris-Est (Paris, France)
Judith Saussie, Director of the École nationale supérieure de géologie (Nancy, France)
Hervé Suty, Managing Director of Tergys and CEO of CapBurdi (Blanquefort, France)
Tirza Van Daalen, Director of the Netherlands Geological Survey - TNO (Netherlands)
Olivier Vidal, Research Director at CNRS/ISTerre (Grenoble, France)
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January 2022

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Denis Favier, Safety Director - TotalEnergies Group
Rémi Pelon, Senior Mining Specialist - World Bank
Céline Adrien, Director of the EuroGeoSurveys (EGS) Secretariat
Louis Maréchal, Head of the Minerals and Mining Sector - OECD
Vanessa Salas-Pouget, Head of the Energy Unit - Ministry for Europe and Foreign Affairs
Rokhaya Samba Diene, Director of Exploration and Promotion of mining at the Ministry of Mines and Geology of Senegal, and President of the African Geological Survey Organisation (AGSO)
Professeur Zahar, Professor of Higher Education at the Ecole Polytechnique de Tunisie (EPT) and Director of the VDEC Laboratory (Sustainable Cities and Built Environment)
Jean Launay, President of the French Water Partnership (PFE)
Frédéric Jory (SAGEOS), Managing Director (Orléans, France)
Hervé Boisguillaume, CEO (Paris, France)

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January 2022

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By delegation, the Director-General of Development, Housing and Nature
The Director for Water and Biodiversity
The Director General for Risk Prevention
The Director General for Infrastructure, Transport and the Sea
The Director General for Energy and Climate
The Director for Research and Innovation

MINISTRY OF THE MINISTER FOR THE ECOLOGICAL TRANSITION
The Director for Water and Biodiversity
The Director General for Risk Prevention
The Director General for Infrastructure, Transport and the Sea
The Director General for Energy and Climate
The Director for Research and Innovation

MINISTRY OF THE MINISTRY FOR THE INTERIOR
The Director-General for Civil Security and Crisis Management

MINISTRY OF AGRICULTURE AND FOOD
The Deputy Director for Environmental Performance and Regional Development

MINISTRY OF SOLIDARITY AND HEALTH
The Director-General for Health

MINISTRY OF FRENCH OVERSEAS TERRITORIES AND DEPARTMENTS
The Director-General for Overseas France

MINISTRY OF CULTURE
The Director-General for Heritage

THE CHAIR OF THE BRGM SCIENCE COMMITTEE

THE CHAIR OF BRGM

AUDIT COMMITTEE

January 2022

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Émilie Vanoudheusden

GOVERNMENT COMMISSIONER
Émilie Bernardin-Skalen
A positive 2021 net result for the BRGM group

In 2021, BRGM confirmed the recovery that had begun in 2020. The improvement in results was due to increased operating activity for BRGM EPIC and the favourable outcome of the ERAMET share sale for its subsidiary BRGM SA.

Along with four other public research institutes (INRAE, CIRAD, IFREMER and IRD), BRGM operates on behalf of the government under programme 172 of the Organic Act on Public Accounts (LOLF). BRGM also receives subsidies for public service expenditure (SCSP) under programme 181, for its activities in post-mining and support for public-policy development in particular.

At the BRGM Group level

The net consolidated profit for the group stands at €12M in 2021 (compared to €0.3M in 2020). The contribution of the different entities to this net result is as follows:
- In 2020, BRGM contributed €3.6M to the Group’s consolidated operating result, which corresponds to its net social result of €12.7M adjusted to take account of entries for transactions with subsidiaries (mainly write-back for budget allotments to the BRGM SA subsidiary);
- BRGM SA contributed €7.6M, mainly due to the disposal of ERAMET shares;
- SAGEOS contributed €0.8M of income to the group in 2021, mainly as a result of the sale of CFG shares and dividends received from its subsidiaries and holdings;
- CFG, and IRIS INSTRUMENTS contributed €0.1M and +€0.4M respectively, while MPT IRIS Inc brought a loss of €0.4M.

At the BRGM EPIC level

BRGM EPIC’s net result improved further in the 2021 financial year, with a profit of €12.7M compared to a loss of €1.6M in 2020. The operating result increased by €1.9M to €4M (compared to €2.1M in 2020). The financial result increased by €12.3M compared to 2020 and amounted to €8.7M in 2021 (compared to a loss of €3.6M in 2020).
Financial and exceptional income
Write-back of operating reserves
Other income and transfer of expenses
Operating subsidies*
Turnover and production in stock or capitalised**

* Subsidies, including for public service expenditures (SSSP) mainly under programmes 02, 10, 113
** Income under contracts including MTE agreements (post-mining and others)

Evolution of total income 2018-2021
in millions of euros

Evolution of total expenses 2018–2021
in millions of euros
All these elements led to the payment of a profit-sharing bonus (€1.9M) and will allow a contribution to the company savings plan in 2022. The BRGM’s total operating resources for 2021 amounted to €156M. Excluding reversals of provisions and expense transfers, resources related to current activity increased by 6.6% compared to 2020 and amounted to €140.6M. Its overhead amounted to a total of €152M in 2021. After restatement of provisions and a €6M contribution to a new pension fund, expenses related to ordinary activities amounted to €138.2M, an increase of 6.6% compared to 2020. The increase mainly concerns external operating expenses (+€6.5M), due to the growth in activity. Personnel costs remained stable (at €68.2M).

Excluding post-mining activity, the level of SCSPs remains stable compared to 2020 (€53.9M). The contracts and agreements amounted to €51.8M, up by 5.3% compared to 2020. For business alone, the evolution is contrasted between international activity, which recorded an increase of €1.8M compared to 2020, and French business activity, for which production decreased slightly by €0.5M.

Production for the Public Policy Support mission attained its highest level for six years at €29.6M. On the other hand, public research activity financed by contracts and agreements (€11.9M) is down by €2.8M compared to 2020. This is due both to an increasing decline in final co-financing rates for national public research projects and to the financial closure of European H2020 projects at a lower level than expected.

The post-mining activity benefited from both an increase in the SCSP allocated to it (+€1M) and a significant increase in its production under contract (+€5.2M).

The financial result of €8.7M in 2021 is the result of the increase in the value of BRGM SA (mainly due to the sale of ERAMET shares) and the dividends received from SAGEOS (€1.5M).

Finally, corporate income tax due for the group amounted to €1M in 2021.
Breakdown of BRGM’s international operations by country in 2021

**Americas and Caribbean**
- Brazil, Jamaica, Trinidad and Tobago, Puerto Rico

**Europe**
- European Union, Serbia, Switzerland

**Maghreb**
- Algeria, Morocco

**Middle East**
- Saudi Arabia, Jordan

**Africa and Western Indian Ocean**
- Angola, Cameroon, Chad, Democratic Republic of Congo, Guinea, Malawi, Mali, Mozambique, Namibia, Nigeria
SAGEOS is the holding company for all shares held in subsidiaries operating in geothermal energy, with, on the one hand, CFG Services for which it owns 66.6% of the capital, and on the other, Geothermie Bouillante in which it has a 15% holding (ORMAT Systems and the Caisse des Dépôts et Consignations own 63.75% and 21.25% of the capital, respectively) and in measurement instruments for geophysical, hydrogeological, hydraulic, geotechnical and mining surveys, where it has a 51% holding in IRIS Instruments (the Japanese OYO Group holds the other 49%). For the management of excavated soil, it has a 40% holding in Soltracing (with HESUS owning 50%). COFRAMINES and BRGM SA hold the BRGM Group’s remaining equity in the mining sector (dormant companies with no activities or development planned, or companies under liquidation).

BRGM SA has held receivables from the Société de Participation Minière du Sud Calédonien (SPMSC) since 2005, when the BRGM Group transferred its share in the GORO project in New Caledonia to the SPMSC.
A busy year in 2021

The Compagnie Française de Géothermie (CFG) is a leader in the geothermal energy market, with core activities in four areas:

- Studies and consultancy in the field of geothermal resources;
- Project design, engineering and management for all geothermal applications (including electricity production and spas);
- Operational maintenance and monitoring of geothermal production facilities;
- Consultancy, services and products in the fields of corrosion and industrial microbiology.

CFG offers its clients its subsurface expertise for the design, implementation and operational monitoring of projects for all types of deep and shallow geothermal extraction and for a wide range of temperatures. CFG's expertise has extended its activities to include engineering services for geothermal loops and fluid conditioning.

To carry out its missions, CFG relies on two activities grouped together in a single production department.

- The IMO division handles project engineering and management (upstream sector: resource characterisation, design and implementation);
- The MSE division handles operational maintenance and monitoring, (downstream sector: commissioning, operational maintenance and monitoring, rehabilitation).

The engineering and project management activity was sustained from the second quarter onwards with the management and supervision of a new Dogger doublet in Evry (91) and significant shaft rehabilitation work in France and Switzerland. Feasibility studies in the Île-de-France, Centre-Val de Loire and PACA regions suggest that there is good potential for the production of carbon-free energy in heating networks and in the industrial sector in the near future.

CFG has supported major energy operators in their current projects and the development of geothermal electrical generation projects in the overseas territories. These projects are revitalising the subsurface engineering sector in volcanic environments and enabling the redevelopment of know-how specific to this field of activity.

The microbiology consultancy activity on behalf of ANDRA continued, albeit at a lower level than that projected.

The maintenance and operational monitoring business was particularly busy in terms of maintenance work and sales of specialised shaft equipment.

Scheduled maintenance activities, of which there were seven this year, generated a lot of work, placing heavy demands on the technical teams in a health context which is still complex in 2021. In addition to these maintenance operations, we also had to deal with breakdowns that tested the responsiveness and availability of our teams.

The maintenance work led to the discovery of problems either with the production equipment or with the structures themselves. The rehabilitation of the facilities generated equipment sales and rehabilitation work as prime contractor.

We should also note the equipping of two new doublets at Champs-sur-Marne and Vélizy with CFG technologies in terms of anti-corrosion treatment.

Production of Labège kits was very strong with the upswing of the oil and gas sector after two years of low demand and low prices.

Major orders were filled, notably for operators in West Africa.

In terms of research and development, partnership projects were pursued in 2021 on various technical subjects such as the development of high-temperature submersible pumps, and the exploration of new options for coupling geothermal energy and CO2 reinjection.

Research work (with ADEME funding) on complete preparation of shafts with composite materials was finalised in 2021 with the development of a specific cementing methodology. From 2022, this work will be applied for the construction of two doublets incorporating this technology in Alfortville and Champigny-sur-Marne.

Complex rehabilitation operation with snubbing unit in Switzerland.
The health crisis and all its consequences remained a central concern for IRIS Instruments in 2021 and for its employees and customers. Their cohesion and professionalism enabled our teams once again to rise to the occasion to face this second atypical year.

Due to successive country restrictions, travel to scientific conferences, trade fairs and customer visits remained limited. However, digital communication tools were used to ensure that the bond with scientific, commercial and customer partners was not lost.

Financially, the company is performing well, driven equally by the mineral prospection, groundwater exploration and environmental markets.

The commercial success of compact resistivity meters (SYSCAL), designed for monitoring the first 250 m of the subsurface, is intensifying with uses that extend beyond traditional applications such as hydrogeology, monitoring of natural and anthropic risks, archaeology, etc. Consequently, these leading-edge electrical-imaging instruments, with their proven reliability, are now routinely used in the field of civil engineering.

Global mining exploration budgets increased significantly in 2021, driven by a growing demand for base metals and for critical metals related to energy transitions (transport and energy). IRIS Instruments was able to capitalise on this momentum with increased sales of resistivity and induced polarisation, deep-exploration systems for investigating beyond the first 250 metres. Although it is too early to predict, this enthusiasm for deep exploration is likely to be sustained.

IRIS Instruments is ready to meet the demand for deep mining prospection with the publication of its patent EP3572846A1 “High Power Transformer and Transmitter for Geophysical Measurements” and its range of instruments that are patented in the USA, Canada and Australia. With its 6kW of power, this transmitter will become an essential tool for deep monitoring, alongside FullWavers and more traditional receivers such as ELRECs.

Private sector equipment sales increased in 2021, indicating a significant economic recovery despite the difficulties operators still face in moving from one theatre to another.

IRIS Instruments continues its research and development effort in order to offer its customers solutions that meet their challenges. The company benefits from support under the French government’s recovery plan in the context of its joint laboratory with the CEA/IRFU. Its success in responding to calls for projects also provides opportunities for high-quality collaborative research with BRGM and other scientific partners. This investment guarantees the performance of future instruments that will be offered to tomorrow’s customers.
French Geological Survey

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