

ACTIVITY REPORT  
**2019**

# PARTNER FOR A MOBILITY OF THE FUTURE

+ + +

**Lisea**

SUD EUROPE ATLANTIQUE HSL CONCESSIONNAIRE

## PROFILE

# PARTNER FOR A MOBILITY OF THE FUTURE

▽ The concessionaire of the Sud Europe Atlantique High Speed Line (SEA HSL) between Tours and Bordeaux, in service since 2 July 2017, LISEA is the first private company in France to manage a high speed rail infrastructure. Held by Vinci Concessions (33.4%), Caisse des Dépôts (25.4%), Meridiam (24.4%) and Ardian (16.8%), the company's role is to manage, in complete safety, a public railway infrastructure for the benefit of its customers, passengers and the regions that it runs through until the end of its concession contract in 2061.

More than just an infrastructure manager, LISEA is also a partner of the regions. Five fundamental values underpin its action: consultation, dialogue and transparency, preservation of the environment, support for the regions and their inhabitants, innovation and performance, and attentiveness. These values reflect LISEA's environmental, societal, citizen and cultural commitments for the benefit of the regions and their inhabitants.

As an innovative expert in high speed rail, LISEA contributes, with all its stakeholders, to the modernisation of the French rail system, to the challenges of ecological transition and to a successful opening to competition.

**€7.7<sup>BN</sup>**  
OF INVESTMENTS

**50-YEAR**  
CONCESSION

**302<sup>KM</sup>**  
OF HIGH SPEED LINE

**320<sup>KM/H</sup>**  
MAXIMUM TRAIN SPEED

**81<sup>TRAINS</sup>**  
ON AVERAGE  
PER DAY

**29,514**  
TRAINS IN  
CIRCULATION IN 2019

**2<sup>H</sup>04**  
PARIS-BORDEAUX

**20<sup>M</sup>**  
PASSENGERS  
IN 2019

+ +  
+ +

The COVID-19 pandemic under way at the time of writing will bring about profound changes. In this context, LISEA is determined to strengthen the role of rail transport in the economic recovery and ensure the development of sustainable mobility, respectful of the environment, and adapted to the expectations of passengers and local elected representatives.

## TABLE OF CONTENTS

Interview with Hervé Le Caignec, — 04  
LISEA's Chairman

# TAKE ACTION

## FOR THE ENVIRONMENT AND A MORE INCLUSIVE SOCIETY

Committed to an ambitious CSR approach	21
Environmental compensation measures for the long term	22
An observatory dedicated to environmental monitoring	23
LISEA Biodiversité Foundation	24
LISEA Carbone Foundation	28
Sillon Solidaire	30
Sharing commitments for the future with our employees and stakeholders	36
Outlook for 2020	38
Interview with Philippe Jausserand, LISEA's Deputy Chief Executive Officer	39



# CONNECT

## THE REGIONS AND PROMOTE MOBILITY FOR CITIZENS

07	— New forms of mobility
08	— A network that strengthens regional dynamics
10	— Opening up new European rail links
11	— For a successful opening to competition
12	— A stronger partnership with the regions
14	— The Socio-Economic Observatory of the Regions

15	— Photo report
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# INNOVATE

## FOR THE SAFETY OF ALL AND THE PERFORMANCE OF THE RAIL SYSTEM

33	— An innovative contract
33	— A driver for the safety of the rail system
34	— Moving towards predictive maintenance
35	— Interview with Alain Quinet, deputy CEO for strategy, economy and safety of SNCF Réseau.

# INTERVIEW WITH

——— LISEA's Chairman

# HERVÉ LE CAIGNEC





**In addition to managing our social and environmental commitments, the opening up of the French rail market to competition on December 2020 will be our major challenge in the years ahead.**

**A** little more than two years after the commissioning of the Sud Europe Atlantique High Speed Line (SEA HSL) between Tours and Bordeaux, LISEA, the line's concessionaire, has become a permanent fixture in the French and international railway landscape. As an innovative expert in high speed rail, LISEA has strong ambitions for the future: to contribute, with its partners and stakeholders, to the modernisation of the rail system, to meet the challenges of the ecological transition and to promote a successful opening to competition. A positioning that constitutes the company's *raison d'être*. Hervé Le Caignec, LISEA's Chairman, looks back on the work accomplished.

#### What is your take on 2019?

First, the steady increase in passenger numbers, with nearly 50 million passengers registered since the line was commissioned, brought us confirmation that the SEA HSL meets citizens' mobility needs. This business success is reinforced by the confidence placed in us by the twenty or so financial institutions involved in refinancing our commercial debt, which was finalised in early 2020 for an amount of €2.2 billion, of which €900 million in Green Project Bonds – a first for a railway infrastructure. Today, this strong momentum contributes significantly to the economic, tourist and demographic attractiveness of the Nouvelle-Aquitaine region. The Meetings of the Socio-Economic Observatory of the Regions, which brought together all the local stakeholders in February, reported on these first particularly positive impacts for the development of the regions. Amongst the other highlights of the year, the opening

of the first direct link between Bordeaux and Brussels, operated by Thalys, in the summer, and the twinning of the Bordeaux Saint-Jean and London Saint-Pancras stations with a view to a cross-Channel link in the near future.

#### Innovation and safety are at the heart of your priorities. What were the main developments during the year?

Innovating for passenger safety and making the rail system more efficient is part of our identity. In 2019, we put a lot of emphasis on artificial intelligence. The development of information and measurement systems allows us to better understand how the infrastructure works and to take proactive action.

This approach, carried out in partnership with MESEA, the line's maintainer, is a first step towards the development of predictive maintenance. With the aim of ensuring a high level of security, we have also piloted and taken part in several crisis management simulations, including one on a large scale that mobilised nearly 200 people for an all-night exercise.

#### Since its creation, LISEA has initiated a large-scale CSR approach. What are the company's main commitments?

Preserving the natural heritage and the sustainable development of regions is a central focus of our approach.

We have set up a grassroots method, involving all the stakeholders at the regional level. Today, we manage, together, 3,800 ha of compensatory, well-elaborated measures, and we are committed through our LISEA Carbone and LISEA Biodiversité Foundations and the Sillon Solidaire Endowment Fund. In fact, we intend to combine these structures so as to consolidate the actions undertaken. This is a partnership dynamic that we are conducting on a wider scale with all the local players by participating

fully, through our sponsorship actions, in the life of the regions. We are also particularly attentive to the well-being of our employees. Following on from our Great Place to Work certification obtained in October 2018, in March we were ranked among the top 10 best companies to work for in the under 50 employees category. This is a first in the rail sector.

#### What are the main challenges for the coming years?

In addition to managing our social and environmental engagement, the opening up of the French rail market to competition on December 2020 will be our major challenge in the years ahead. As such, I hope that LISEA will play a major role in facilitating its success. A particularly proactive policy is already in place. It aims to promote the line's attractiveness and to lift the barriers to entry. At the request of a number of elected officials in the Nouvelle-Aquitaine region, we are also involved in discussions on the development of a regional high-speed service.

I believe it is essential to create a positive momentum for the rail sector as a whole. I would like the future of rail to be addressed in a joint approach, involving LISEA, our concession grantor SNCF Réseau, local elected representatives and our client, SNCF Voyageurs. We must seize opportunities to provide a rail service in the Nouvelle-Aquitaine region that meets mobility and environmental issues.



Read the Chairman's message at  
[rapport-activite-lisea-2019.fr](http://rapport-activite-lisea-2019.fr)



# CONNECT

## THE REGIONS AND PROMOTE MOBILITY FOR CITIZENS

Through its ability to bring regions closer together, the SEA HSL meets citizens' needs for mobility and promotes a strong network, both at local and European level. It thus represents a real opportunity for economic, social, tourist and demographic development for all the regions it runs through. A major player in the French regions, LISEA intends to reinforce this momentum through a partnership approach based on proximity with all of our regional stakeholders and a particularly proactive strategy in the context of the forthcoming opening to competition of the French rail market.

## NEW FORMS OF MOBILITY

By meeting citizens' mobility needs, the SEA High Speed Line, which links Tours to Bordeaux, set new passenger traffic records in 2019. In its second full year of operation, the SEA HSL carried nearly 20 million passengers, totalling 50 million since it began operating in July 2017. A real commercial success, confirming the general public's interest in this new transportation offer and the relevance of this infrastructure. With an increase of more than three points in the occupancy rate in 2019, the Paris-Bordeaux line is now the second busiest route in France.

This strong momentum also benefits rail traffic throughout the region. The Paris-Toulouse and Bordeaux-Toulouse routes have recorded an increase in traffic, as have the routes to the cities of Angoulême and Poitiers and all the indirect services to the north and south of the line. This rise in passenger numbers stems from the reduction in transport times thanks to the SEA HSL, but also from the optimisation of TER-TGV links and connections.



"In addition to the strong increase in Paris-Bordeaux journeys, the SEA HSL has led to a 10% increase in regional express train (TER) traffic in Nouvelle-Aquitaine and in Occitanie every year since it became operational in July 2017."

AUORE PERINET

LISEA track access charges officer

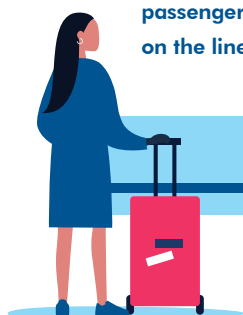
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### MOBILITY AT LISEA

Source: SNCF

20M

passengers in 2019  
on the line



○○○



**+10%**

in TER traffic in Nouvelle-Aquitaine/  
Occitanie per year since 2017

**+7%**

of TGV-TER connections between  
Nouvelle-Aquitaine and Île-de-France

**+23%**

in rail traffic between Paris and  
Angoulême

**+78%**

in passenger numbers from Île-de-  
France to Bordeaux

**+41%**

in passenger numbers from Île-de-  
France to the Côte Basque

**+15%**

in passenger numbers from Île-de-  
France to Charente and Poitou

++

**+56%**

in "low price" traffic

**+28%**

in young customers

**+12%**

in business customers



## A NETWORK THAT STRENGTHENS REGIONAL DYNAMICS

### An amplified regional network

Encouraging greater mobility by linking regions and promoting their development is at the heart of LISEA's mission. As such, the company contributes both to the development of long-distance links, particularly trans-European, and of local links, thus creating a strong territorial network in all the regions it runs through. With 38 km of rail connections to the national rail network, cities in Western France such as Poitiers, Angoulême and La Rochelle enjoy a convenient access to the HSL, bearing witness to this determination to bring the benefits of high-speed to the whole region. The same applies to the overhaul of the timetables of all TER trains operated by the Nouvelle-Aquitaine region in partnership with SNCF. This allows for greater consistency in the TGV-TER offer, in TER-TER connections and the linkage of these services with regional urban and interurban transport. Creation and establishment of new businesses, new markets, acceleration of urban and real estate projects, development of business and leisure tourism... The SEA HSL contributes to making the regions more attractive.

### New services to Toulouse and Arcachon

SNCF wanted to expand its offer from July 2019 with a new daily Ouigo round trip between Paris and Toulouse, via Bordeaux, as well as a 4-hour Paris-Toulouse service, with no stopover in Bordeaux during the week. Given the success of these new services, Ouigo doubled its service to Toulouse from mid-December 2019. A daily morning Arcachon-Paris service has also been available since December 2019, enabling passengers to arrive during Paris business hours.

**38KM**  
of connection to the  
national rail network

**113**  
towns, 6 departments  
and 2 regions crossed

**41**  
stations served  
on a daily basis

**35**  
direct daily  
round trips between  
Paris and Bordeaux



### + FOCUS ON

#### Optimised journey times

The SEA HSL has shortened journey times on direct routes and also on the main regional routes, contributing to bringing the regions closer together.



#### Time savings thanks to high speed lines

**1h00**

Paris-Bordeaux  
Paris-Toulouse  
Paris-Dax  
Paris-Hendaye  
Paris-Pau  
Paris-Tarbes

**30/43 min**

Paris-Angoulême  
Paris-La Rochelle

**15 min**

Paris-Poitiers



#### Shorter journey times

**4h00**

Paris-Toulouse

**2h04**

Paris-Bordeaux

**1h38**

Tours-Bordeaux





## OPENING UP NEW EUROPEAN RAIL LINKS

### A new trans-European route

The European high-speed network is also being developed around the SEA HSL along the Atlantic coast, between northern Europe and the Iberian peninsula. The commercial and technical success of the line since it became operational has strengthened its attractiveness and hence the prospects for new European services. In 2019, this development continued with the opening by Thalys of a new summer route connecting Brussels to Bordeaux in four hours. In parallel, the project for the creation of a direct link between London and Bordeaux took a new step forward with the official twinning of the Bordeaux Saint-Jean and London Saint-Pancras stations in October.

### LISEA, a stakeholder of the French and European rail authorities

As an infrastructure manager, LISEA works with the European rail authorities, who are responsible for supporting the development and proper functioning of the European railway area, guaranteeing a high level of railway safety and interoperability, while improving the sector's competitive position.



JUNE

### FIRST DIRECT LINK BETWEEN BORDEAUX AND BRUSSELS

A new summer service connecting Brussels to Bordeaux in just four hours ran from 29 June to 31 August. The success of this direct, weekly round trip with the general public was confirmed by the 94% occupancy rate. A real opportunity for these two European cities.



From left to right:  
Hervé Le Caignec, Chairman of LISEA, Nicolas Florian, Mayor of Bordeaux,  
and Keith Ludeman, Chairman of HS1

APRIL

### LONDON-BORDEAUX LINK: HS1 CHAIRMAN VISITS BORDEAUX

The direct rail link between London and Bordeaux, the result of collaboration between the four infrastructure managers HS1, Getlink, SNCF Réseau and LISEA, is expected to be operational in the near future. It is expected to be used by nearly 1.2 million travellers between the Nouvelle-Aquitaine and South-East England regions. When HS1 Chairman Keith Ludeman came to Bordeaux on 29 April, he met, alongside LISEA, Alain Rousset, the President of the Nouvelle-Aquitaine region, and Nicolas Florian, the Vice-President of Bordeaux Métropole and Mayor of Bordeaux. Keith took this opportunity to underscore the attractiveness of this new service, which will link the two cities in under five hours: "A cross-channel train can carry almost one thousand people. Imagine what this service can do for tourism in Bordeaux and this beautiful region. France remains the number two holiday destination in the world for British people. Bordeaux could capture a greater share of this market by becoming the first city in Nouvelle-Aquitaine to have a cross-Channel rail terminal."

OCTOBER

### LONDON-BORDEAUX LINK: A NEW STEP IN COOPERATION

By becoming official partners on 18 October 2019, Bordeaux Saint-Jean and London Saint-Pancras proved their determination to work more closely together and open up to the international scene. Both rooted in European railway history, the two stations have become real hubs over time, combining urban transport methods and living spaces for passengers and local residents. The four infrastructure managers at the initiative of the London-Bordeaux project have taken a new step towards opening the link.

## FOR A SUCCESSFUL OPENING TO COMPETITION

With the French railways opening up to competition in December 2020, new European players will be arriving on the domestic market. In 2019, LISEA initiated the first steps with a proactive strategy. Rolling stock and maintenance, robustness of the operations, line capacity, new service offers, pricing structure, and so on - all of these issues were analysed with a view to promoting the attractiveness of the line and removing barriers to entry.

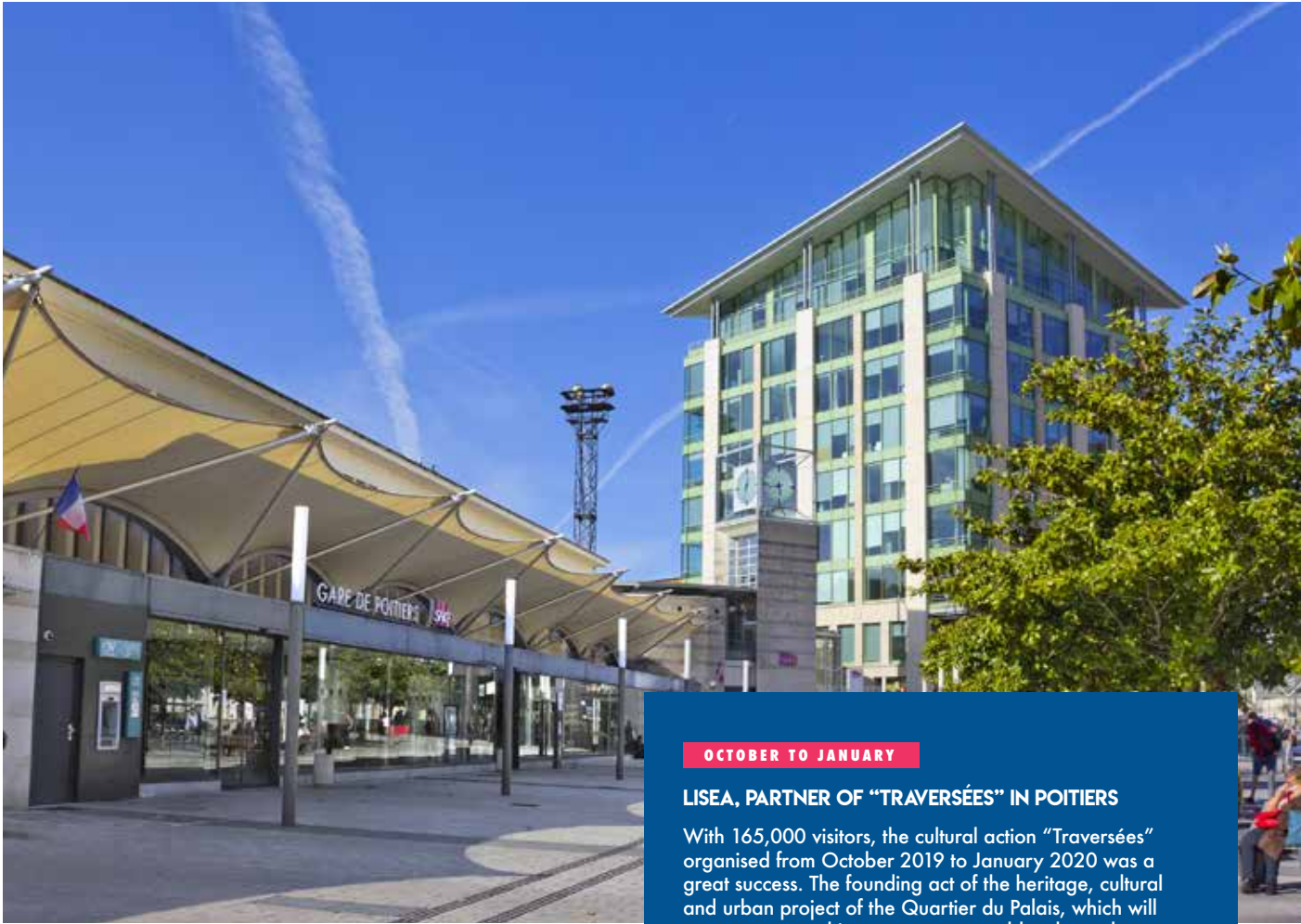


“As a player in the region and in the railway sector, LISEA will be a key partner in opening up to competition. With this in mind, we are already assisting SNCF Voyageurs in the development of its offer and creating the conditions for new operators to enter this market.”

**PHILIPPE JAUSSERAND**  
LISEA's Deputy Chief Executive Officer







OCTOBER TO JANUARY

#### LISEA, PARTNER OF "TRAVERSÉES" IN POITIERS

With 165,000 visitors, the cultural action "Traversées" organised from October 2019 to January 2020 was a great success. The founding act of the heritage, cultural and urban project of the Quartier du Palais, which will span ten years, this event gave carte blanche to the South Korean artist Kimsooja, who was invited to invest the city symbolically. For three months, visitors were able to discover or rediscover emblematic places in the city through contemporary and multidisciplinary artistic installations. LISEA supported this event, which was highly structuring for the city.

## A STRONGER PARTNERSHIP WITH THE REGIONS

### Regional sponsorship

By bringing regions closer together, LISEA also supports their development. In this respect, the company favours close relations with citizens, elected representatives, associations, and regional and local institutions. It also participates, as part of its sponsorship policy, in the deployment of major cultural and economic events. In 2019, LISEA thus contributed to the promotion and dissemination of knowledge related to the exhibition "Archaeology at high speed" and supported the cultural events "Liberté!" in Bordeaux and "Traversées" in Poitiers.

### Working with regional businesses

LISEA also supports companies through sponsorships, notably the "Top des Entreprises" trophy in Poitiers and the "Prix de l'Éco Néo-Aquitains" in Bordeaux, both organised by the Nouvelle République and Sud Ouest media. These two events, which brought together, in the presence of Alain Rousset, President of the Nouvelle-Aquitaine region, 1,500 companies from West and South-West France, aim to promote the most successful companies in the region.

MAY TO SEPTEMBER

## "ARCHAEOLOGY AT HIGH SPEED" TRAVELLING EXHIBITION

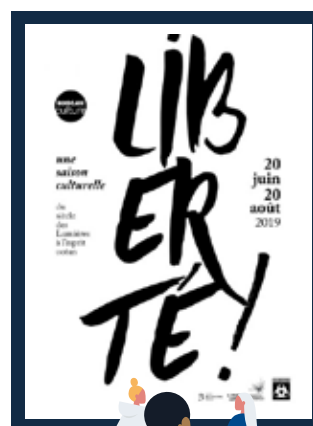
After the Musée d'Aquitaine in Bordeaux and the Musée du Grand-Pressigny near Tours, it was the Musée d'Angoulême's turn to host, from 18 May to 29 September, the travelling exhibition initiated by LISEA and SNCF Réseau in 2017. Recognised as being of national interest by the French Ministry of Culture and Communication, this major exhibition showcases the remains found during the archaeological excavations carried out along the route of the SEA HSL. With 302 kilometres and more than 3,500 hectares of right-of-way, the line's route offered archaeologists an exceptional opportunity to enrich their knowledge of human presence in the regions crossed, from Prehistory to the present day. These excavations and preventive archaeology actions were covered by an integrated approach right from the design phase of the line.



JUNE

## SHARED EXPERIENCE

The regions at the heart of the mobility challenge: this was the theme of the 2019 Colloquium organised by the association Avenir Transports. Bringing together French and European parliamentarians, business leaders, heads of professional organisations and industry experts, this annual colloquium aims to help elected officials better understand the issues related to modes of transport and transport infrastructure. For this occasion, LISEA took part in the round table "How can one guarantee sustainable investments?". The "26<sup>th</sup> meetings on transport and mobility" on the opening up to competition of high-speed lines were also an opportunity for the concession operator to share its experience as a private infrastructure manager.



JUNE TO AUGUST

## PROMOTING ACCESS TO CULTURE

Two years after "Paysages" (Landscapes), which was staged for the arrival of the HSL in Bordeaux, "Liberté!" (Freedom!) reflected the ramping up of this concept of a biennial cultural season, which LISEA is pleased to support. Held in Bordeaux from 20 June to 20 August 2019, a multitude of events, from the Fête du Fleuve to the show Ex Anima by the Zingaro equestrian theatre, totalling around one hundred artistic creations, set the pace for the programme and were attended by more than 600,000 visitors.

## THE SOCIO-ECONOMIC OBSERVATORY OF THE REGIONS

### A closer look at regional attractiveness

In order to analyse the economic, social, tourism and demographic dynamics for all of the regions crossed, LISEA set up a dedicated observatory in 2012. The Socio-Economic Observatory is tasked with scrutinising and publicising the socio-economic effects of the SEA HSL, from the construction phase to the first ten years of operation. It researches strategic themes including mobility, housing, economic and tourist activity, higher education and research, and land use planning. In addition to the publication of the LOTI interim report, the Observatory worked in 2019 on a number of subjects such as the analysis of price trends and real estate transactions in Bordeaux and Poitiers, the quality of rail and air services on the Paris-Bordeaux and intermediate links, and the analysis of new business locations in the Nouvelle-Aquitaine region. The latter subject was covered by a field workshop proposed to students of the Master's 2 degree in Professional Engineering of Regional Economic Development at the University of Bordeaux. The students notably studied the role played by the SEA HSL in the choice of location by new companies.

### A new programme for 2020-2021

In 2019, the Observatory's Scientific Council also defined a new research programme for each of its priority areas:

#### ■ Transportation and mobility offer

Two surveys will be carried out, one among passengers, the other on the quality of TGV-TER connections within the SEA perimeter.

#### ■ "HSL railway stations" effect

The impacts of the SEA HSL on small shops in stations and station districts will be analysed, as well as the accessibility of TGV stations.

#### ■ Tourism and HSL

Two specific issues were identified: the impacts of the SEA HSL on the attractiveness of amusement parks and the use of big data in the analysis of the tourist offer.

#### ■ Strategies of local stakeholders and organisations

The impacts of the SEA HSL on new business locations will be studied, as will the relocation choices made by businesses and their impact on the local economy.

#### ■ Metropolitan and regional dynamics

Finally, regional dynamics indicators will be analysed as well as the perceptions, expectations and support strategies of public players with regard to the SEA HSL.



FEBRUARY

### MEETINGS OF THE SEA HSL'S SOCIO-ECONOMIC OBSERVATORY: TRAFFIC FORECASTS EXCEEDED

Organised for the presentation of the interim LOTI report on the line, first in Bordeaux, then in Poitiers, the Meetings of the Socio-Economic Observatory brought together all the local stakeholders. Alain Rousset, President of the Nouvelle-Aquitaine region, Alain Juppé, former President of Bordeaux Métropole and former Mayor of Bordeaux, Jean-François Dauré, President of the Greater Angoulême Urban Community, exchanged views on the initial effects of the arrival of high-speed rail in terms of attractiveness and economic development with Patrick Jeantet, former Chairman and CEO of SNCF Réseau and Rachel Picard, former CEO of Voyages SNCF. With traffic forecasts exceeded, an improvement in the transport offer on a regional and national scale and a strengthening of the attractiveness of the Bordeaux metropolis and Nouvelle-Aquitaine region, this first socio-economic review is extremely positive. A first step before the final LOTI report is submitted in 2022.

From right to left:  
Alain Rousset, President of the Nouvelle-Aquitaine region, Hervé Le Caignec, Chairman of LISEA, Patrick Jeantet, former Chairman and CEO of SNCF Réseau and Gilles Dansart, Editor-in-Chief of Mablettre.



# PHOTO REPORT



N° 1



N° 2

N° 1 TGV INOUI ON THE CHARENTE  
SUD VIADUCT

N° 2 OUIGO TRAVELLING TOWARDS  
BORDEAUX, CROSSING THE DORDOGNE  
VIADUCT



N° 3

N° 4

N° 3 OUIGO RUNNING  
ON THE SEA HSL

N° 4 TWO COLLEAGUES WORKING  
AT LISEA'S PREMISES IN BORDEAUX







N° 5

N° 5 MAINTENANCE OPERATION  
PERFORMED BY A MESEA EMPLOYEE

N° 6 TGV INOUI RUNNING ON THE  
SEA HSL

N° 6









N° 7 DRONE OVERFLIGHT  
OF THE VIENNE VIADUCT

N° 8 MEETING AT LISEA'S  
PREMISES IN BORDEAUX

N° 9 A WORK BY BORDEAUX  
STREET ARTIST ALBER ON  
ONE OF THE NORTHERN  
PIERS OF THE DORDOGNE  
VIADUCT

N° 8



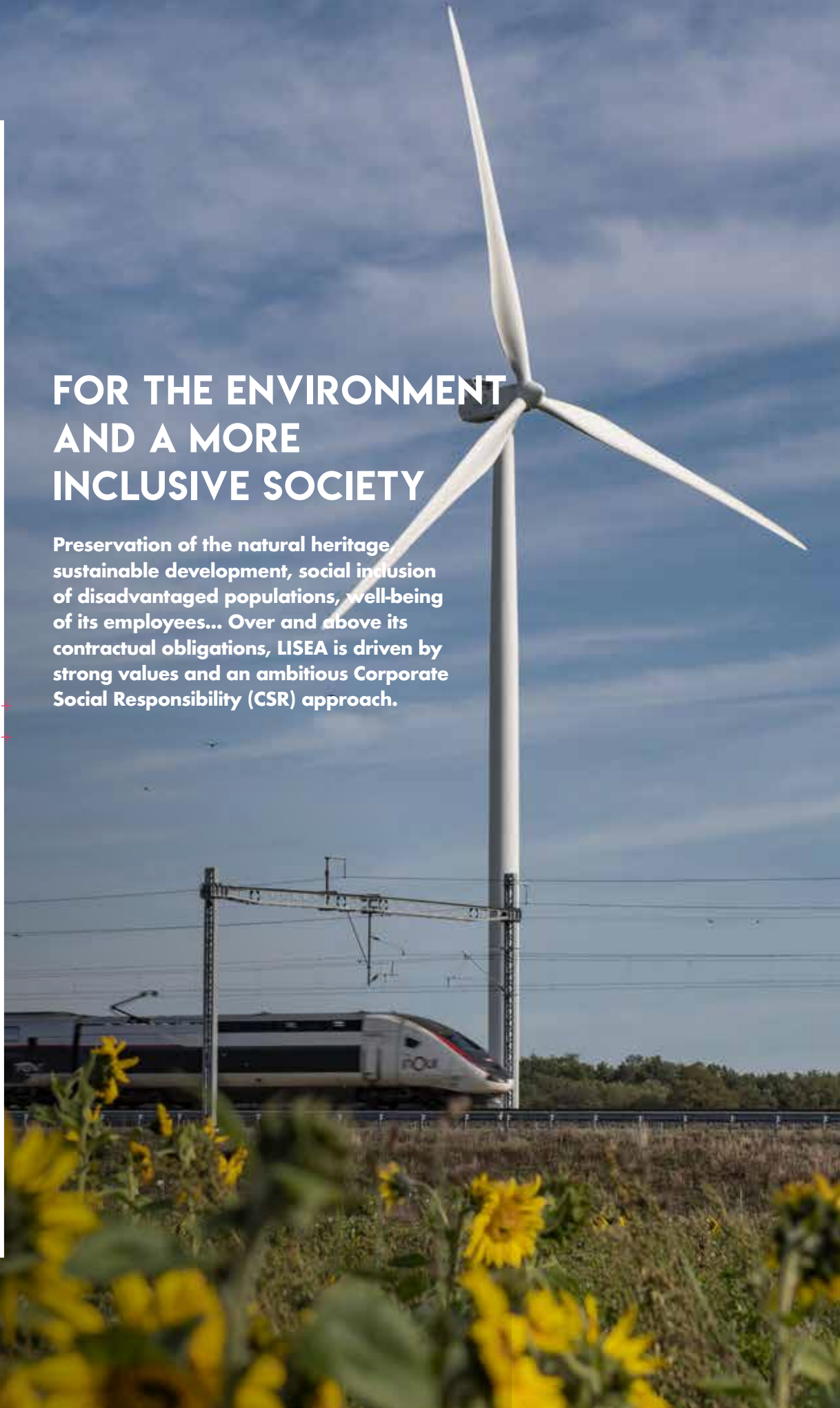
N° 9



# TAKE ACTION

## FOR THE ENVIRONMENT AND A MORE INCLUSIVE SOCIETY

Preservation of the natural heritage, sustainable development, social inclusion of disadvantaged populations, well-being of its employees... Over and above its contractual obligations, LISEA is driven by strong values and an ambitious Corporate Social Responsibility (CSR) approach.





## COMMITTED TO AN AMBITIOUS CSR APPROACH

Preserving the environment, promoting social progress and economic development in a sustainable manner, these three components of sustainable development have been among LISEA's priorities since its inception. In order to go even further in its engagement for the benefit of the regions it crosses, LISEA put in place an effective Corporate Social Responsibility (CSR) policy in 2019.

This policy is based on the main sustainable development goals defined by the United Nations for environmentally-friendly economic growth that meets fundamental social needs.

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### Fighting climate change and developing sustainable transport

- Contributing to the development of rail mobility, low-carbon means of transport, in particular by favouring new routes in France and Europe.
- Participating in the modernisation of the French rail system.
- Pursuing an ambitious environmental compensation policy.
- Supporting, via the LISEA Carbone Foundation, numerous projects contributing to the reduction of greenhouse gases.
- Achieving carbon neutrality of the SEA HSL by 2030.



### Building the regions of the future

- Building a strong regional network via the development of new rail services in France and Europe.
- Supporting, via the LISEA Carbone Foundation, projects to improve performance energy efficiency of buildings.
- Raising awareness of the "last mile" issue by supporting non-profit organisations.
- Protecting the cultural heritage of regions via a strong patronage policy.
- Pursuing a partnership approach involving all local stakeholders and players.
- Communicating transparently with stakeholders and on the company's website.

# LISEA IS COMMITTED TO

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### Promoting equity, well-being and quality of life

- Promoting, internally, each person's knowledge of sustainable development.
- Promoting gender equality, particularly in terms of compensation.
- Supporting, via the Endowment Fund Sillon Solidaire, a large number of social inclusion projects for disadvantaged populations.



### Respecting biodiversity

- Monitoring, through the Environmental Observatory, nearly 80 waterways.
- Pursuing the management of 3,800 ha of environmental compensation measures, notably planting trees and developing natural sites favourable to protected species.
- Supporting, via the LISEA Biodiversité Foundation, projects to preserve and restore the natural heritage, supported by local non-profits and players.
- Ensuring a zero pesticide policy for the maintenance of the tracks and adjacent areas, working with the line maintainer, MESEA.

## ENVIRONMENTAL COMPENSATION MEASURES FOR THE LONG TERM

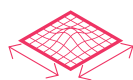
In order to limit the HSL's impact on a rich heritage, with 14 Natura 2000 sites and 223 protected species, LISEA implemented a major environmental compensation programme in the regions crossed, right from the start of construction. At the heart of this programme is the approach "avoid, reduce, offset" and a novel methodology involving the State, nature associations, scientists, agricultural chambers and concession holders, for the co-construction of these measures aimed at creating, restoring and managing natural sites favourable to protected species in the vicinity of the line. A total of 3,800 ha of measures have been put in place, 70% of which are managed by agreements with farmers and 30%

acquired by LISEA and returned to natural area conservatories. LISEA is now focusing on ensuring the effectiveness of these measures through regular controls and ecological monitoring. In this respect, the monitoring of 60 contractors, the biological evaluation of the environments and the 46 environmental controls carried out in 2019 were particularly encouraging, with 98% of the 729 ha monitored in compliance with the objectives set, 100% of the 290 ha of wetland habitats analysed proving functional, and the first positive impacts on protected species. This ecological monitoring will be kept in place until the concession ends in 2061. Regular reports are published on the LISEA website.

"I chose to enter into a contract with LISEA to preserve biodiversity because the system is remarkable, in tune with society's aspirations. The ultimate goal is quality food, at an affordable price, in a preserved nature."

**ALAIN MELIN**

Farmer in Cissé, in the Vienne department (86)



**3,800 HA**  
of environmental  
compensation measures,  
including:

**70%**  
of sites managed by  
agreements with  
farmers or owners

**30%**  
by the acquisition of  
plots of land, representing  
1,000 ha and 82 sites



**500**  
people mobilised  
on a daily basis

## 2 QUESTIONS TO

**THIERRY CHARLEMAGNE**

Head of Sustainable Development at LISEA

Can you tell us more about the "avoid, reduce, offset" approach aimed at limiting the SEA HSL's environmental impact?

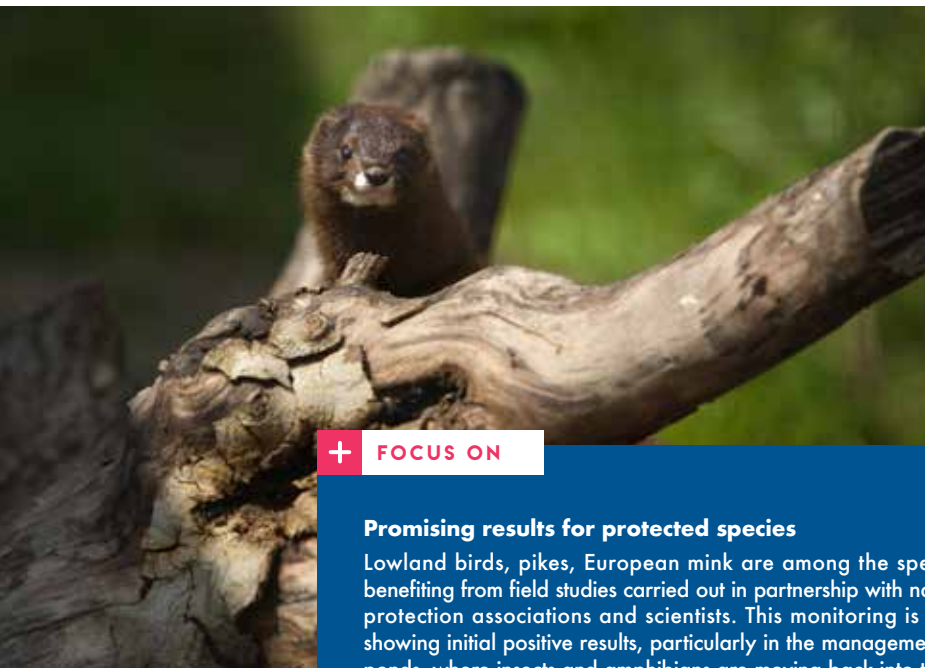
**T.C.** This approach, undertaken with the aim of limiting the project's environmental impact by promoting the protection of biodiversity, is in three phases. The first one, initiated right from the project's design, consisted of "avoiding" to the greatest extent possible any environmental impact by the line, in particular by adapting its route. The second, which took place during the construction phase, enabled us to "reduce" the line's impact, notably by creating more than 840 ecological transparency works. Finally, the third phase, which will be in operation until 2061, consists of "offsetting" by recreating natural environments that are favourable to the target species.



These environmental compensation measures now extend to 350 sites, forming an ecological network. A large-scale, long-term compensation system that is totally unprecedented in the history of infrastructure.

What is the role of local associations and players in this approach?

**T.C.** We wanted to surround ourselves, right from the design phase, with the most competent associations, nature experts and regional players in the field. Together, we worked on identifying and defining the parcels of land to be mobilised and drafting precise specifications for each of them. Today, we manage these compensation measures collectively with our partners. In the field, this represents about 500 people involved in environmental protection in connection with the project. This is also a great opportunity to improve our biological knowledge of these protected species.



## + FOCUS ON

### Promising results for protected species

Lowland birds, pikes, European mink are among the species benefiting from field studies carried out in partnership with nature protection associations and scientists. This monitoring is now showing initial positive results, particularly in the management of ponds, where insects and amphibians are moving back into these habitats and endemic species are repopulating the sites.

**556.7 HA**  
of wetlands restored for  
297.5 ha impacted

**350**  
sites of compensatory  
measures

**223**  
protected species

**842**  
transparency works  
ecological

**1,350 HA**  
of afforestation  
for compensation

## AN OBSERVATORY DEDICATED TO ENVIRONMENTAL MONITORING

### An assessment of the environmental impacts

Assessing the measures implemented to limit the impact of the HSL on its environment, to enhance knowledge and environmental practices and gain more feedback for future major infrastructure projects, these are the major tasks of the SEA HSL's Environmental Observatory created in 2012. To this end, the Observatory refers to the work of recognised experts at regional and national level, in particular its Scientific Committee, which was set up in 2019 and structured around six themes: water, natural environments/fauna/flora, landscapes, compensatory afforestation, land use and invasive plants. 2019 also saw the publication of the BIANCO interim report,

the objective of which is to analyse the effectiveness of the environmental measures implemented since 2013. This enabled to take stock of the systems and compliance with the recommended measures before the next review in 2022.

### Successful meetings

One of the highlights in 2019, the Meetings of the SEA HSL's Environmental Observatory, held in November, were an opportunity to share the results of the environmental measures, from the design of the line to the present day. Encouraging results with targeted studies on lowland birds, the European mink, the improvement of botanical knowledge and the effectiveness of works carried out for bats. Bringing together all the associated local players, these meetings also enabled nature protection associations, nature experts, scientists, elected officials and representatives of State services to share their thoughts on the common challenge of preserving biodiversity.



"The work accomplished by the Environmental Observatory relies on numerous partnerships with the local players, associations, as well as scientists. Together, these stakeholders have built trusting relationships to carry out work in full concertation. Great prospects for collaboration for the benefit of our environment."

**MARION GOURAUD**  
Head of LISEA's Socio-Economic Observatory

"It was very rewarding for the associations to get together and work together on a project of this scale."

**VICTOR TURPAUD-FIZZALA**  
Curator of the Regional Nature Reserve of Marais de la Vacherie and coordinator of the Marais Poitevin Programme at the LPO, the French League for the Protection of Birds



# LISEA BIODIVERSITÉ FOUNDATION

## PRESERVING BIODIVERSITY AND RAISING AWARENESS OF RELATED ISSUES

The LISEA Biodiversité Foundation, established in 2012, supports all the players (associations, companies and public institutions) involved in the preservation of species and natural habitats. With a budget of €5 million, it encourages and supports local initiatives that help to preserve biodiversity and raise awareness of related issues in the six departments crossed by the HSL. Since its creation, the Foundation has awarded €4 million to project leaders.

The Foundation selects projects based on three areas for action:

- **Improving naturalist knowledge:** projects contributing to a better knowledge of environments and species for a better consideration of biodiversity;
- **Restoring habitats:** projects for ecological habitat restoration and species conservation;
- **Raising awareness and training stakeholders:** projects to educate and raise public awareness of the issues involved in preserving biodiversity and preventing its erosion.

**105**

projects supported in the three  
areas for action

**2,700**

people mobilised since 2012  
for the projects backed

**1,000**

events held with more than  
45,000 participants



## 2 COMPLEMENTARY STUDIES TO ASSESS THE IMPACT OF THE PROJECTS BACKED

As part of its support for biodiversity preservation projects, the LISEA Biodiversité Foundation wanted to assess the impact of the funding granted. For this purpose, two studies were carried out in parallel: one entrusted to the National Museum of Natural History on the impact of projects on biodiversity in the regions concerned by the HSL. The other, with a more socio-economic focus, was carried out by the Écosphère research firm. These two studies will be the subject of a global report that will be made public in November 2020 during a symposium held at the National Museum of Natural History.





## SCIENTIFIC ASSESSMENT OF THE NATIONAL MUSEUM OF NATURAL HISTORY

Of the 105 projects funded, the National Museum of Natural History (MNHN) selected 73 dossiers for study, for scientific reasons. "The awareness and training projects are outside MNHN's scope of expertise and it would have been difficult to give a scientific opinion on their impact on biodiversity," explains Hélène Colas, project manager in charge of this study at the MNHN Expertise Department. "We felt they were more relevant to the socio-economic study conducted by Écosphère (see page 27). For us, the objective was to highlight the impact of funded projects on biodiversity in terms of preserving species and environments and improving scientific knowledge." The option chosen for the study: a project-by-project analysis.

### The process

The analysis, which took place from June 2019 to March 2020, took into account various parameters: "We started by looking into whether the projects funded focused on species, environments and/or habitats with conservation issues and on areas of ecological continuity. Then, from there, the study established a parallel with the regions crossed by the SEA HSL. The goal was to assess whether the projects funded were consistent with the challenges of local, national or European policies and whether they had an impact on biodiversity preservation in the region."

As part of this process, Hélène Colas approached the local players with expertise in these issues: the regional environmental authorities (DREAL) for the Centre and Nouvelle-Aquitaine regions, the Regional Agency for Biodiversity in Nouvelle-Aquitaine, and the Aquitaine Regional Wildlife Observatory, amongst others. The study also assessed, with respect to issues related to the SEA HSL, whether species affected by compensatory measures implemented by LISEA, such as the white-legged crayfish or the little bustard, to name but a few, were also included in the projects funded by the Foundation. Another important phase of the study was the detailed analysis of each dossier concerning the scientific approach used in their preparation. The purpose? "To assess their contribution to the improvement of scientific knowledge with regard to the respect of essential parameters: inventory of initial knowledge, objectives identified and achieved in terms of biodiversity protection, definition of protocols for improving knowledge, results made available to the public, post-works inventory in the case of site improvements."

In parallel, ten randomly-selected projects were the subject of field visits for further study: five in the area of knowledge improvement and five on the protection of species or restoration of environments.

### "Funding for biodiversity"

The study's results are not yet entirely finalised, but the main trends related to the various issues are already manifest:

- **Issues concerning species:** "More than 90% of the projects (67 out of 73 projects analysed) address at least one issue concerning species. For example, 67% of the projects concern species benefiting from a national action plan."
- **Issues concerning areas:** "79% of the projects funded are located in at least one area with biodiversity issues, such as nature reserves."
- **Knowledge improvement:** "88% of the dossiers dealing with knowledge improvement (36 dossiers out of 41) used standardised protocols to meet their initial objective." The assessment will also help knowledge sharing. "Many projects have not integrated their results into standardised, public databases that provide real access to scientific knowledge."

"Generally speaking, the study therefore underlines the fact that access to standardised data, which is necessary for more efficient actions, remains very limited. That said, the aid granted by the LISEA Biodiversité Foundation has been a real success for biodiversity in the field in the three areas for action on which the Foundation has focused its commitment since 2012," concludes Hélène Colas.



## INTERVIEW WITH VINCENT HULIN

Head of Expertise at the National Museum of Natural History

Partner of the LISEA Biodiversité Foundation for the assessment of the impact of the funding granted, the National Museum of Natural History has notably analysed the impact on biodiversity and scientific knowledge.

### What was at stake in this study?

**V.H.** By calling on our expertise, as the Museum was already represented on the scientific committee, the LISEA Biodiversité Foundation wanted to assess how the projects funded helped the cause of biodiversity in the Foundation's three main areas for action. A project manager, Hélène Colas, was appointed for this purpose. After an analytical grid was drawn up, each dossier was studied according to the biodiversity issues of the regions concerned, their implementation in relation to the funding granted and their impact on species and ecosystems (comparing the situation before and after their implementation).

### Do you think LISEA Biodiversité Foundation is taking the right approach in undertaking such a study?

**V.H.** Absolutely. This is a virtuous approach for a structure such as this one, to find out whether the support it has granted has been put to good use and whether this support has had a positive effect on the state of biodiversity and on the development of knowledge.



### BACKGROUND

#### 2007

PhD in Ecology

#### 2012

Head of Research CDC Biodiversité

#### 2016

Advisor to Barbara Pompili, the French Secretary of State for biodiversity

#### 2018

National Museum of Natural History, first as Deputy Director, then Head of Expertise.



**This study allows us to get feedback on the action of LISEA Biodiversité Foundation and to assess the impact of the projects it has financed.**

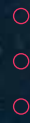
### How will this study help?

**V.H.** First of all, it allows the regions crossed by the SEA HSL to get feedback on the action of the LISEA Biodiversité Foundation and to assess the impact of the projects it has financed. Secondly, for LISEA, in its objective to create a unique foundation that will deal with biodiversity issues, amongst other things, this study will give it sufficient hindsight to support future projects in the most efficient and relevant way possible. It could also serve as an example for other structures that are also keen to implement support measures for projects in this field.



Read the interview at  
[rapport-activite-lisea-2019.fr](http://rapport-activite-lisea-2019.fr)





# 35,000

days in total were worked as part of the 105 projects funded, i.e. 330 days on average per project

FOR **20 %** of projects, funding by the LISEA Biodiversité Foundation was the trigger



## ÉCOSPHÈRE SOCIO-ECONOMIC STUDY

In parallel with the study conducted by the MNHN, the design office in consulting and engineering for nature and sustainable development, Écosphère, which has been assisting the Fondation since 2013 and the scientific committee, has undertaken a study to assess the socio-economic interest of the aid granted to project leaders by the LISEA Biodiversité Foundation.

### A standardised monitoring form

Écosphère's experience working with other foundations provided valuable insights on how to optimise the aid granted, right from the start of project funding. "As we had been involved right from 2013 in the technical and scientific monitoring of projects financed by the LISEA Biodiversité Foundation," explains Sébastien Roué, head of Écosphère's Sud-Ouest agency in charge of the study, "we said we were interested in setting up a monitoring sheet with common indicators. Without this tool, it would have been very difficult to evaluate the interest, contribution and coherence of the aid granted." The objective of this study, which covered all the projects financed (completed or in the process of being finalised), was to assess their impact according to several criteria: the number of people reached by the awareness campaigns, to biodiversity, the ones trained, the number

of jobs involved, the number of events organised, the sustainability of the projects, and so on. "For the Fondation, access to this information is a real plus to analyse the scope of its action and to promote it to stakeholders in the regions concerned."

A standardised monitoring sheet was thus defined including various items: project implementation, method, resources mobilised, partnerships, enhancement and prospects. For each new funding, the project leaders were then asked to fill in this form, with one condition: "The funding granted by the LISEA Biodiversité Foundation was paid according to the progress of the project, reported via the monitoring sheet. In their own interest, all the project leaders therefore agreed to fill in this form, which enabled us to draw up an overall assessment of the aid granted." This was based on an analysis grid that included the various items from the distributed sheets: interest of the project (methodology, innovation, synergy), feasibility (technical and human resources, etc.), sustainability (monitoring, co-financing, partners), enhancement (dissemination, training).

# 1 ACTION / 2

funded continues, with other partners, other sources of financing, "which clearly shows the relevance of the projects financed by the LISEA Biodiversité Foundation," specifies Sébastien Roué, head of Écosphère's Sud-Ouest agency

# 279

training courses were organised for 2,000 professionals and volunteers

# LISEA CARBONE FOUNDATION

## REDUCE GREENHOUSE GAS EMISSIONS

The LISEA Carbone Foundation supports projects contributing to the reduction of greenhouse gas emissions.

As part of this approach, which is fully in tune with the objective of rail, one of the least emitting modes of transport, the Foundation has committed a budget of €2.7 million over the period 2013-2020.

The projects submitted focused on the three targeted areas for action, in line with France's energy transition policy, and according to the expectations and needs of stakeholders in the regions crossed by the HSL:

- **Improving the energy performance of buildings:** energy renovation projects for old municipal buildings;
- **Developing ecomobility:** two calls for projects on the theme "Rail Transport - Improving the last mile";
- **Supporting the energy transition in agriculture:** projects to develop alfalfa and to construct alfalfa dryers.

89

projects supported in the three areas for action

7

partners: Ademe, the Nouvelle-Aquitaine region, Bordeaux Métropole, the Bordeaux University and Poitiers University Foundations, the DRAAF (Regional Department for Food, Agriculture and Forestry) and the CREAHD Nouvelle-Aquitaine cluster

10,800

tons of CO<sub>2</sub> equivalent mitigated each year, representing the lighting needs of a city of 250,000 inhabitants



### GAEC DE LA BAZINIÈRE: AN ALFALFA DRYER FOR GREATER AUTONOMY

The LISEA Carbone Foundation supported the farming group GAEC de La Bazinière, located in the Deux-Sèvres region, for the acquisition of an alfalfa dryer. Thanks to this equipment, the farm, which produces farmhouse yoghurts and cottage cheese, is now self-sufficient in feeding its herd and produces better quality milk.

GAEC de La Bazinière stands out from its counterparts. Despite its small size, 95 hectares, with a herd of 75 dairy cows, this farm, certified HVE (High Environmental Value), has three partners and employs seven people for a production of 720,000 litres of milk processed into farmhouse yoghurts and cottage cheese, marketed under its brand name, "La Bazinière".

Their secret? Self-sufficiency, both in terms of herd feeding and production. "We master the chain from A to Z, from manufacturing to marketing," underscores Vincent Bizon, one of the partners.

In order to strive for ever greater autonomy, they decided in 2018 to acquire an alfalfa dryer with the aim of creating a cheese dairy in 2020, so as to process all the milk produced. "The idea was to use the surplus that can't go into yoghurt making so as to produce a raw milk cheese." This imposed a constraint: no use of fermented feed, such as silage or wrapped grass, which would have affected the taste and texture of the cheese. "Hence the need for this dryer, which was the only solution to have good quality fodder in our rather humid region."

A 480-ton dryer was chosen. "Of the €480,000 investment, we obtained a grant of €34,000 from the LISEA Carbone Foundation. Without this help, we could never have pulled off this project happen."

After several months of use, the first results are tangible. "There's a real difference in the quality of the milk, especially in terms of fat and protein." In parallel with the investment, a 19-hectare perennial alfalfa crop was also implemented.

[WWW.LABAZINIERE.FR](http://WWW.LABAZINIERE.FR)





## MOBAGO: FACILITATE AND ENCOURAGE MOBILITY FOR PEOPLE WITH DISABILITIES

The start-up Mobalib, based in Bordeaux and employing 10 people, has developed a social mutual aid network dedicated to people with disabilities, "MobaLink". The network has been enriched with a collaborative application for urban travel assistance, called "MobaGo". A project supported by the LISEA Carbon Foundation, which enables people with disabilities to move around more easily and serenely thanks to information on adapted and accessible services and places. Interview with Jessica Amrane-Delafosse, co-founder and president of Mobalib.

**How was the MobaGo project born and what did the support of the LISEA Carbon Foundation bring you ?**

The Foundation was one of our first partners. In addition to the funding granted, which had a real leverage effect, it trusted us in the project's development process. Before considering working on the subject of mobility, which was the prerequisite for funding, we needed to federate a community of people with disabilities and of carers, who were best able to provide relevant, credible information on urban travel possibilities and opportunities.

The first brick of our project was therefore the creation of a social network for mutual aid and information exchange, "MobaLink". Having built up a community of more than 3,000 people, we then started working on mobility issues and developed a first prototype of the MobaGo application.

**What services does MobaGo offer ?**

In France, 12 million people with disabilities are faced with isolation due to the difficulty of accessing information and also its unreliability, and this makes it difficult for them to get around. So for a person who needs to get to a specific destination, the MobaGo application offers several advantages: it is based on the community's shared experiences, as well as on a geolocation technology that, depending on the constraints identified (works, parking obstructions, etc.) and the sites accessible, will identify the best route.

**What is the current status of the project and how do you envisage its development ?**

For the moment, we have successfully tested the concept around Bordeaux's rail station, Gare Saint-Jean. The application is expected to be operational by 2021, on the scale of a partner region. The aim would then be to develop it at the national level. To do so, we plan to raise over one million euros.



[WWW.MOBALIB.COM](http://WWW.MOBALIB.COM)



# SILLON SOLIDAIRE

## CONSIDERATION OF SOCIAL EMERGENCIES

This Endowment Fund, supported by LISEA and MESEA, assists players with a socially-responsible purpose with the aim of combating the social and professional exclusion of people in difficulty. Since its creation in 2012, Sillon Solidaire has awarded €2.1 million to this type of action. Support for regional players is also accompanied by long-term sponsorship.

Sillon Solidaire is active in four main fields that it considers as levers of action to help facilitate social links and remove obstacles to employment and learning so that everyone has a place in our society:

- **Support for mobility:** support for associations contributing to the improvement of mobility solutions and offering appropriate assistance for the target groups concerned;
- **Access to housing:** support for initiatives that help people gain access to and remain in housing, develop housing solutions for young people and help produce more accessible housing;
- **Integration through economic activity:** aid for structures that help people gain access to and remain in sustainable employment;
- **The fight against illiteracy:** aid for innovative and community actions.

**186**  
projects backed

**237**  
sponsors involved  
in the projects

**8**  
calls for proposals launched



## 2019 CALL FOR PROJECTS: INSERTION FOR THE BENEFIT OF SUSTAINABLE DEVELOPMENT IN THE REGIONS

In 2019, Sillon Solidaire continued its action to support the fight against exclusion by launching its eighth call for projects in May, on the theme: "Integration through economic activity for the benefit of sustainable development in the region", open to associations and non-profits with a social and inclusive purpose. Faced with the necessary ecological transition that is a major issue in the development of the regions, this new call for projects focused on three main priorities:

- **Development and reinforcement of new fields of activity** by integrating the challenges of ecological transition;
- **The development and strengthening of gateways** between insertion structures (SIAE) and enterprises in order to facilitate access to employment;
- **Raising awareness among the people supported of the challenges of ecological transition** in order to help them become more employable.

In October 2019, after a selection process, 13 dossiers covering the fields of organic market gardening, textile, catering, but also waste management and recycling, were selected in the six departments crossed by the SEA HSL, for a total aid package of close to €300,000.

## UNIQUE ENDOWMENT FUND

### CONTINUE THE SUPPORT AND COMMITMENTS IN THE REGIONS

In line with the actions carried out since 2012 by the LISEA Biodiversité and LISEA Carbone Foundations, and the Sillon Solidaire endowment fund, whose commitments are soon to expire, the partners of these three structures wanted to continue their actions within the scope of a unique endowment fund to be established in 2021.

## LIFE STORIES

## AUDE JUILLOT

Head of Communication and Public Relations at MESEA

SPONSORSHIP,  
A HUMAN SUPPORT

Sillon Solidaire wanted each of the projects supported to be backed by people from the companies associated with the construction of the SEA HSL.

The purpose of this sponsorship, a truly citizen involvement for the employees, is to allow the structures supported to have someone helpful at hand, benefit from an external perspective and the expertise of their sponsors for their project.

Sponsor in 2018 and 2019 of the project initiated by the Louis Aragon youth centre in Angoulême, which involved the creation of a website, via its local group for access to the French language, to promote structures acting against illiteracy in Greater Angoulême.



could be a real help to this structure. Moreover, the project managers had true expectations, as they were not specialists in this field.

## What form did this sponsorship take ?

**A.J.** I was fully involved in the project at every new step, with requests for advice, for instance on the graphic charter, or on the

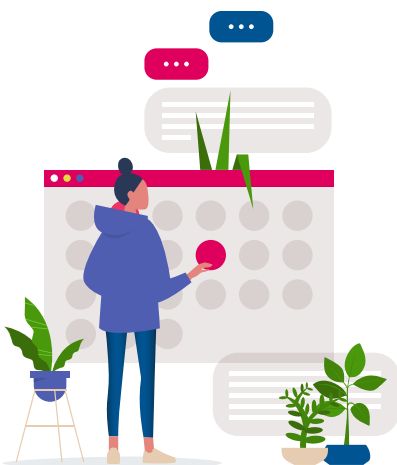
site's construction. Initially, we met up on a regular basis, and over time we worked remotely online.

## What did you get out of it ?

**A.J.** Sponsorship is a real commitment, but it's very rewarding to see that our action has a real impact. It's also an opportunity to open up to other people and to an associative environment that I wasn't familiar with. It allows us to become aware of a social reality that is sometimes far removed from our daily lives and to discover that there is a rich local fabric concerned about these issues, which are important to support.

## How does sponsorship help the structures supported ?

**A.J.** First of all, beyond the financial support, it underlines the Fund's interest and genuine involvement in the success of the project. Then, for the project sponsor, it's a great opportunity to give the structure the benefit of our technical skills, but also to give them an external perspective and advice that will help the project move forward in the right direction. I was particularly interested in this project because of its theme, but also because it concerned a sector, communication, which is my professional specialty. I knew that I



In 2012, LISEA created two corporate foundations, Biodiversité and Carbone, both endowed with €5 million, for the benefit of the departments crossed by the SEA HSL: Indre-et-Loire, Vienne, Deux-Sèvres, Charente, Charente-Maritime and Gironde. At the same time, the constructor COSEA, keen to respond to social and solidarity issues, created the Sillon Solidaire Endowment Fund, which has been supported since 2017 by LISEA and MESEA.

## Building on the experience of recent years

As the terms of these three structures are soon to expire, the stakeholders want to pursue the commitments by creating a single endowment fund that will bring together the three themes. The objective? Jointly keep up the long-term action in the regions so as to consolidate the beneficial impacts while building on the experience of recent years. Here again, the intention is to continue working in collaboration with local stakeholders in order to take advantage of their technical and scientific skills, which give real legitimacy to the actions carried out.

After a review of the three structures, an action programme integrating the themes of biodiversity, carbon emissions and social integration will be defined in relation to the challenges of the regions concerned by the SEA HSL.



The commitment of this new Endowment Fund is to span six years, with a provisional budget of €2 million.





# INNOVATE

## FOR THE SAFETY OF ALL AND THE PERFORMANCE OF THE RAIL SYSTEM

While the modernisation of the French rail system is one of LISEA's major challenges, the performance and safety of the infrastructure are among its priorities. With this in mind, LISEA relies on innovations developed in conjunction with its partners, aimed at maintaining a maximum level of safety as well as improving the line's robustness and industrial and operational performance.

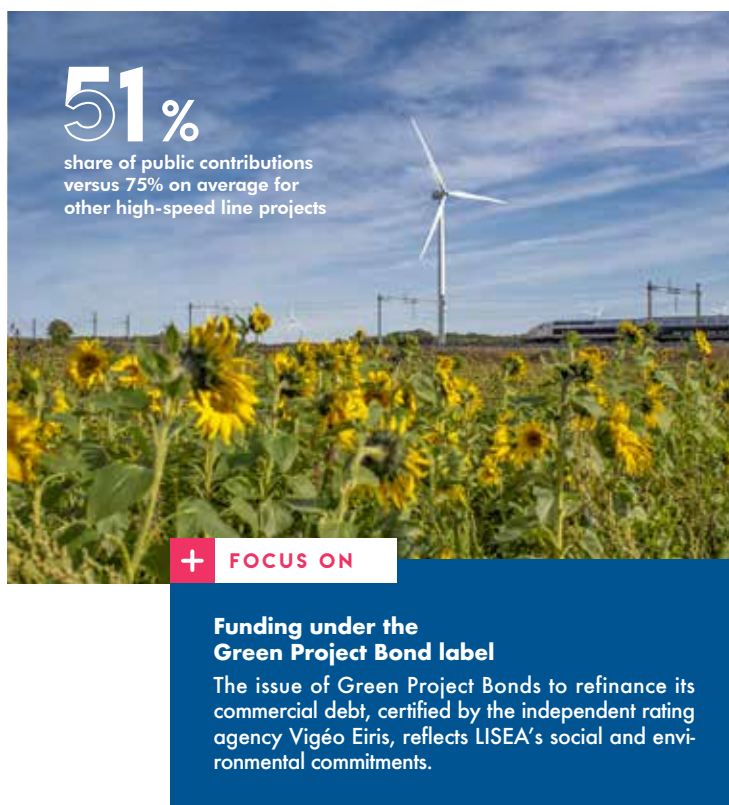


## AN INNOVATIVE CONTRACT

The concession contract, signed on 16 June 2011 between SNCF Réseau and LISEA for a 50-year period, is the result of a joint decision by the State, SNCF Réseau and local authorities. In a difficult financial context, it made it possible to meet passenger mobility requirements and the simultaneous launch of four major high-speed line projects (Sud Europe Atlantique, Nîmes-Montpellier bypass, Bretagne-Pays-de-la-Loire and Eastern Europe).

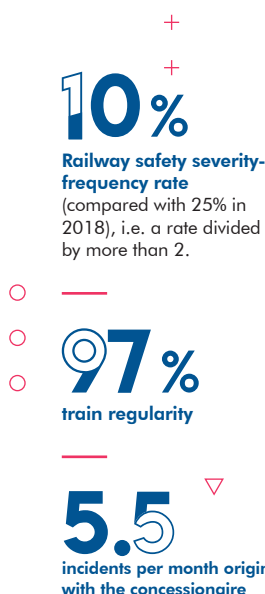
This concession contract limits public investment (51 % for the SEA HSL versus 75 % minimum for other high-speed line projects) and implies that LISEA will assume all risks for the entire duration of the concession: financing, construction, traffic, maintenance, operation and safety.

A true delegation of public service and a showcase of innovation for the private sector. In this respect, LISEA is committed every day alongside its partners to the modernisation of the French rail system.



## A DRIVER FOR THE SAFETY OF THE RAIL SYSTEM

With the aim of maintaining a maximum level of safety, in 2019, LISEA focused on adopting more sophisticated analysis methods and sharing a strong safety culture among the players involved in the rail system. At the request of the French Railway Safety Authority (EPSF), LISEA coordinated a working group dedicated to safety management for the benefit of all rail operators. LISEA also organised several in-house exercises, alongside SNCF Réseau, SNCF Voyageurs and the prefectural authorities and emergency services, on the theme of managing disrupted and crisis situations. As a result, the severity-frequency rate, the main indicator of the level of rail safety on the line, showed a steady decline throughout the year, reaching its lowest level since the line was commissioned.



"Maintaining a high level of safety on the SEA HSL is a priority for LISEA. In this respect, the company is a driving force for the dissemination of a strong safety culture shared by all stakeholders."

**SERGE PONCET**  
Head of rail safety  
and operations at LISEA



**+ FOCUS ON**

**MESEA: safety and operational performance**

In charge of line maintenance on behalf of LISEA, MESEA pursued its policy of innovation for the benefit of rail performance in 2019.

## MOVING TOWARDS PREDICTIVE MAINTENANCE



“Sharing experiences, transfer of innovations, partnership spirit: LISEA and MESEA have pooled their forces to become a true centre of data excellence for the benefit of predictive maintenance.”

**MATHIEU POISSEROUX**

Head of reporting and member of the working group on data and artificial intelligence at LISEA

At the heart of our performance approach, LISEA sees innovation as a long term, multiple process. In partnership with MESEA, the line maintainer, LISEA is investing in the development of information systems and specific measures capitalising on the use of available data on the infrastructure. SEACLOUD, the data platform currently being developed by the two companies, is showing promising results in this respect, since the application of artificial intelligence models now makes it possible to categorise 81% of the incidents on the trains running at least on a portion of the SEA route with a reliability higher than 94%. It also makes the weekly analysis of track geometry more reliable, with the aim of developing a model for predicting track degradation for the second quarter of 2020. A significant step towards predictive maintenance in order to maintain a high level of service and optimise life cycles. In 2019, LISEA also redesigned its LISEApp application for a more user-friendly 2.4 version. An information system linked to

**3**



**maintenance bases:**

Nouâtre-Maillé (Indre-et-Loire),  
Villognon (Charente),  
Clérac (Charente-Maritime)

**195**

**employees at MESEA**

that of its customers, in particular SNCF Réseau and SNCF Voyageurs, it allows dynamic monitoring of traffic, operating incidents and contractual performance indicators.

## INTERVIEW WITH ALAIN QUINET

Deputy CEO for Strategy, Economy and Safety of SNCF Réseau

**What are the main challenges (economic, societal, environmental) that the development of rail transport is responding to today?**

**A.Q.** Rail is the high-capacity means of transport with the lowest external costs in terms of CO2 emissions, air pollution, noise exposure and accidents. In this respect, rail is a sustainable transport solution to the challenge of global warming. SNCF Réseau's ambition is to be a standard-setter as an eco-responsible Infrastructure Manager (IM) through its national and local actions to promote the circular economy (via the recycling of rails, sleepers and ballast), preserve biodiversity and save energy.

**In this context, what actions and innovations, particularly in 2019, has SNCF Réseau carried out, in partnership with LISEA, to improve the safety and performance of the French rail system, and also to ensure its development in France and Europe?**

**A.Q.** A general framework has been defined and implemented between the parties. Crisis management is a perfect illustration of this. We also hold "REX Inter-GI" days. These events, organised twice a year, bring together SNCF Réseau and its IM PPP partners to share best practices and innovations, propose common topics for discussion on issues we all share, present the state of knowledge and research, and so on. These are particularly useful moments of emulation because they allow us at SNCF Réseau to compare our "long-time" practices with those of newcomers to the rail infrastructure management business in France. In addition to these long-term topics, we also work with LISEA on specific subjects, joint projects that mobilise our experts, such as the development of the commercial offer. In the specific field of safety, the national communication campaigns initiated by SNCF Réseau have been relayed by LISEA and thus reach a wider public.



**SNCF Réseau also has strong CSR commitments, particularly in terms of reducing the ecological footprint of its activities and preserving biodiversity. Can you detail these commitments? What actions are carried out in this framework?**

**A.Q.** Biodiversity preservation was first implemented concretely in projects conducted by SNCF Réseau for new lines or network modernisation, with the strict application of the "avoid, reduce, offset" principle. In recent years, this concern as a project owner has been extended to actions in the field of maintenance of the company's rights-of-way, with the challenge of reconciling our rail challenges (regularity, safety, securing slopes, etc.) with the preservation of biodiversity, landscape integration and the acceptability of our practices. Strong commitments were made in 2018: alongside 64 companies, SNCF Réseau took an active part in the Act4Nature initiative to preserve biodiversity, initiated by the association Entreprises pour l'Environnement (EpE), at the request of the Ministry of Ecological and Solidarity Transition: ten Act4Nature collective commitments and fifteen individual commitments formalising the company's biodiversity policy.

**How do you collaborate with LISEA on these various subjects?**

**A.Q.** First of all, let's remember that field operatives liaise on a daily basis, 24/7. The SNCF Réseau traffic agents are in constant contact with the SEA HSL maintainer. SNCF Réseau has offered training to LISEA/MESEA staff to ensure common standards and language. The SNCF Réseau infrapoles, and in particular the one for the LGV Atlantique high-speed line, regularly collaborate with MESEA on specific projects. In addition, and beyond day-to-day operational relations, cooperation covers the commercial policy, while coordination on capacity allocation, for example, is a crucial issue for our two entities. In the summer of 2019, the Bordeaux Saint-Jean station hosted the first direct rail link between Brussels and Bordeaux. Operated by Thalys, this service made it possible to link the Belgian capital to the Bordeaux metropolis in 4 hours, at the rate of one return trip per week, by bypassing Paris via the interconnection and then using the SEA HSL. This service is a real opportunity for passengers and regions and is the culmination of a year of joint study and work between LISEA, SNCF Réseau and Thalys.

**What are the challenges for the years ahead?**

**A.Q.** We are keen to carry through the project of installing a cross-Channel terminal at Bordeaux Saint-Jean station. A feasibility study has been launched at the initiative of the four infrastructure managers: SNCF Réseau, Eurotunnel, LISEA and HS1. In 2019, the twinning of the Bordeaux St Jean and London St Pancras stations was a first step in this long-term joint project, which must be pursued so that we can look forward to welcoming travellers coming directly from London to Bordeaux St Jean station.



## PARTICULAR EMPHASIS PLACED ON THE WELL-BEING OF OUR EMPLOYEES

Performance, attentiveness and openness guide LISEA's business project. These values also correspond to its commitment to a better quality of life at work in order to promote the well-being of its employees. With this in mind, the company places a strong focus on employees, notably by creating a professional environment that resembles them. A long-term collaborative approach undertaken by the company, which places participatory innovation and a sense of community at the heart of its practices and which stands out by inspiring a strong sense of belonging and commitment shared by all employees on a daily basis.

### Three agreements for well-being at work

2019 was an important year for LISEA with the signature of three agreements in favour of a better quality of life at work. First of all, a profit-sharing agreement to give every employee an opportunity to share in the company's results, for a better recognition of the role of each person in the collective performance. We also set up a Social and Economic

Committee, using electronic voting for the elections to the Committee. Finally, an agreement for the promotion of quality of life at work was reached. Reflecting LISEA's commitment to society, this agreement aims at professional equality between women and men, the fight against all forms of discrimination, the retention of seniors and employees with disabilities and a better balance between private and professional life.

33

employees, including 14 women and 19 men

+

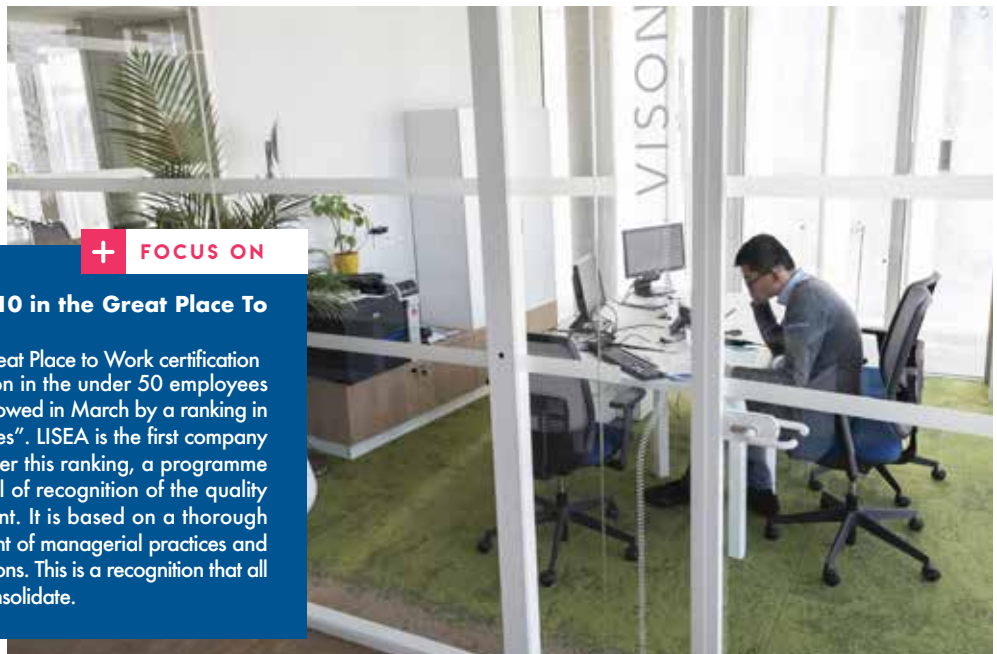
2.69%

of payroll dedicated to employee training



"This year, we are proud to confirm we have joined the list of great places to work. This recognition reflects the values that guide us on a daily basis: openness, attentiveness and performance. It does not, however, constitute an end in itself, but a step. The idea is to pursue in a sustainable manner what we have achieved collectively, in the interest of LISEA but also of the whole French rail system."

**PHILIPPE JAUSSEERAND,**  
LISEA's Deputy Chief Executive Officer



### + FOCUS ON

#### LISEA enters the Top 10 in the Great Place To Work ranking

LISEA was awarded the Great Place to Work certification for its very first participation in the under 50 employees category in 2018-2019, followed in March by a ranking in the top 10 "Best Workplaces". LISEA is the first company in the railway sector to enter this ranking, a programme that represents a high level of recognition of the quality of the working environment. It is based on a thorough and independent assessment of managerial practices and employees' working conditions. This is a recognition that all the teams now intend to consolidate.

# PRIORITY ISSUES

1.

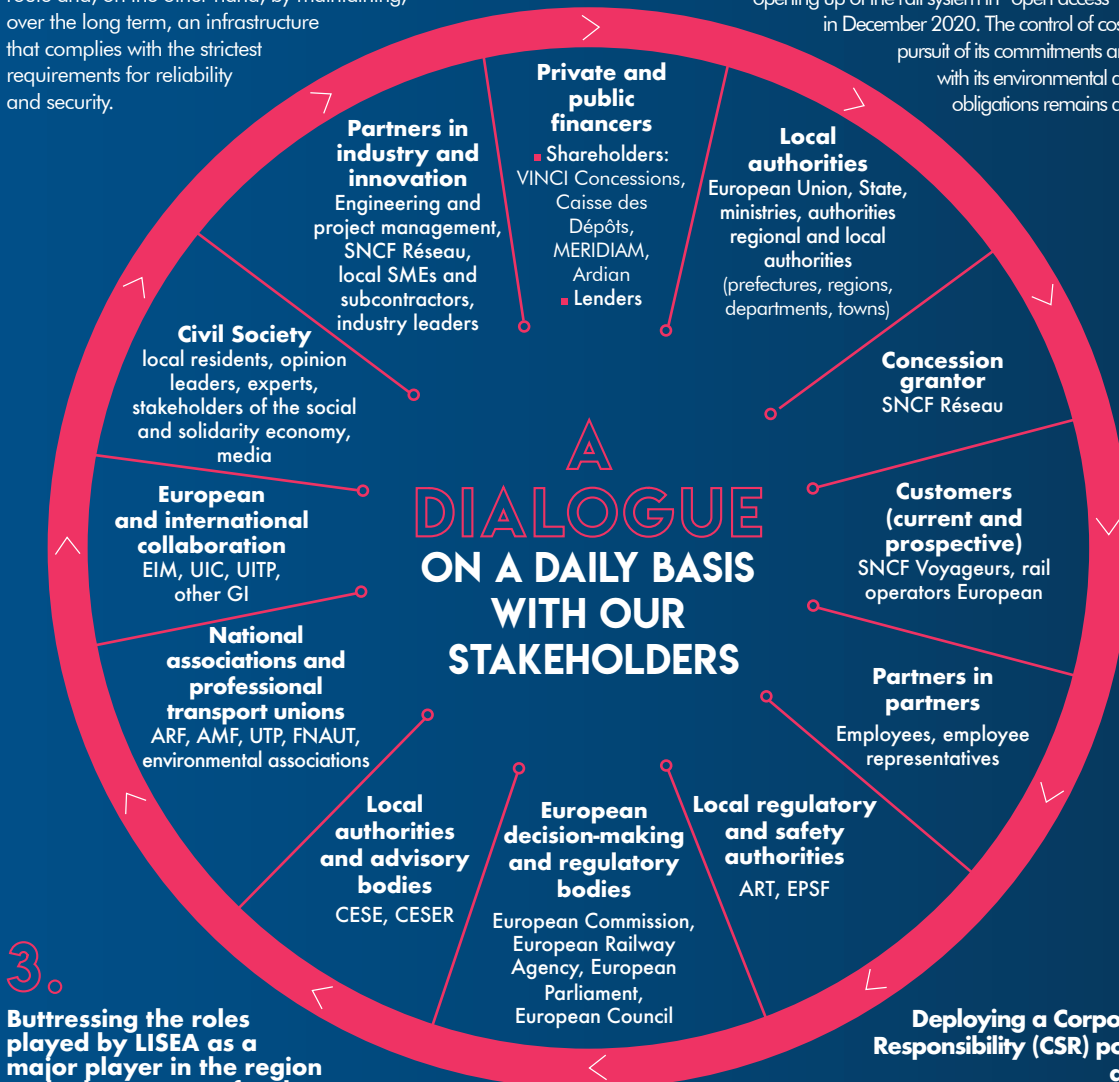
## Innovating to guarantee the safety and operational performance of the SEA HSL

Working with its partners and service providers, LISEA offers innovative solutions in order to improve the line's industrial and operational performance by participating, on the one hand, in improving rail robustness on the Atlantic route and, on the other hand, by maintaining, over the long term, an infrastructure that complies with the strictest requirements for reliability and security.

2.

## Ensuring economic performance and the company's development within the scope of the opening up of high-speed lines to rail competition

The line's commercial development is a major challenge for the company. LISEA has therefore drawn up a proactive commercial action plan which facilitates, on the one hand, the creation of transport offers by SNCF Voyageurs and, on the other hand, creates conditions conducive to the arrival of a new operator within the framework of the opening up of the rail system in "open access" mode, starting in December 2020. The control of costs linked to the pursuit of its commitments and compliance with its environmental and contractual obligations remains a priority for the company.



3.

## Buttressing the roles played by LISEA as a major player in the region and a key partner for the opening to rail competition

Emphasis on strong passenger traffic numbers, improvement of the line's performance, positive impact on regional development, relevance of its geographic position, innovations and concrete achievements in favour of the environment are all subjects that buttress LISEA's positioning.

4.

## Deploying a Corporate Social Responsibility (CSR) policy across all activities

Thanks to its approach of structured, ongoing dialogue with all of its internal and external stakeholders, LISEA is able to identify each one's priority issues and thus move in the right direction. As an agile and responsive company, LISEA is pursuing its commitments to offer its employees a great place to work. The introduction of ESG criteria in the company's CSR strategy will also underpin the company's performance.

# IMPROVE

the robustness of the line, in partnership with SNCF Réseau and SNCF Voyageurs

# PROMOTE

the development of a regional high-speed service linking Châtellerault, Poitiers, Angoulême and Bordeaux, in partnership with the Nouvelle-Aquitaine region

# SUPPORT

the opening of new rail services for the benefit of passengers

# DEMONSTRATE

the efficiency of the environmental compensation measures implemented by rigorous monitoring of protected animal and plant species

# CONTINUE

the Corporate Social Responsibility (CSR) approach initiated through the implementation of an ambitious action plan

# PROTECT

local residents from noise pollution by additional measures in partnership with the State and the Nouvelle-Aquitaine region



# OUTLOOK

## INTERVIEW WITH PHILIPPE JAUSSERAND

LISEA's Deputy Chief Executive Officer

### Supporting the opening to competition of the French rail system

With the high-speed lines scheduled to open up to competition in open access from December 2020, new European operators will be arriving on the domestic market. What are the specific challenges of this paradigm shift for LISEA? How is the company preparing itself today via a resolutely proactive policy? Philippe Jausserand, LISEA's Deputy General Manager, details the conditions for a successful opening to competition.

### For LISEA, what are the stakes of opening up the French rail system to competition?

**P.J.** The arrival of new rail operators on the domestic market represents an exceptional business development opportunity for LISEA. The creation by Thalys, in 2019, of a link between Bordeaux and Brussels and the study in progress for a future link between Bordeaux and London already attest to the line's attractiveness to new operators. The very modern infrastructure of the SEA HSL is particularly attractive. This opening will allow LISEA to support the development of new transport offers for a real mobility of the future.



### How is LISEA preparing for these issues?

**P.J.** Having identified all of the existing hurdles, we are now actively working to remove the various barriers to entry. Approval of the rolling stock for the line, organisation of its maintenance, reinforcement of the robustness of the infrastructure with SNCF Réseau, implementation of new available train paths and attractive destinations, tariff support, all these components are now part of a broad action plan led by LISEA to promote the attractiveness



**The arrival of new rail operators on the domestic market represents an exceptional business development opportunity for LISEA.**

of the line. At the same time, we are conducting extensive market research and imagining tomorrow's rail links. We have already identified several promising routes, including direct links between Bordeaux and Nantes or Bordeaux and Lyon or a service linking Paris to the ski resorts of the Pyrenees via Bordeaux and Toulouse. We are currently sharing this data with SNCF Voyageurs, our long-standing partner, as part of the development of its offer, as well as with all European rail operators as part of a major programme of meetings. All of LISEA's collaborators are naturally strongly involved in this drive.



**This opening will allow LISEA to support the development of new transport offers for a real mobility of the future.**



Read the interview at  
[rapport-activite-lisea-2019.fr](http://rapport-activite-lisea-2019.fr)



READ THE ACTIVITY REPORT ON OUR WEBSITE AT

[LISEA.FR](http://LISEA.FR)



SUD EUROPE ATLANTIQUE HSL CONCESSIONNAIRE

Department of communication and institutional relations