

# Better manage today's skills to anticipate tomorrow's needs

BRGM is continuing to digitise and optimise its HR processes through the development of BRGM Carrières. A new module has been added to this on-line portal to facilitate and improve skills management. Serving office managers and project leaders in particular, it should help to streamline the way the institution operates and anticipate the jobs of the future.

**MARIE BELOSSAT**  
Human Resources  
Director

**ANNE GAUTHIER**  
Deputy Human Resources  
Director

**S**ince 2024, annual appraisals have been conducted, online, in a dedicated space via the new BRGM Carrières portal. A number of tabs allow employees to track progress towards their career objectives, state their mobility wishes and, a new feature for the 2025 campaign, enter their skills. Professional skills but also extra-professional ones that can be used at BRGM (fluency in a foreign language, ability to pilot drones, climbing, potholing, etc.), which everyone can also declare at any time in their personal space, while specifying their estimated level of proficiency.

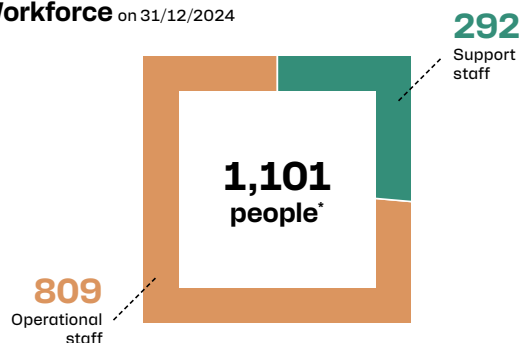
*"This approach," explains Anne Gauthier, "lets us build up a database for the institution, which can be used to identify employees with the skills we're looking for, even by combining several criteria."* This feature is already available for scientific professions and will be possible for support profiles in 2025. The list was drawn up on the basis of the European Research Council (ERC) standards as part of the institution's Human Resources Strategy for Researchers (HRS4R) accreditation.

### An overall and up-to-date view

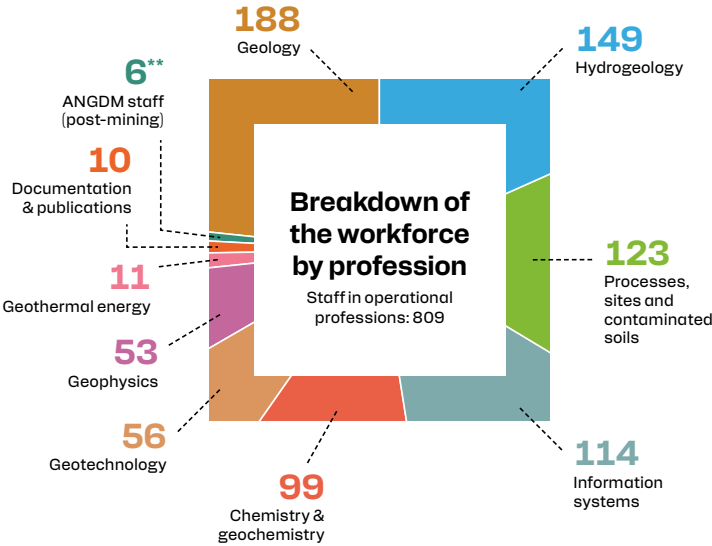
The first users of interest are project managers responsible for mobilising a team. *"By offering an overall, up-to-date view of the entire institution, this module makes it possible to broaden the search for profiles and to identify people who have been rarely or never approached for the skills they possess, with the aim of offering them corresponding assignments,"* emphasises Anne Gauthier. *"As our business grows, this should help us to spread our workload more evenly."* Another advantage is that this overview of the skills available will reveal those that are lacking or in short supply, making it easier to manage and, above all, anticipate jobs, in line with the institution's strategy.

Finally, BRGM Carrières is optimising career management by making it easier for employees to enter their mobility wishes and training requests, for which a module is currently being developed. Another, dedicated to the Careers Committee, will also be added. *"The aim of this integrated tool is to streamline and increase the reliability and traceability of all our HR processes, for more transparent and efficient management for the institution and its employees,"* explains Marie Belossat.

**Workforce** on 31/12/2024



\* 18 post-doctoral researchers, 23 PhD researchers, 10 civic service volunteer (VSC) and 53 sandwich-course students



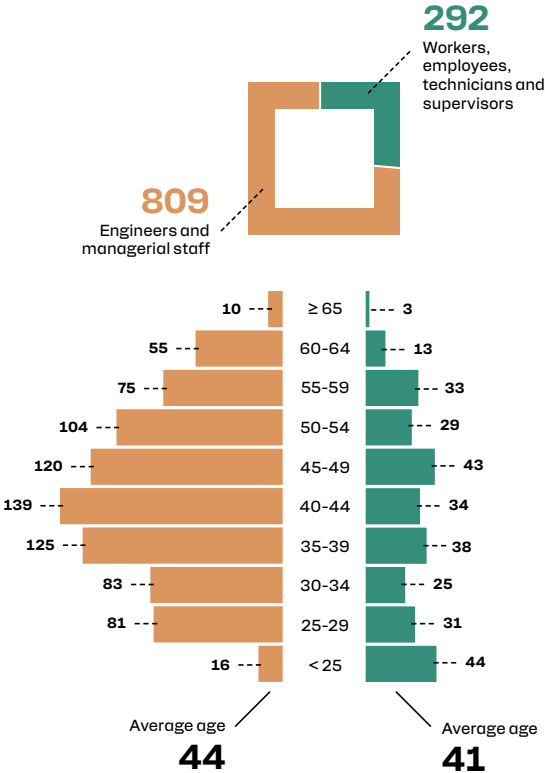
\*\* Staff provided by the National Miners' Rights Agency (ANGDM) to BRGM for post-mining activities

**“BRGM Carrières is an integrated tool designed to streamline and increase the reliability and traceability of all our HR processes, for more transparent and efficient management for the institution and its employees”**

**Much-appreciated quality of life at work**

This development is likely to further boost employee satisfaction with the institution. The 2024 edition of the social barometer shows very positive results for the quality of life and working conditions (QLWC) at BRGM, despite industrial action throughout the year, which has since been given satisfaction by a pay rise granted by the Chair and CEO. Employees particularly appreciate the work-life balance (for 87% of respondents), the working environment (76%) and the sense of community, even when working remotely (76%).

**Age pyramid by category on 31/12/2024**



**77%**

**of employees** are on the whole satisfied with their working conditions at BRGM (+2% compared with 2022)

**63%**

**of employees** feel good at BRGM (+6% percent compared with 2022)

Source: 2024 Social Barometer

This QLWC should improve further, thanks to the agreement negotiated with employee representatives in 2024 and signed at the beginning of 2025. It introduces new measures relating to parenthood, such as improved teleworking conditions for young parents, and to citizenship, including the extension to the whole of France of the benefits previously granted only to volunteer firefighters in the Loiret region (8 days' paid leave). ■

# Sustainable development

## Clear ambitions for 2030

BRGM saw the request from the Ministry of Higher Education and Research to draw up a master plan for Sustainable Development and Corporate Social Responsibility (SD & CSR) as an opportunity to structure and expand its activities in this area.

**PHILIPPE SABOURAULT**  
Head of CSR

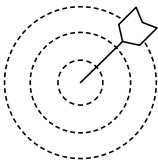
**HERVÉ RIOLLAND**  
Head of Risk Prevention  
and Quality Auditing

Promoting a vision, giving meaning and forging an identity: this is how BRGM's SD & CSR master plan formulates its response to the major challenges of the ecological transition and an equitable society. Covering the period 2025-2030, this document outlines a global, unifying project that embraces all the institution's activities – research, support for public policy, partnership research, expert appraisal, post-mining management and support activities – and mobilises all its employees.

### Certified commitments

BRGM's ISO 9001 and ISO 14001 certifications (the latter valid only for the Orléans site) were renewed for three years in 2024. They are intended to maintain the quality of the institution's services and reduce the environmental impact of its activities. The audit conducted by Afnor revealed 12 strong points, but also 12 areas for improvement, 3 sensitive points and 2 minor non-compliances, which led to an action plan being drawn up. Risks are also managed via projects. In 2024, 91% of high-stakes risks (with budgets in excess of €250,000) had been the subject of upstream analysis. The quarterly summary of these studies helps to define the measures to be taken to prevent the main risks identified. Downstream, 181 project assessments were drawn up in 2024. This feeds back into the establishment's continuous improvement process.

12 targets by the end of 2030\*



+30%  
of scientific projects  
relating to mitigating and  
adapting to climate change  
and preserving biodiversity

of scientific documents  
made available to the public  
  
of public appearances  
(TV, press, radio, conferences)

-18%  
water consumption

+12,000m<sup>2</sup>  
of land surfaces  
conducive to biodiversity

+6,000m<sup>2</sup>  
of premises fitted  
out to improve accessibility,  
quality of life and working  
conditions (QLWC)

-30%  
carbon  
footprint

- 6%  
of fossil fuels  
in the energy mix

+ 6  
systemic plans  
for adapting sites  
to climate change

diversity and  
inclusion footprint  
points

satisfaction rate  
points on the 3 key  
QLWC indicators  
(social barometer)

points for overall  
satisfaction in  
working at BRGM  
(social barometer)

\* Compared to 2024



For its new laboratories in Orléans, BRGM chose geothermal energy for heating and cooling, through a shaft drilled close to the building.  
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**“Implementing the SD & CSR master plan implies a profound change in practices”**

### CSR in action

At the same time as it drew up its SD & CSR master plan, the institution continued its actions in the area of corporate social and environmental responsibility. For example, it issued a challenge to employees which resulted in the collection of more than 680kg of used textiles, and donated hundreds of items of furniture and publications to them. BRGM has also continued to modernise its real estate (2 buildings) and stepped up its efforts to reduce its carbon footprint. Calculated in 2024, the emissions generated by its activity in 2023, based on the number of full-time equivalent jobs (FTE), amounted to 14.82 tCO<sub>2</sub>e/FTE, compared with 15.04 tCO<sub>2</sub>e/FTE in 2022. While the proportion linked to commuting, thanks to the full application of the teleworking agreement and the increasing use of soft mobility, has fallen sharply, as has electricity consumption, emissions due to business travel have increased, as has energy consumption for heating at the Orléans site. Lastly, the CSR delegation has been revitalised and a CSR Ambassadors' Club has been set up following a call for volunteers. Working as part of an interdisciplinary team, these employees are responsible for designing and carrying out initiatives to strengthen the in-house CSR culture.

Drawn up in 2024, this master plan is based on the SD & CSR actions contained in the various sector plans<sup>(1)</sup> that have been implemented and on discussions with stakeholders, in particular the Social and Economic Committee, the Board of Directors and the CSR Ambassadors' Club (see box opposite). Aligned with the institution's strategic objectives – scientific, climate, regional, digital – and development, together with its new internal organisation (see pages 12-13), it is built around two societal pillars: climate and biodiversity, resources and social progress. In addition, there are three key levers for transverse and coherent action: governance rooted in CSR, the regional deployment of our activities and the digital transition.

### Five major commitments

According to Philippe Sabourault, *“The course to be followed between now and 2030 is marked out by five major commitments: to accelerate society's ecological transition through our research, innovation and expertise; to strengthen the dialogue between science and society on the role of the subsurface in the ecological transition; to reduce the environmental impact of our activities and adapt; to promote equality, diversity and inclusion; and to assert a meaningful social policy that*

*promotes quality of life and good working conditions.”* These commitments are spelled out as 12 objectives for 2030 (see page 70), to be achieved through measures defined in a collective and participatory manner, with annual monitoring. *“This master plan is an ambitious transformation project for the institution, which concerns every member of staff, whatever their job,”* emphasises Philippe Sabourault. Its implementation implies a profound change in practices, as part of a long-term strategy of continuous improvement. ■

(1) Contract of objectives, resources and performance 2023-2027, ISO 14001 certification for environmental management, energy sobriety plan, government ecological transformation plan for eco-responsible public departments, European HRS4R label for research, open science policy, charter for openness to civil society, etc.



# Board of Directors



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Chair and CEO

**Christophe Poinssot**  
Deputy CEO

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UNDERSTANDING AND MODELLING  
REGIONAL GEOLOGICAL  
FORMATIONS

---- Recruitment of Programme  
Director underway



TRANSFORMING  
THE GEOSCIENCES  
THROUGH DIGITAL  
TECHNOLOGY  
---- **Michaël Chelle**  
Programme Director



ENSURING A  
RESPONSIBLE  
SUPPLY OF MINERAL  
RESOURCES  
---- **Johann Tuduri**  
Programme Director



MANAGING GROUND  
AND SUBSURFACE  
RISKS  
---- **Olivier Cerdan**  
Programme Director



USING THE  
SUBSURFACE FOR THE  
ENERGY TRANSITION  
AND DECARBONISATION  
---- **Francis Claret**  
Programme Director



PROTECTING  
GROUNDWATER  
RESOURCES  
---- **Alain Dupuy**  
Programme Director



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Chief of Staff

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Scientific Director

**Marie Belossat**  
Human Resources Director

**Catherine Bonin**  
Director of Innovation, Commercial  
and International Activities



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Director of Project Support,  
Production and Performance

**Caroline Ricordel**  
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Resources

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Director of Energy and  
Decarbonisation  
Delegate for Climate Strategy



**Claudie Carnec**  
Director for Risks and  
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Director of Mineral  
Resources

**Jean-Louis Nedellec**  
Director of Prevention  
and Mine Safety

**Francis Garrido**  
Director,  
Regional Network

**Natacha Girold**  
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Director of  
Digital Applications

**Jean-Marc Mompelat**  
Director of Territorial Strategy  
and Public Service

**Michaël Chelle**  
Director of  
Digital Strategy

# Board of Governors and committees

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## Board of Governors

February 2025

Chair of the Board of Governors

**Catherine Lagneau**

Government Commissioner

**Florence Riou**

### REPRESENTING THE MINISTERS FOR:

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**Fatima Laggoun**, CNRS Research Director and Policy Officer for “Continental Surfaces and Interfaces”, Ministry of Higher Education and Innovation, Research and Innovation Directorate

**Deputy: Muriel Thibaut**, Policy Officer for “New Technologies for Energy”, General Directorate for Research and Innovation (Ministry of National Education, Higher Education and Research)

#### ---- THE ENVIRONMENT

**Anne-Cécile Rigail**, Head of the Technological Risks Department, Risk Prevention Directorate

**Deputy: Jean-Luc Perrin**, Deputy Director for Chronic Risks and Coordination, General Directorate for Risk Prevention (Ministry for Ecological Transition, Biodiversity, Forestry, the Sea and Fisheries)

#### ---- FOREIGN AFFAIRS

**Tristan Dufes**, Deputy Director for Strategic Sectors, Economic Diplomacy Directorate

**Deputy: Élodie Laugier**, Deputy Assistant Director, Strategic Sectors Sub-Directorate, Economic Diplomacy Directorate (Ministry for Europe and Foreign Affairs)

#### ---- COOPERATION

**Valérie Brisset**, Deputy Director, Directorate for Cultural, Educational, Academic and Scientific Diplomacy

**Deputy: Sébastien Lafragette**, Head of Operator Oversight and Sector Strategies department, Directorate of Cultural, Educational, Academic and Scientific Diplomacy (Ministry for Europe and Foreign Affairs)

#### ---- THE ECONOMY

**Bernard Doroszczuk**, Engineer-General for Mines, Associate Member of the General Economic Council

**Deputy: Hélène Le Du**, Engineer-General for Mines, General Economic Council (Ministry of the Economy, Finance and Industrial and Digital Sovereignty)

#### ---- THE TREASURY

**Yoann Geneslay**, Assistant to the Deputy Director of the 3rd Sub-Directorate, Budget Directorate, in charge of Industry and Energy – Public Accounts

**Deputy: Simon Pineau**, Head of the Office for Energy, State Holdings, Industry and Innovation, Budget Directorate, in charge of Industry and Energy (Ministry of the Economy, Finance and Industrial and Digital Sovereignty)

#### ---- MINING

**Isabelle Kamil**, Deputy Director for Protection and Management of Water and Mineral Resources and Aquatic Ecosystems, Directorate for Water and Biodiversity, General Directorate for Spatial Planning, Housing and Nature

**Deputy: Jean-François Gaillaud**, Chief of Staff of the Sub-Directorate for the Protection and Management of Water and Mineral Resources and Aquatic Ecosystems, Water and Biodiversity Directorate, General Directorate for Spatial Planning, Housing and Nature (Ministry of Ecological Transition, Biodiversity, Forests, the Sea and Fishing)

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**Catherine Lagneau**, BRGM Chair and CEO

**Anne Besnier**, Vice-President for Higher Education, Research and Innovation at the Centre-Val de Loire Regional Council, Member of the European Committee of the Regions

**Nicolas Arnaud**, Director of the *Institut National des Sciences de l'Univers*, Scientific Director for the Lille, PSL and Paris Est sites

**Serge Catoire**, Director of Industry at UIMM, Honorary Engineer General of Mines

**Marc Chaussidon**, Director, *Institut de Physique du Globe de Paris* (IPGP)

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**Nicolas Frissant** (CFDT)

**Valérie Guérin** (CFDT)

**Simon Lopez** (CGT)

**Élodie Giuglaris** (CGT)

**Lydie Jeux** (CFE/CGC)

**Pierre Vassal** (CFE/CGC)

### ECONOMIC AND FINANCIAL AUDITING:

**Bruno Rossi, Jean-Pascal Codine**

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February 2025

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**Vincent Lagneau**, Professor, Director, Geosciences Centre at the *École des Mines* (Paris, France)

**Philippe Agard**, Professor, Sorbonne University (Paris, France)

**Xavier Arnault de Sartre**, CNRS Research Director, University of Pau and the Pays de l'Adour (Pau, France)

**Hélène Barucq**, Research Director at INRIA (France)

**Hélène Budzinski**, CNRS/INEE Research Director (UMR EPOC) (Bordeaux, France)

**Philippe Charvis**, Director for Science, IRD  
(Marseille, France)

**Tirza Van Daalen**, Director of the Netherlands Geological Survey, TNO (Netherlands)

**Anne Le Friant**, CNRS Research Director, Deputy Director IPGP (Paris, France)

**Stéphane Guillot**, CNRS/INSU Research Director, Risk Delegate to the CNRS General Directorate (Paris, France)

**Michel Jébrak**, Professor Emeritus at the *Université du Québec* in Montréal (Canada)

**Patrick Landais**, Specialist in energy transition issues and subsurface uses, ex-CEA (retired)

**Anne Laurent**, Professor, Director of ISDM, University of Montpellier (France)

**Louis Londe**, Technical Director of Géostock (Paris, France)

**Christelle Marlin**, Professor at the University of Paris-Saclay (Paris, France)

**Valérie November**, CNRS Research Director, affiliated to the LATTs laboratory, École des Ponts, Université Paris-Est (Paris, France)

**Judith Sausse**, Professor, Director of the *École Nationale Supérieure de Géologie* (Nancy, France)

**Olivier Vidal**, Research Director at CNRS/IS Terre (Grenoble, France)

**Ralph Watzel**, Professor, Director of the German Geological Survey, BGR (Germany)

## **International Committee**

*February 2025*

**Jean Lamy**, Former Ambassador

**Theresa Ponce de Leão**, Chair of the Board of Governors of the National Laboratory for Energy and Geology (LNEG), Portuguese Geological Survey

**Denis Favier**, Safety Director, TotalEnergies Group

**Rémi Pelon**, Senior Mining Specialist, World Bank

**Frédéric Maurel**, Deputy Head of the Water and Sanitation Division, AFD

**Céline Adrien**, Director of the EuroGeoSurveys (EGS) Secretariat

**Louis Maréchal**, Head of Minerals and Extractive Sector, OECD

**Maël Le Bail**, 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, and President of the Organisation of African Geological Surveys (OAGS)

**Yadh Zahar**, Professor of Higher Education at the *École Polytechnique de Tunisie* (EPT) and Director of the VDEC Laboratory (Sustainable Cities and Built Environment)

**Jean Launay**, President of the French Water Partnership (PFE)

## **National public-services strategy committee**

*February 2025*

### **REPRESENTING THE MINISTRY OF ECONOMY, FINANCE AND INDUSTRIAL AND DIGITAL SOVEREIGNTY**

By delegation, the Director General of Development, Housing and Nature (DGALN)

### **REPRESENTING THE MINISTRY OF ECOLOGICAL TRANSITION, BIODIVERSITY, FORESTS, THE SEA AND FISHERIES**

General Directorate for Development, Housing and Nature (DGALN)/Head of the Water and Biodiversity Department, (DEB)

General Directorate for Energy and Climate (DGEC)

General Directorate for Infrastructures,

Transport and Mobility (DGITM)

General Directorate for Risk Prevention (DGPR)

### **REPRESENTING THE MINISTRY OF EDUCATION, HIGHER EDUCATION AND RESEARCH**

General Directorate for Research and Innovation (DGR)

### **REPRESENTING THE MINISTRY OF AGRICULTURE AND FOOD SOVEREIGNTY**

General Directorate for Company Economic and Environmental Performance (DGPE)

### **REPRESENTING THE MINISTRY OF LABOUR, HEALTH AND SOLIDARITY**

General Directorate for Health (DGS)

### **REPRESENTING THE MINISTRY OF THE INTERIOR**

General Directorate for Civil Defence and Crisis Management (DGSCGC)

### **REPRESENTING THE MINISTRY OF FRENCH OVERSEAS TERRITORIES AND DEPARTMENTS**

General Directorate for Overseas France (DGOM)

### **REPRESENTING THE MINISTRY OF CULTURE**

General Directorate for Heritage and Architecture (DGPA)

### **CHAIR OF THE BRGM SCIENCE COMMITTEE**

**BRGM CHAIR & CEO**

## **Audit Committee**

*February 2025*

Chair

*Appointment underway*

**Simon Lopez**

**Pierre Vassal**

**Yoann Geneslay**

**Nicolas Frissant**

**Jean-Luc Perrin**

**Jean-Pascal Codine**


Government Commissioner

**Florence Riou**




# Regional network


**Regional Directorate**




**Director**  
-----  
**Francis Garrido**  
tel. +33 (0)2 38 64 31 88  
f.garrido@brgm.fr



**East and South sector**  
-----  
**Patrick Charbonnier**  
Deputy Director  
tel. +33 (0)2 38 64 33 26  
p.charbonnier@brgm.fr



**North and West sector**  
-----  
**Pierre Pannet**  
Deputy Director  
tel. +33 (0)2 38 64 48 21  
p.pannet@brgm.fr



**Overseas sector**  
-----  
**Xavier Daupley**  
Deputy Director  
tel. +33 (0)2 38 64 38 93  
x.daupley@brgm.fr

**Auvergne-  
Rhône-Alpes**



**Regional Head Office**  
Lyon site  
-----  
**Stéphane Buschaert**  
58 boulevard Niels Bohr  
69100 Villeurbanne  
tel. +33 (0)4 72 82 11 50  
s.buschaert@brgm.fr



**Regional Delegation**  
Clermont-Ferrand site  
-----  
**Christian Iasio**  
12 avenue des Landais  
63170 Aubière  
tel. +33 (0)4 73 15 23 00  
c.iasio@brgm.fr

**Bourgogne-  
Franche-Comté**



**Regional Head Office**  
Dijon site  
-----  
**Aurélien Vallet**  
Parc technologique  
27 rue Louis de Broglie  
21000 Dijon  
tel. +33 (0)3 80 72 90 40  
a.vallet@brgm.fr

**Bretagne**



**Regional Head Office**  
Rennes site  
-----  
**Pauline Drzewiecki**  
Rennes Atalante Beaulieu  
2 rue de Jouanet  
35700 Rennes  
tel. +33 (0)2 99 84 26 70  
p.drzewiecki@brgm.fr

**Centre-  
Val de Loire**



**Regional Head Office**  
Orléans site  
-----  
**Alain Saada**  
3 avenue Claude Guillemin  
BP 36009  
45060 Orléans Cedex 2  
tel. +33 (0)2 38 64 31 92  
a.saada@brgm.fr

**Corsica**

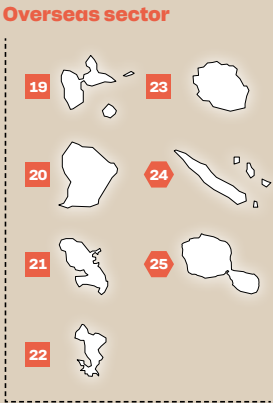
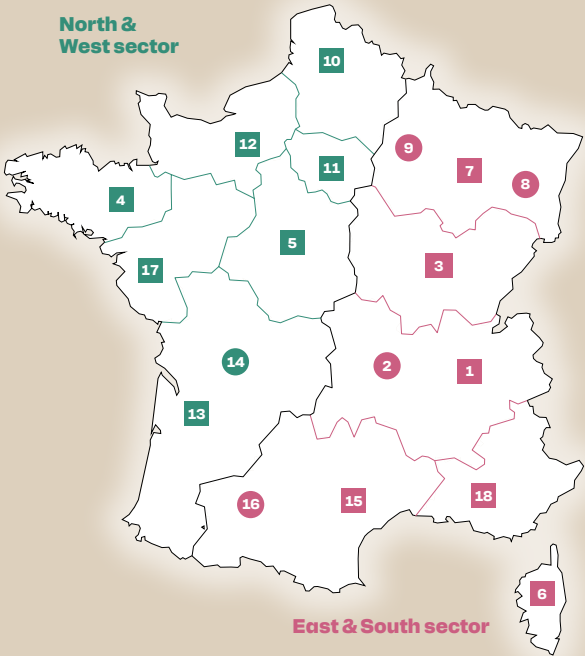


**Regional Head Office**  
Bastia site  
-----  
**Baptiste Vignerot**  
Immeuble Agostini  
Zone industrielle de Furiani  
20600 Bastia  
tel. +33 (0)4 95 58 04 33  
b.vignerot@brgm.fr

13  
regions in  
mainland France  
and Corsica

7  
overseas  
regions

5  
delegations in  
mainland France



- Regional divisions
- Regional delegations
- Regional offices

## Grand Est (Eastern France)



**Regional Head Office**  
Nancy site  
--- **Nicolas Koeberlé**  
1 rue Jean Zay  
54500 Vandœuvre-lès-Nancy  
tel. +33 (0)3 83 44 81 49  
n.koeberle@brgm.fr



**Regional Delegation**  
Strasbourg site  
--- **Sonia Heitz**  
Parc d'activités Porte Sud  
Rue Pont du Péage  
Bâtiment H1  
67118 Geispolsheim  
tel. +33 (0)3 88 77 48 90  
s.heitz@brgm.fr



**Regional Delegation**  
Reims site  
--- **Hélène Vinot**  
1 rue Maurice Hollande  
Bâtiment B1  
51100 Reims  
tel. +33 (0)3 26 84 47 70  
h.vinot@brgm.fr

## Hauts-de-France (Northern France)



**Regional Head Office**  
Lille site  
--- **Mikael Philippe**  
Arteparc Bâtiment A  
2 rue des Peupliers  
BP 10406  
59810 Lesquin Cedex  
tel. +33 (0)3 20 19 15 40  
m.philippe@brgm.fr

## Paris Region



**Regional Head Office**  
Paris site  
--- **Marc Peruzzetto**  
AFD-BRGM  
5 rue Roland Barthes  
75012 Paris  
tel. +33 (0)1 40 58 89 17  
m.peruzzetto@brgm.fr

## Normandy



**Regional Head Office**  
Rouen site  
--- **Manuel Parizot**  
7 rue Andreï Sakharov  
76130 Mont-Saint-Aignan  
tel. +33 (0)2 35 60 12 00  
m.parizot@brgm.fr

## Nouvelle Aquitaine



**Regional Head Office**  
Bordeaux site  
--- **Cécile Le Gall**  
Parc technologique Europarc  
24 avenue Léonard de Vinci  
33600 Pessac  
tel. +33 (0)5 57 26 52 70  
c.legall@brgm.fr



**Regional Delegation**  
Poitiers site  
--- **Jean-Christophe Audru**  
5 rue de la Goélette  
86280 Saint-Benoît  
tel. +33 (0)5 49 38 15 38  
jc.audru@brgm.fr

## Occitanie Region



**Regional Head Office**  
Montpellier site  
--- **Anthony Rey**  
1039 rue de Pinville  
34000 Montpellier  
tel. +33 (0)4 67 15 79 80  
a.rey@brgm.fr



**Regional Delegation**  
Toulouse site  
--- **Frédéric Tronel**  
Parc technologique du Canal  
3 rue Marie Curie  
Bâtiment Aruba - BP 49  
31527 Ramonville-Saint-Agne  
tel. +33 (0)5 62 24 14 50  
f.tronel@brgm.fr

## Loire Basin



**Regional Head Office**  
Nantes site  
--- **Xavier Rachez**  
1 rue des Saumonières  
BP 92342  
44323 Nantes Cedex 3  
tel. +33 (0)2 51 86 01 51  
x.rachez@brgm.fr

## Provence-Alpes- Côte d'Azur (PACA)



**Regional Head Office**  
Marseille site  
--- **Alexandre Stopin**  
117 avenue de Luminy - BP 168  
13276 Marseille Cedex 9  
tel. +33 (0)4 91 17 74 77  
a.stopin@brgm.fr

## Guadeloupe Saint-Pierre-et-Miquelon



**Regional Head Office**  
--- **Ywenn De La Torre**  
Parc d'activités de Colin  
La Lézarde  
97170 Petit-Bourg  
tel. +33 (0)5 90 41 35 48  
y.delatorre@brgm.fr

## French Guiana



**Regional Head Office**  
--- **Floriane Deneuville-Mayer**  
Chemin Louis Ribal  
Rue Jacques Cartier  
BP 10552  
97333 Cayenne Cedex 2  
tel. +33 (0)5 94 30 06 24  
f.deneuville-mayer@brgm.fr

## Martinique



**Regional Head Office**  
--- **Benoît Vittecoq**  
Villa Bel Azur  
4 lotissement Miramar  
Route Pointe des Nègres  
97200 Fort-de-France  
tel. +33 (0)5 96 71 17 70  
b.vittecoq@brgm.fr

## Mayotte



**Regional Head Office**  
--- **Ludivine Sadeski**  
3 impasse des Terrasses  
ZI Kaweni - BP 363  
97600 Mamoudzou  
tel. +33 (0)2 69 61 28 40  
l.sadeski@brgm.fr

## La Réunion



**Regional Head Office**  
--- **Ingrid Girardeau**  
5 rue Sainte-Anne - CS 51016  
97404 Saint-Denis Cedex  
tel. +33 (0)2 62 21 22 14  
i.girardeau@brgm.fr

## BRANCH OFFICES

### New Caledonia



--- **Vincent Mardhel**  
DIMENC/SGNC  
1 ter rue Édouard Unger  
Vallée du Tir - BP 56  
98845 Nouméa Cedex  
tel. +33 (0)6 87 27 03 65  
v.mardhel@brgm.fr

### French Polynesia



--- **Contact:** Xavier Daupley  
x.daupley@brgm.fr



## Mine Safety and Risk Prevention

UTAM (regional  
post-mining unit)



**Director**  
--- **Jean-Louis Nedellec**  
tel. +33 (0)2 38 64 34 99  
jl.nedellec@brgm.fr



**UTAM Centre - Ouest**  
--- **Boris Chevrier**  
3 avenue Claude Guillemin  
BP 36009  
45060 Orléans Cedex 2  
tel. +33 (0)2 38 64 35 43  
utamcentreouest@brgm.fr



**UTAM Sud**  
--- **Florence Rivet**  
Puits Yvon Morandat  
Quartier de la Plaine  
13120 Gardanne  
tel. +33 (0)4 42 65 46 20  
utamsud@brgm.fr



**UTAM Nord**  
--- **Fabrice Quirin**  
Rue Louis Blériot  
62420 Billy-Montigny  
tel. +33 (0)3 21 79 00 60  
utamnord@brgm.fr



**UTAM Est**  
--- **Nicolas Taillefer**  
2 avenue de la Moselle  
57800 Freyming-Merlebach  
tel. +33 (0)3 87 83 14 01  
utamest@brgm.fr

# 2024 accounts

## Growth and change

2024 confirms the dynamic begun under the Contract of Objectives, Resources and Performance (COMP): signing of the contract for the Inventory of Mineral Resources (IRM), strong involvement in national research programmes (PEPR), increasing activity of Ofremi, etc. Despite the ongoing industrial action for wage adjustments, the teams remained mobilised, as shown by the increase in production and the rise in the activity rate.

**NATACHA GIROLD**  
Financial Director

**MURIELLE LECAILLE**  
Deputy Financial Director

**B**RGM, along with four other public research institutions (Inrae, Cirad, Ifremer, IRD), is a State operator under programme 172 of the organic law on Finance Acts (LOLF). It also receives subsidies for public service expenditure (SCSP) under programme 181, in particular for its activities of “support for public-policy development” and “post-mining” Finally, it benefits from an SCSP subsidy under programme 113 to finance the piezometric network.

### At the BRGM Group level

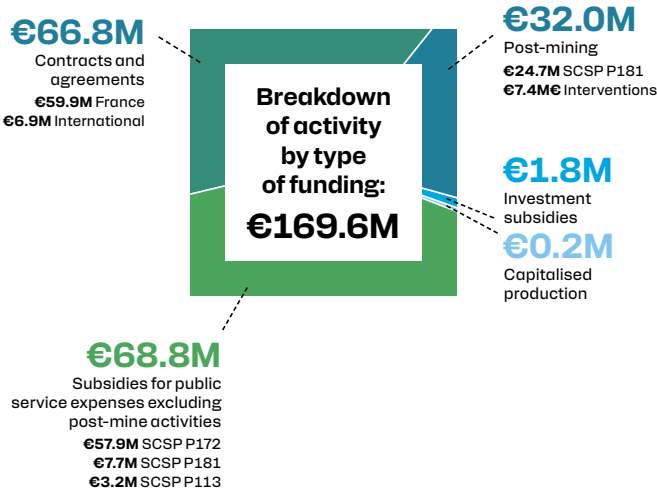
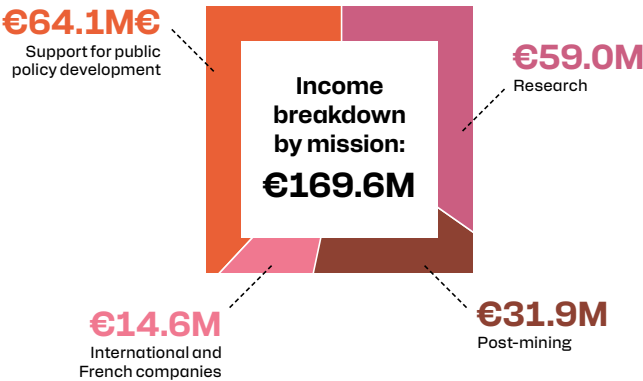
The net consolidated profit for the group stands at +€0.9M in 2024 (compared to +€0.7M in 2023). The main contributions of the entities are as follows:

- BRGM Epic: +€0.8M, corresponding to its net profit of €1.0M adjusted for entries relating to its subsidiaries;
- BRGM SA: -€0.7M;
- BRGM Invest: +€0.2M, which corresponds to its corporate result adjusted for dividends received from its subsidiaries and intra-group provisions;
- IRIS Instruments: +€0.7M.

**+€0,4M**  
BRGM Epic **operating result**  
in 2024

**€175.8M**  
**Operating expenses 2024**

**€176.2M**  
**operating income 2024**



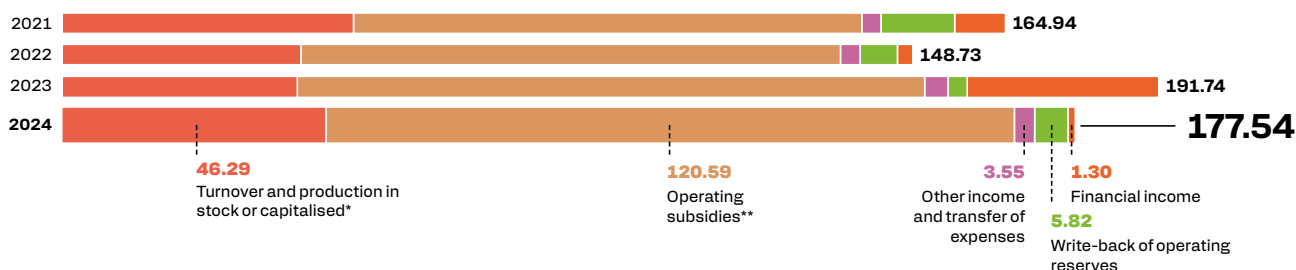
## Breakdown of income by strategic challenge

# €169.6M

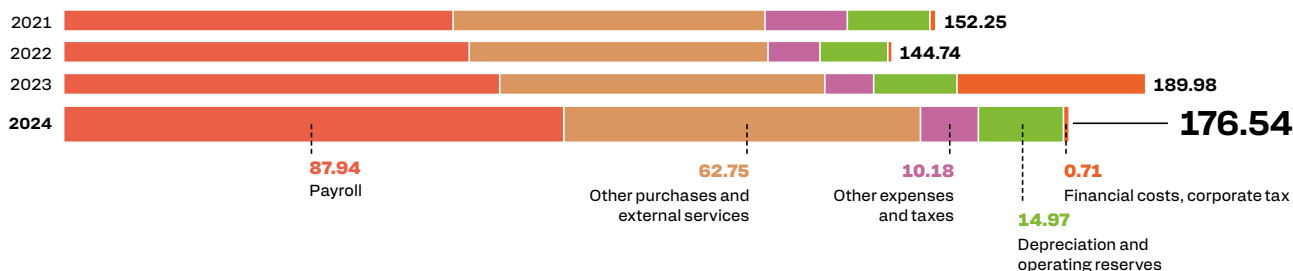
In millions of euros (excluding capitalised production)



### Evolution of total income 2021-2024 in millions of euros



### Evolution of total expenses 2021-2024 in millions of euros



\* Contractual resources including MTES agreements (post-mining and others)

\*\* Including subsidies for public service expenditure (SCSP), mainly from programmes 172, 181, 113 and 159



The year 2024 saw discussions about whether to create semi-in-house subsidiaries to support the growth of the institution's business. This was approved by the Epic's Board of Governors at the end of the year and could be implemented in 2025.

Two name changes were made in 2024 to ensure overall consistency and better identification of the Group's companies: Sageos became BRGM Invest, SM Chessy became BRGM Explore.

BRGM Invest acquired a 21.6% stake in SAS Terra Innova, which specialises in the reprocessing of site soil, and sold 50% of its stake in CFG to Beicip-Franlab. Turnover increased for both CFG and IRIS.

The Mining division saw BRGM Explore start its operational activity in July, in anticipation of the IRM contract being signed in September. The employees joined the company in November.

### At the BRGM Epic level

BRGM posted a net profit of €1.0M for its 2024 financial year compared with a net profit of €1.8M in 2023. The operating result was again positive, amounting to €0.4M (compared to €1.4M in 2023). The financial result amounted to €0.8M, down from €1.1M in 2023. All these elements led to the payment of a profit-sharing bonus (€2.8M, social security contributions included) and will allow the Group to contribute to the company savings plan in 2025. In addition, the allocation in the autumn of additional SCSP funds to Programme 172 enabled a value-sharing bonus of €3.7M (social security contributions included) to be paid at the end of the year.

With €176.2M in 2024, the operating income registered in the financial account increased overall by 11.4% compared to 2023. Excluding write-backs of reserves and expense transfers, resources related to current activity amounted to €167.7M, an increase of 10.3% compared to 2023. This development concerns both non-post-mining activities (€137.6M in 2024, up 10.1%) and post mining activities (€32M in 2024, up 10%).

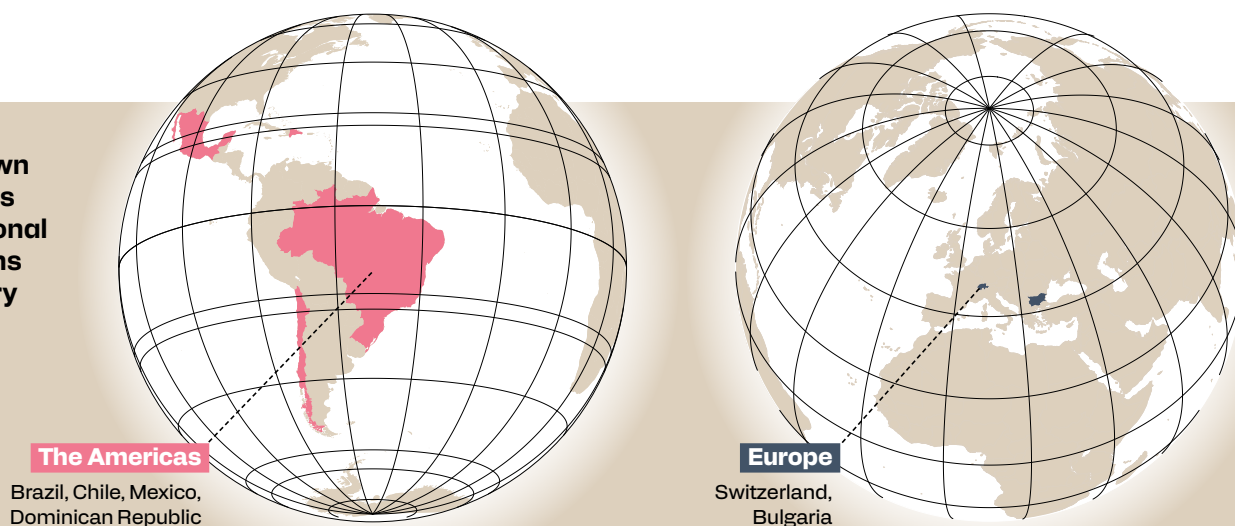
Excluding post-mining, the level of SCSP was €2.6M higher than in 2023. BRGM received additional funding from the Ministry of Research (+€3.5M from P172). The proportion of contracts and agreements (€66.8M) was up by €10.4M compared to 2023. The increase in activity in 2024 was particularly significant in research (+23%), which will enable us to achieve a balance between resources allocated to public policy support activities and those dedicated to research. In addition, the co-financing rates for public policy support and research have risen sharply (+5 percentage points and +4.4 percentage points respectively). Our international business is growing strongly, with turnover up by more than 60%. Once again this year, the level of orders signed was very high (over €77M, excluding the IRM project).

Income from post-mining business increased, standing at €7.3M (up €2.5M compared to 2023). The surveillance activity benefited from an additional SCSP of €0.6M to cover the additional energy costs of the pumping stations; the efforts made to limit over-consumption have enabled part of this additional allocation (€0.3M) to be carried forward to 2025.

Current operating expenses (excluding reserves and write-backs) were €18.6M (12.5% higher than in 2023), at €168.1M. Structural external expenses increased by €2.0M compared with 2023, mainly due to corporate and other taxes. Personnel costs increased by €11.6M compared with 2023, with the average remuneration ratio for existing staff (RMPP) is 5%, an increase in the number of employees (+36 FTEs overall) and the payment of a value-sharing bonus. Net financial income amounted to €0.8M in 2024 and consisted mainly of interest calculated on the loan granted to the subsidiary BRGM SA and a write-back of the reserve set aside for the loan following the revaluation of BRGM Explore shares in the company's accounts.

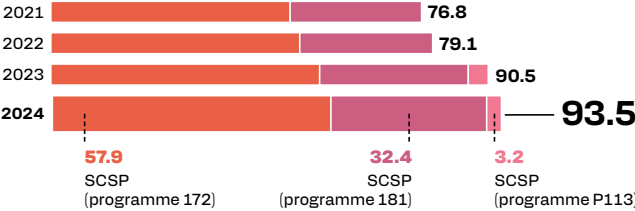
The Group's profit resulted in corporate tax of €0.3M in 2024. ■

### Breakdown of BRGM's international operations by country in 2024



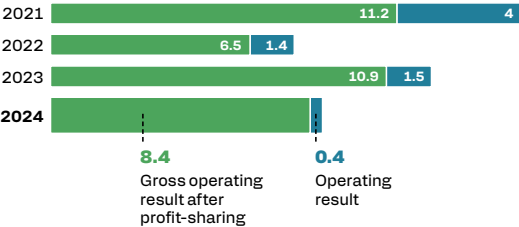
Evolution of government grants

in millions of €



Evolution of operating result

in millions of €

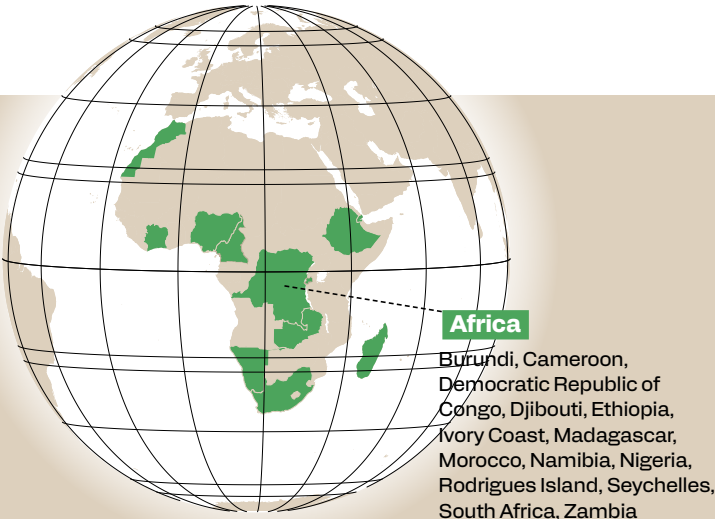
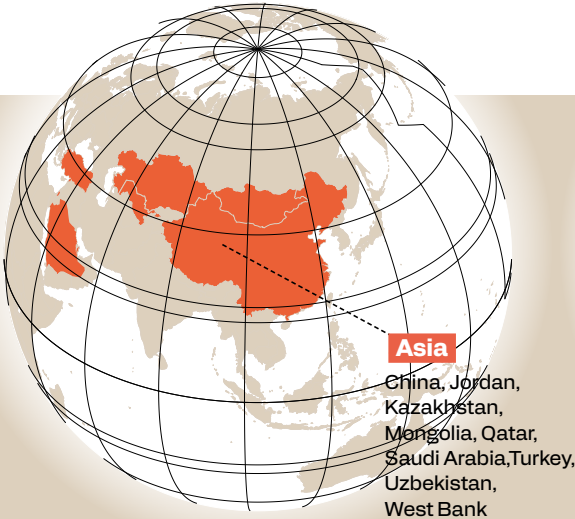


Evolution of resources under contracts for scientific research and support for public policy development

in millions of euros exclusive of VAT

Contracts and agreements + capitalised production

	2022	2023	2024
European Union + ERDF	6.517	6.678	6.738
ANR + Carnot	1.854	2.724	10.583
Agencies other than ANR	7.549	6.057	5.967
Local and regional authorities	7.253	8.557	7.749
Government Ministries and departments	20.873	20.210	21.306
Companies	0.717	2.600	1.946
Total	44.763	46.826	54.288



# Subsidiaries and holdings

## BRGM strengthens its resources

BRGM Group's subsidiaries and equity are divided between three holding companies, each of which caters to a specific sector.

In 2024, BRGM, a public industrial and commercial establishment (Epic) created a new subsidiary: BRGM Explore, which replaces *Société minière de Chessy*, is specialised in acquiring field data for mineral prospecting. Its semi-in-house status means that it is tightly managed by the Epic, which accounts for more than 80% of its activity.

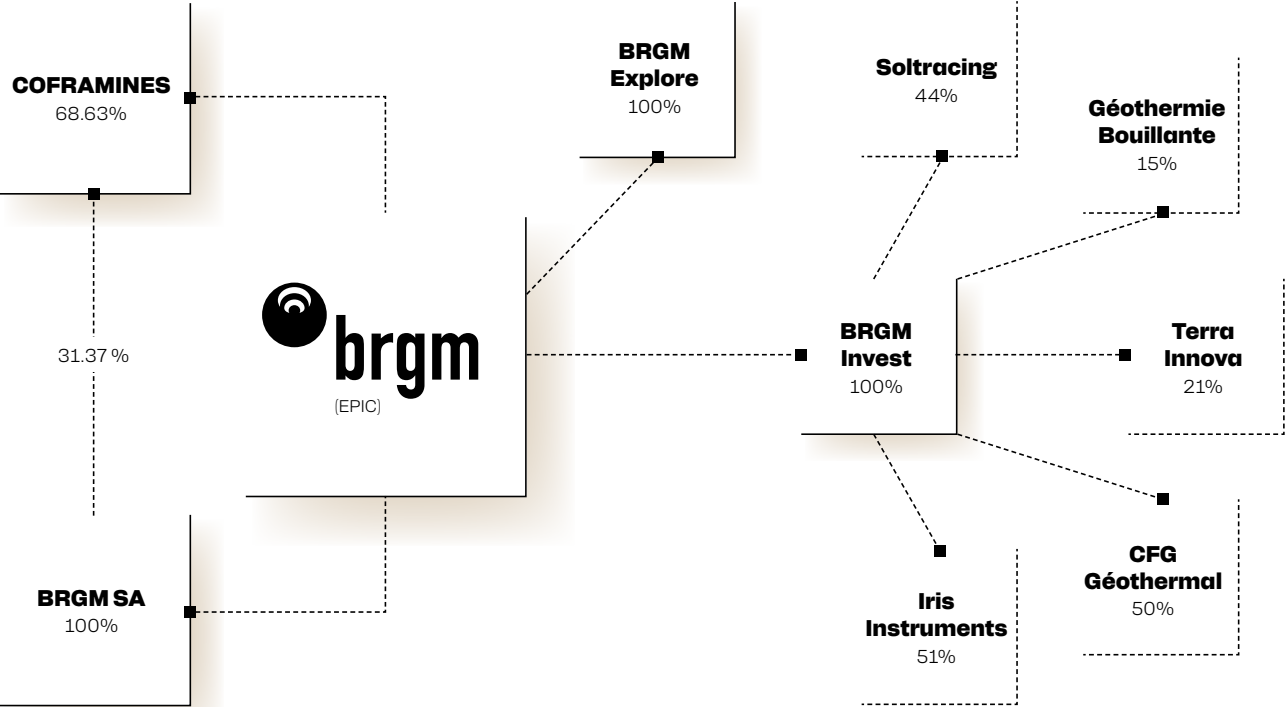
Formerly Sageos, BRGM Invest oversees the BRGM group's shareholdings in subsidiaries operating in:

- Geothermal energy: 50% of the capital of CFG (50% for Beicip-Franlab Groupe IFPEN since March 2024); 15% of Géothermie Bouillante (63.75% and 21.25% respectively for Ormat Systems and Caisse des Dépôts et Consignations).

- Measuring instruments for geophysics, hydrogeology, hydraulics, geotechnics and mining: 51% of the capital of IRIS Instruments (49% for the Japanese group Oyo).
- Management of excavated earth: 44% of Soltracing (55% for Hesus); 21% of Terra Innova since December 2024 (69% for long-standing shareholders and 10% for a group of private investors).

Finally, 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 holds receivables from the *Société de Participation Minière du Sud Calédonien* (SPMSC) since 2005, when the Group transferred its share in the GORO project in New Caledonia to the SPMSC. ■

BRGM Group structure  
as of 31 December 2024



# CFG Géothermal

## The start of a new era



As it prepares to celebrate its 40th anniversary in 2025, CFG Géothermal had a year marked by significant events and growing activity in 2024. The company now has two renowned organisations as shareholders, BRGM and Beicip-Franlab.



CEO  
**Éric Lasne**

Turnover  
**€6.370M**

BRGM  
Invest holds  
**50%**

Beicip-Franlab  
holds  
**50%**

A workforce of  
**24**

**GEOFFROY PAIXACH**  
CFG Géothermal Chair  
and CEO

**I**nitiated in 2019, the opening up of CFG Géothermal's capital, desired by its shareholder BRGM Invest, became effective in 2024 with the entry of Beicip-Franlab in April. The proximity of this IFPEN subsidiary gives the company a broader international dimension, the promise of penetrating new markets and the possibility of drawing on related and complementary know-how that strengthens its service offering and credibility in high-stakes markets.

At the same time, CFG Géothermal has updated its image, graphic charter and website. Supported by the entire company, this upgrading of the communication strategy is designed to increase the company's appeal, to customers and prospective customers, and to future employees.

Production activity was intense in 2024, with turnover of €6.37M, up by 17% compared to 2023. Four new employees joined the workforce during the year to boost production capacity and prepare the company for future challenges. Undertaken at the end of 2022, CFG Géothermal's transformation in line with the Ambition 2030 plan is well underway, even if there is still room for optimisation and more efficiency.

Project-management business remains buoyant, with the completion of geothermal doublets at Villeteuse, Roissy-Charles de Gaulle (ADP group) and Pantin, and major work (workover operations) at the Meaux and Rueil-Malmaison sites.

The many studies carried out outside the Paris Basin also show that geothermal energy is now an integral part of the energy transition equation throughout France. In response to this demand, CFG Géothermal has developed a de-risking service that speeds up the technical and economic assessment of a project in a new area, using advanced geophysical and numerical modelling technologies. We should also note the completion of a major study by the CFG-Beicip-Franlab consortium, to assess geothermal lithium resources in the Rhine Graben and the undertaking of studies on island regions (Mayotte, La Réunion) as part of electrical power plant projects.

2024 was also a good year for the maintenance and operations monitoring business, with sustained increase in the number of contracts, an intensification of breakdown interventions and the development of related services. At Champigny-sur-Marne, for example, CFG Géothermal installed and commissioned the equipment for the new composite doublet.

Organised by the company, the *Petits Déj de la Géothermie* (Geothermal Breakfast meetings) were a great success in 2024. The 7th edition attracted around a hundred French and European decision-makers to discuss deep geothermal energy. The company has also forged a number of partnerships with universities and professional associations. These collaborations demonstrate CFG Géothermal's commitment to supporting innovation and training specialists for the future, to consolidate its key role, which already spans four decades, in the development and support of geothermal energy in France. ■



**Drilling for the installation of geothermal doublets at Roissy.**  
© CFG GÉOTHERMAL



# IRIS Instruments

## 2024 beats the record set in 2023!



Buoyed by sustained growth, and thanks to the commitment of its teams and partners, IRIS Instruments is developing ever more high-performance solutions for subsurface imaging and monitoring, in order to meet the emerging needs of professionals and make an active contribution to addressing future challenges.



Turnover  
**€8.603M**

BRGM Invest holds  
**51%**

OYO holds  
**49%**

A workforce of  
**25** (including 1 apprentice)

**CATHERINE TRUFFERT**  
CEO of IRIS Instruments

**A**fter an exceptional year in 2023, IRIS Instruments' activity intensified further in 2024, reaching a new record turnover (€8.6M). The marketing of new equipment made a significant contribution to the increase in sales. The way innovations were rapidly adopted by loyal customers and new users alike confirmed the relevance of the solutions developed by the company.

Against this backdrop, extension work has been launched to strengthen industrial and logistical infrastructures and guarantee that our production capacity keeps pace with the demand. The first phase was completed in 2024, with completion of the new premises scheduled for the end of 2025.

As in previous years, IRIS Instruments has maintained a strong international presence, with sales in more than 50 countries on five continents, and significant growth in Asia and the Middle East. In order to offer the best possible service to its international customers, the company relies on a network of representatives trained in first-level repairs, who provide local, prompt interventions. IRIS Instruments' geophysicists and electronics engineers, based in France, are on hand to provide expert technical support.

R&D remains a strategic fundamental of the company, enabling it to stay one step ahead in terms of innovation. The new functions developed offer users productivity gains in the field, while optimising the quality of the data collected.

In 2024, sales were divided equally between mineral exploration, the environment and groundwater research. In the first market, IRIS Instruments recorded sustained growth, despite a slowdown in investments in several regions of the world. One of the highlights of the year was the commissioning of the two-by-two coupling of the TIP12 high-power transmitters (12 kilowatts, 3,000V). This unique device, which is also

available in 6 and 3.2 kilowatt versions, is transportable and guarantees automatic current and voltage regulation.

Two other products have strengthened IRIS Instruments' position in their respective segments. FullWavers, unitary resistivity and induced polarisation receivers that can acquire data in long profiles or blocks in three dimensions, were a great success in 2024. And Syscal resistivity meters, all ranges combined, including the new Syscal Terra version, were particularly in demand, for a variety of applications ranging from groundwater research and cavity detection to pollution monitoring and archaeology.

These are all illustrations of IRIS Instruments' ongoing research and innovation efforts in the face of growing environmental and societal challenges. ■

**New generation of multichannel resistivity meters  
(Syscal Terra), Naga Geophysics (France).**

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