



# INSPIRING THE WINDS OF FREEDOM

2020 brought its share of disruption. Writing this Annual Report and CSR Report represents an exercise of recollection. Seized by the sudden arrival of the Covid-19 pandemic, the entire Loire Estuary Port Community was able to demonstrate its resilience and to fulfil its role in the service of businesses in Greater Western France. It was only several months later that the greater force and impact of the shock wave were felt.

The first stage of a life and of an economy moving in slow motion offered the opportunity to engage in a detailed reflection regarding Nantes - Saint Nazaire's port strategy, which is always oriented towards the communities of Greater Western France. It was also the time of realization of the need to accelerate the process of structural transformation for the future of the Port.

Energy transition is fully evidenced on the Loire Estuary. The planned closure of the Cordemais thermal power station and the economic shutdown of the Total refinery at Donges confront the developing industrial dynamic and logistical expertise in relation to renewable energy, notably offshore wind power.

This lends support to the orientations decided upon in order to renew the economic model of our Port. For the Regional Community, maintaining investment and pursuing innovation and experimentation are the key to a sustainable future.

The Management Board Nantes - Saint Nazaire Port

# AN INDUSTRIAL TOOL FOR ECONOMIC GROWTH

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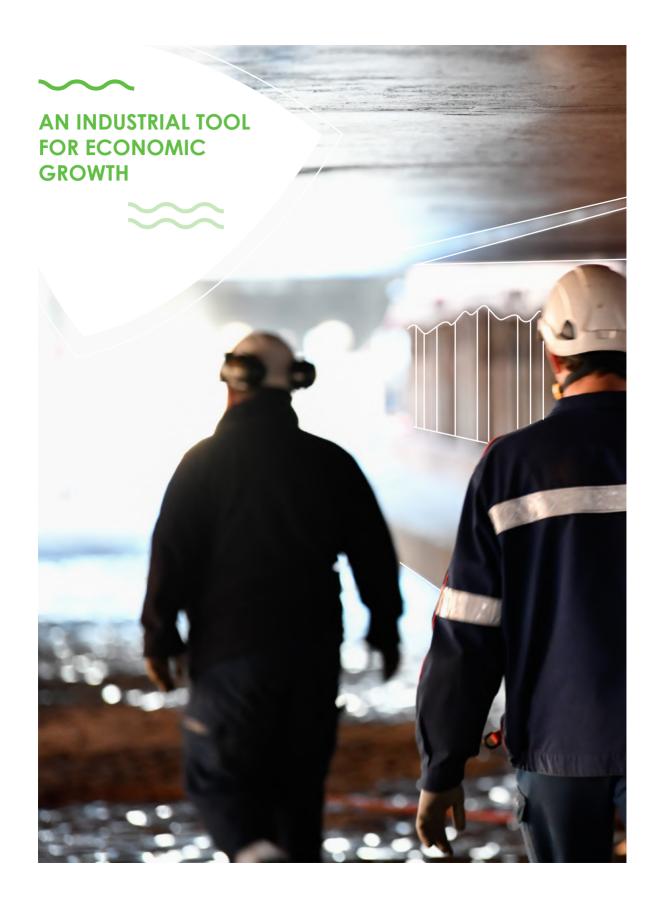
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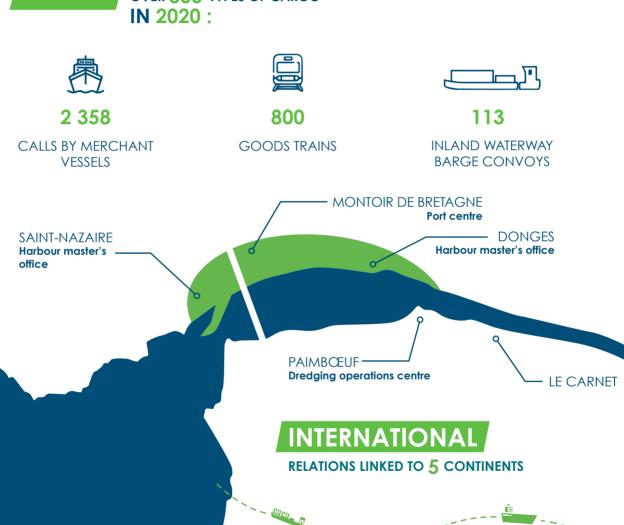
<sup>\*</sup> Corporate Social Responsibility





## **NANTES - SAINT NAZAIRE PORT MARKERS**









# **EMPLOYMENTS**

THE ACTIVITIES AT THE PORT OF NANTES – SAINT NAZAIRE GENERATE: 25 300 JOBS\*



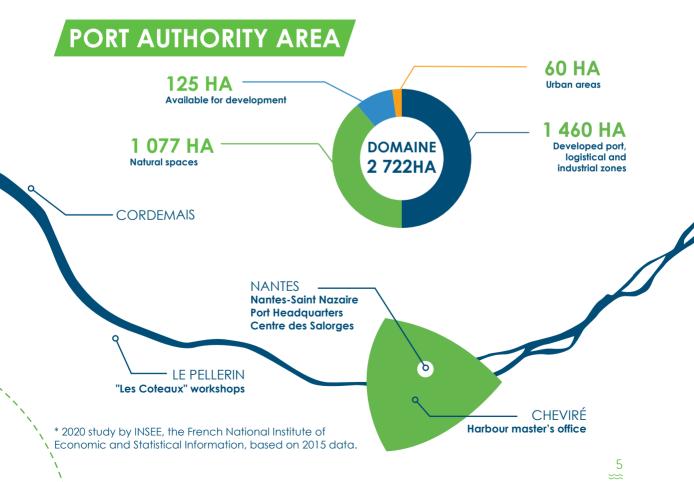
8 100

MARITIME AND PORT-BASED JOBS



17 200

INDUSTRIAL AND SERVICE SECTOR JOBS



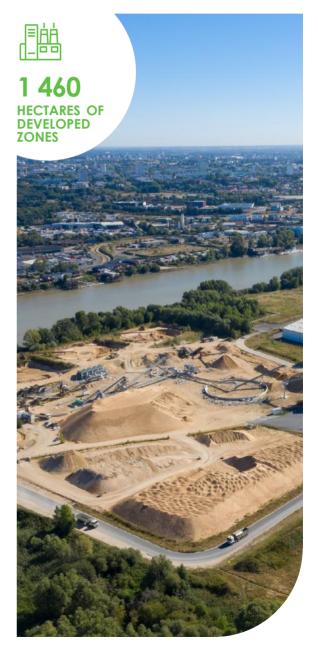


# SERVING SUSTAINABLE PUBLIC PLANNING AND DEVELOPMENT POLICIES

Nantes - Saint Nazaire Port is a public enterprise corporation in which the State is the sole shareholder. The Port Authority is charged with implementing public policies on sustainable planning and development, while managina compromises between economic. employment and environmental concerns. It is entrusted with several missions: the provision, operation and maintenance of maritime accesses, policing, safety and security, port property development, the conservation of natural spaces, the construction and maintenance of infrastructures, the promotion of rail and inland waterway service provisions, the development and management of industrial and logistical activity zones, general promotion.

An industrial facility forming the interface between land and sea, Nantes – Saint Nazaire Port fulfils a dual role, as an accelerator of Regional Community economic development and as an integrator of industrial and portrelated activities within the urban and natural environment. The Port Authority works in partnership with Greater Western France's other public-sector stakeholders (Central, Regional and Local Government bodies, consular organizations, etc.) and private-sector stakeholders (industrial and port firms, logistics companies, shippers and so on).

Already developed sites and those being developed for future activities represent a total surface area of 1 460 hectares. The port areas, including terminals, logistical facilities, and industrial premises, are linked up to the national road and rail networks.



The sand terminal at the Cheviré facility.

They are also located close to the airports in Nantes and at Montoir de Bretagne. An inland waterway link is provided on the Loire Estuary for different types of traffic.

For container traffic, the Port has direct liner services to the French West Indies and the West Coast of Africa. In addition, several feedering services are connected to the main transhipment hubs in Northern Europe, thereby linking Nantes – Saint Nazaire to all five continents. Regular ro-ro services are provided to and from Northern Europe (Germany and Belgium), the Iberian Peninsula (Spain), the Mediterranean (Morocco, Tunisia, and Italy), and the USA (Alabama).

For importing and exporting companies in the regions of Greater Western France, Nantes - Saint Nazaire Port makes available doorstep services that serve to optimize supply and distribution chains. For all types of traffic, the Port proposes an added-value logistical service offer (notably warehousing, packing into bags, and order preparation) and a statutory service offer (including customs, veterinary services, and phytosanitary services). The Port of Nantes - Saint Nazaire is a classified Border Inspection Point (BIP), a classified European Union Point of Entry (EUPOE) and a classified Designated Point of Entry (DPOE), which notably permits plants and cattle feed from other countries to be introduced into the territory of the European Union.



The Montoir de Bretagne ro-ro terminal.



### **COMPLEMENTARY GOVERNANCE BODIES**

The governance of Nantes - Saint Nazaire Port is built around consultative and decision-making bodies.

The Supervisory Board decides on Nantes - Saint Nazaire Port's strategic orientations and exercises ongoing control over its management. It is able to rely on the work of the Development Board and of the Loire Estuary Scientific Board. Headed by Christelle Morançais, the Chair of Pays de la Loire Regional Council, the Supervisory Board is made up of 18 members, who include Central Government representatives, representatives of Regional and Local Government, salaried employees of the Port Authority and qualified figures. The Supervisory Board met on four occasions in 2020. It discussed or deliberated upon different subjects, which included the purchase of plant and equipment for the Saint Nazaire industrial and port facility, the development of a storage capacity offer and the preparation of a new port strategy for the Loire Estuary.



Christelle Morançais

The Management Board is charged with the executive management and administration of Nantes - Saint-Nazaire Port. This governance body has three members: Olivier Trétout, who is the Chair of the Management Board, Julien Dujardin, Deputy Managing Director responsible for technical resources, and Pascal Fréneau, Deputy Managing Director responsible for functional resources.



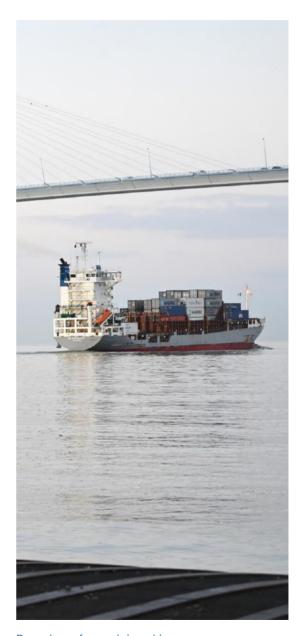
Pascal Fréneau, Olivier Trétout and Julien Dujardin.

The Development Board is a body that is representative of civil society and a forum for discussion and exchange. Its 32 members are divided into 4 colleges: Port Community representatives, Port Community personnel representatives, Local and Regional Government representatives, and qualified figures. Chaired by Philippe Billant, Director of the Total refinery at Donges, the Development Board held four meetings in 2020, at which various subjects were discussed; these included the impact of the Covid-19 pandemic on the global economy and the maritime and ports sector activity, the results of the 2015-2020 strategic plan, and the preparation of the new port strategy for the Loire Estuary.



Philippe Billant

Placed under the authority of the Regional Prefect, the Loire Estuary Scientific Board is made up of 16 qualified figures appointed on account of their scientific expertise. It is chaired by Job Dronkers, the former Head of the Coastal Studies Department of the Ministry of Infrastructure and Environment of the Netherlands, now an independent consultant on the management of coastal areas.



Departure of a container ship.







### SIGNIFICANT EVENTS



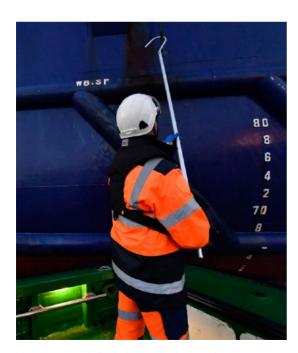
In January, at Paimboeuf, Eiffage set up a worksite for the assembly of electricity transmission network ducts to receive the landing cable of the Banc de Guérande offshore wind farm.

→ 10<sup>th</sup> January saw the official commencement of work by the Chantiers de l'Atlantique Shipyard, in Saint Nazaire, on the construction of the electrical substation of the future Banc de Guérande offshore wind farm.



On 11th February, two new stations were opened in Nantes for river passenger shuttle services between Quai Wilson, in the Île de Nantes District, and the Bas Chantenay District on the north bank of the Loire Estuary.

On 13<sup>th</sup> February, Nantes - Saint Nazaire Port issued approvals to its Bathymetry, Dredging and Inshore Piloting Unit and to the Huchet-Desmars Company for the provision of inshore piloting services for a period of seven years.



New approvals for inshore piloting services were issued in February.



On 13<sup>th</sup> March, Nantes - Saint Nazaire Port activated its Business Continuity Plan, implementing the health measures put in place to combat the spread of the Covid-19 virus.



On 23<sup>rd</sup> and 24<sup>th</sup> April, Bureau Veritas conducted an audit of Nantes - Saint Nazaire Port's quality-led management methods. The ISO 9001 certification was renewed for a further 3 years.



From 11<sup>th</sup> May onwards, the lifting of the lockdown measures initiated a gradual resumption of activities at the pace and in accordance with the conditions established by each business.



A Business Continuity Plan was activated on 13th March.



Work began in June on reinforcing the east section of paved area adjoining the Joubert sluice dock and on developing the zone for the pre-assembly of wind turbines for the future Banc de Guérande offshore wind farm.



The latest Airbus A380 aircraft sections were loaded at Montoir de Bretagne in June.

The ro-ro vessel Ville de Bordeaux left Montoir de Bretagne on 8<sup>th</sup> June bound for Pauillac, one of the logistical facilities of Airbus, carrying the two latest A380 aircraft sections to be assembled in Toulouse.

→ 26<sup>th</sup> June saw the release of the "Safe in Port" app, a free app for smartphones. It alerts users on a real-time basis about events that may affect traffic conditions in the Saint Nazaire industrial and port activity zone.



At the beginning of July, the Suez - Charier consortium opened its new Nantes-Cheviré **Ecohub** for the treatment of industrial and building waste materials.

From 21st to 31st July, the Naval Department of Eiffage Énergie Systèmes installed pods aboard the icebreaking cruise ship Le Commandant Charcot, owned by the Compagnie du Ponant Cruise Line.

On 24<sup>th</sup> July, the vessel Harbour First collided with the bascule bridge of the south lock, in Saint Nazaire.



On 13th and 17th August, with access via the Pont du Pertuis bridge and the bascule bridge not being possible, Nantes-Saint Nazaire Port organized the exceptional transfer in the Saint Nazaire dock basins of units weighing more than 12.5 tonnes, using the Compagnie Ligérienne de Transport barge Jules Verne.



 → 15<sup>th</sup> September marked the departure from General Electric's Montoir de Bretagne factory of the first nacelle for the future Banc de Guérande offshore wind farm.

From 16<sup>th</sup> to 20<sup>th</sup> September, the Solitaire du Figaro single-handed yacht race called at the Loire Estuary for two of its stages.



The Solitaire du Figaro single-handed yacht race, in Saint Nazaire.



In early October, the first phase of work began on de-silting the upstream gate of the Joubert sluice dock, so as to ensure its safe operation pending its replacement in few years.

On 22<sup>nd</sup> and 23<sup>rd</sup> October, the port facilities of Nantes - Saint Nazaire Port opened their doors to the general public on the occasion of the Pays de la Loire Region's fifth annual "Company Tours in Our Region Days" initiative.

The new Pont du Pertuis bridge in Saint Nazaire came into full-time operation the 23<sup>rd</sup> October.



From 13<sup>th</sup> November, the dredger Samuel de Champlain conducted a dredging campaign in Boulogne-sur-Mer for the Hauts de France Regional Authority, which has been a member of the GIE Dragages Ports Port Dredging Group since 2018.

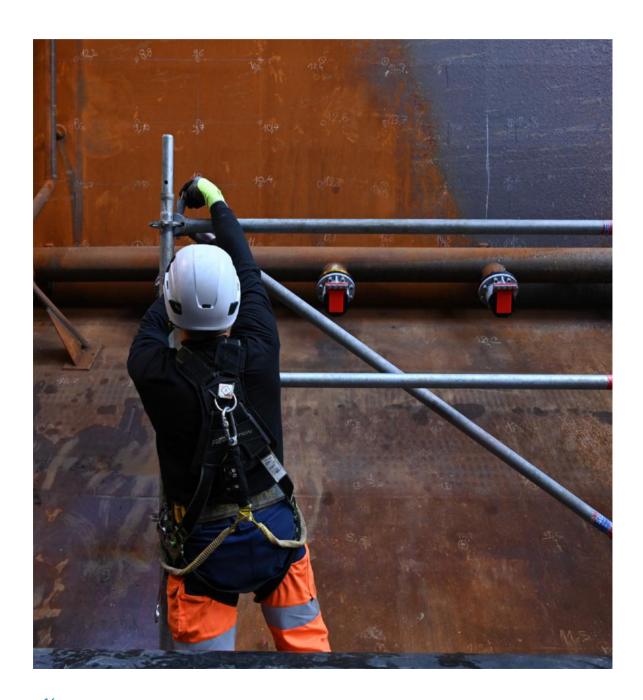


On 10<sup>th</sup> December, the Port of Nantes - Saint Nazaire took delivery of three new Liebherr high-capacity port cranes: one for the Montoir de Bretagne multi-bulk terminal and the two others for the Quai de la Prise d'Eau quay, in Saint Nazaire.



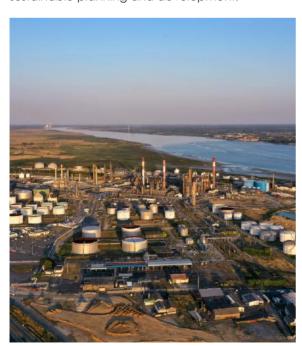
The new Liebherr cranes being unloaded in Saint Nazaire.





# 1 - FROM THE RESULTS FOR THE PERIOD 2015-2020 TO THE ELABORATION OF A NEW PORT STRATEGY

Having first conducted concerted deliberations with the stakeholders in port-related activities on the Loire Estuary, including Central, Regional and Local Government, in October 2015 Nantes - Saint Nazaire Port set itself the goal of becoming a reference port for energy and ecological transition. The stakes are high, since two thirds of Loire Estuary port traffic are related to fossil fuels, and the terminals and industries concerned are located on an estuary possessing natural spaces that are both rich and sensitive in character. Conscious of the societal. economic, and environmental stakes involved. Nantes - Saint Nazaire Port orchestrated its strategy around three orientations: assisting existing and emerging sectors in that transition, heightening the performance of industrial facilities, and delivering sustainable planning and development.

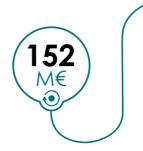


The Donges oil refinery.



The development work on the pre-assembly facility for the future Banc de Guérande offshore wind farm.

A programme of 28 actions was then instituted. By the end of the period 2015-2020, 14 actions had been completed and 12 were still being rolled out. Two actions have not been undertaken: the development of the Cheviré logistics activity zone in Nantes and the conduct of studies and procedures prior to the development of the Le Grand Tourteau site in Saint Nazaire. Over the period concerned, the investments amounted to 152 M $\in$  in total, representing 83 % of the multiannual programming provided for in the 2015-2020 strategic plan.



OVER THE 2015 - 2020 PERIOD The results of the 2015-2020 strategic plan demonstrate the dynamic created by the process of ecological and energy transition and the advent of a new economic model for Nantes - Saint Nazaire Port.

The industrial port function has taken on a new dimension, notably through the commitment to working alongside players in the renewable energy, LNG, aeronautical or XXL logistics sectors.

In 2019, the Management Board of Nantes - Saint Nazaire Port initiated deliberations regarding the Port Authority's future strategy and the type of organization permitting its implementation. This marked the start of an iterative process of consultation and discussions involving the Executive Management and other management personnel, company directors in the hinterland, shipping lines and logistics companies, and the Port Authority's governance bodies.

Two technical seminars were notably held on 10<sup>th</sup> and 21<sup>st</sup> January 2020, and were attended by Members of the Supervisory Board and of the Development Board, by representatives from Central Government and from Local and Regional Government, and by representatives from different sectors of industry, logistics companies and port firms.

A first version of the port strategy for the Loire Estuary, establishing an overall framework for Nantes - Saint Nazaire Port's future strategic plan, was submitted to the Supervisory Board on 26<sup>th</sup> June 2020.

Parallel to this, the Management Board commenced work on the elaboration of the 2021-2026 strategic plan and secured the services of consultants Mensia and Egis to provide assistance.



At a seminar on the topic of the Loire Estuary port strategy.

Over the summer of 2020, several seminars and meetings with Nantes - Saint Nazaire Port's teams of personnel were held in order to enrich the process. On 4<sup>th</sup> September, the Development Board decided to provide its own contribution to this work by forming groups to focus on the themes of "industrial port", "commercial port" and "energy port".



On the downriver section of the Loire Estuary.

In November 2020, this contribution formed the subject of an initial report at a plenary meeting of the Development Board, then of a summary presentation to the Supervisory Board. At the end of January 2021, a first version of the document presenting the 2021-2026 strategic plan was sent to the Central Government General Directorate for Transport Infrastructures and Maritime Affairs, to the Budget Directorate of the Ministry of Finance, to the State Holdings Agency, to the Pays de la Loire Regional Prefectural Authority and to the Pays de la Loire Region's General Secretariat for Regional Affairs.

A second version of the document presenting the strategic plan was finalized by the Supervisory Board on 12<sup>th</sup> March 2021. The process of elaboration and validation of the 2021-2026 strategic plan is then referred for formal consultation to several bodies, including the Environmental Authority Regional Mission, Nantes - Saint Nazaire Port's Development Board and its Investment Committee. The plan will also be referred to neighbouring residents for consultation.

When these different opinions have been communicated, the Supervisory Board will then be able to adopt the 2021-2026 strategic plan at the end of 2021. The plan should be structured around three major objectives:

- Delivering successful energy, ecological and digital transition.
- Consolidating the Port's role as the maritime gateway to Greater Western France.
- Serving the economic and social development of the Loire Estuary.

# 2 - MANAGING THE HEALTH CRISIS AND SUPPORTING THE ECONOMY OF GREATER WESTERN FRANCE

Three months after the discovery of several cases of pneumonia of unknown origin in a city in China, early in March 2020 the World Health Organization declared that the propagation of the Covid-19 virus constituted a pandemic. Measures were taken accordingly in the countries affected by the pandemic, including France. Those measures impacted the functioning and economics of many businesses.

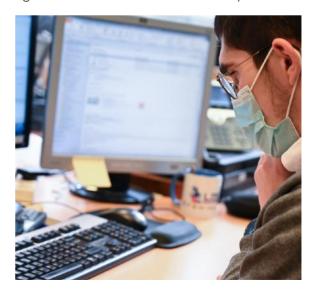
An initial briefing was given to the salaried employees of Nantes - Saint Nazaire Port on 2<sup>nd</sup> March, so as to ensure that information regarding the preventative measures to combat the coronavirus was widely circulated.

Conscious of the vital role for the country's economy, that it fulfils for the energy and food sectors, on 13th March Nantes - Saint Nazaire Port activated its Business Continuity Plan, which had been prepared in anticipation of a pandemic. That same day, information was communicated to all the salaried employees, to remind them regarding the preventative measures and to inform them about the specific working arrangements that were soon to be put in place.

Pursuant to the Ministerial Decree dated 16th March, the Management Board decided to place all the Port Authority's salaried employees on short-time working from 17th March, with the exception of those members of personnel who were able to work from home or whose physical presence at the port facilities, in a technical or administrative role, was necessary to ensure business continuity.

During the lockdown from 17<sup>th</sup> March to 10<sup>th</sup> May, the work situation of certain salaried employees sometimes evolved according to their family or personal obligations, and according to the Port Authority's operational necessities. Overall during this period, 260 members of personnel were on short-time working, 170 worked from home and 110 were mobilized for the purposes of ensuring continuity of service.

All 120 of Nantes - Saint Nazaire Port's laptop computers and 53 more second-hand computers ordered on 9<sup>th</sup> March were utilized in order to enable members of personnel to work from home. Remote connection capacity was increased, making it possible to absorb up to 150 simultaneous connections during the lockdown period. There was a ramping up of the efforts to upgrade the telephony facilities, so as to facilitate audio- and videoconferencing. Particular attention was paid to cybersecurity, as the period was marked by a significant increase in malicious activity.

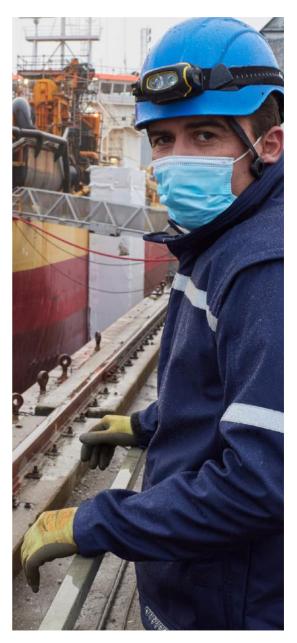


The mobilization of the information systems team.

Salaried employees of Nantes - Saint Nazaire Port were tasked with ensuring business continuity at all levels of the Organization. Specific crisis management arrangements founded both on dialogue and on real-time information sharing were initiated on 16<sup>th</sup> March. Those arrangements included a daily meeting of the Management Board, and frequent, case-by-case discussions with technicians and experts, with personnel representatives, and with the managers of shipping, port, logistical and industrial companies in the Port's hinterland. Between 13<sup>th</sup> March and 4<sup>th</sup> June, 20 emergency response and monitoring unit meetings were held and 17 internal updates were circulated.

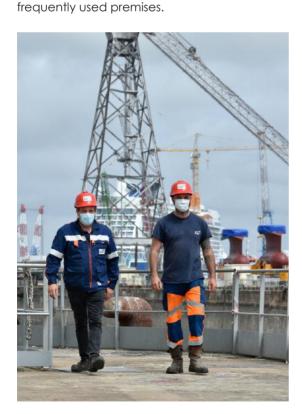
Moreover, numerous meetings were organized in order to agree on technical interventions, notably the dredging, maintenance and upkeep operations at the terminals, and to prepare for the progressive resumption of work in the workshops and administrative offices as of 11th May.

Regular communication was put in place with customers to advise them regarding the availability of port services and terminals. Furthermore, Nantes - Saint Nazaire Port worked in close collaboration with logistics and port professionals, checking in on a regular basis with companies in Greater Western France, so as to best facilitate flows of goods and to optimize stock control.



During the maintenance turnaround of the dredger Samuel de Champlain.

Due to the difficulty of procuring disposable masks in significant quantities, substitute items of equipment including visors, protective coveralls and cloth masks were used in the first instance. The first surgical masks were received on 27th April. During the entire period, Nantes - Saint Nazaire Port had at its disposal sufficient items of protective equipment to permit business continuity, then the resumption of work when the lockdown ended. Moreover, preventative disinfection operations were



The first orders of personal protective equipment were placed on  $27^{th}$  February.

carried out on waterborne craft and in

Inside the Saint Nazaire Business Unit.



The return of face-to-face meetings, in compliance with shielding requirements.

The deployment of those items of equipment, and the elaboration and circulation of instructions were carried out in concertation with the members of the Health and Safety at Work Commissions of the Port Authority's Social and Economic Committee. On several occasions, Nantes - Saint Nazaire Port made available supplies of protective equipment to Port Community companies and organizations.

From 11th May onwards, the progressive lifting of the lockdown measures initiated a new phase in the health crisis, with the resumption of activities at the pace and in accordance with the conditions specific to each business. Nantes - Saint Nazaire Port put in place an organization making it possible to live with and work around the coronavirus. The Central Government rules in response to the evolution of the pandemic in the autumn and winter of 2020, notably the partial lockdown, the curfew and the recourse to homeworking, were rigorously applied.

# 3 - INCREASING LOGISTICAL AND PORT CAPABILITIES TO BUILD A NEW ECONOMIC MODEL

Though impacted by the health crisis, large-scale improvements were carried out in order to assist the development of different sectors of activity, including the marine renewable energy sector.

In Saint Nazaire, following the work carried out by Nantes - Saint Nazaire Port to reinforce an additional 30 metres of the Quai de la Prise d'Eau quay and the re-routing at the end of 2019 of the Rue de la Forme Joubert road to permit the transfer of heavy-lift and voluminous carao. General Flectric was able to commence work on the development of the 12 hectare industrial facility for pre-assembly operations. This zone will make it possible to store 12 wind turbines at a time and will be used for all 80 that will eventually be installed at the Banc de Guérande offshore wind farm. Work on preparing the mast pre-assembly zone began at the end of May, with two pilemounted slabs being laid beside the Joubert sluice dock. Conducted under the responsibility of contracting authority Nantes - Saint Nazaire Port, the work to reinforce a 250 metre length of paved area east of the Joubert sluice dock started in the summer. The wind turbine components will be preassembled on that site, prior to loading aboard the Jan de Nul Group's specialist vessel, which will be operating the rotations between Saint Nazaire and the Banc de Guérande site during the installation operations scheduled for 2022.

On 10<sup>th</sup> December, two new hight-capacity, 150 and 200 tonne cranes were delivered to the Quai de la Prise d'Eau quay in Saint Nazaire. Financed entirely by Nantes - Saint Nazaire Port, this 8 M€ investment is an essential element in the development of the Saint Nazaire facility.

Operational since mid-February 2021, they have already been used to unload the first wind turbine components arriving by sea and destined for the future Banc de Guérande offshore wind farm.



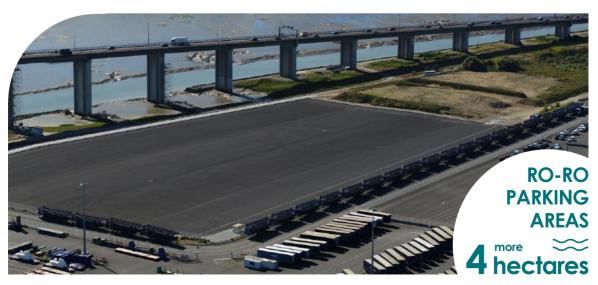
An industrial cargo consignment is unloaded in Saint Nazaire.

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To accompany the growth of industrial activities in Saint Nazaire, in 2017 Nantes - Saint Nazaire Port instituted a programme to upgrade the movable structures, so as to secure maritime and road traffic flows and to ensure the reliability of the structures during periods of intense activity. Work began at the end of 2019 on dismantling the Pont du Pertuis bridge, which is located between the Saint Nazaire and Penhoët dock basins. The swing bridge built in 1910 needed to be replaced. The floor plate of the new Pont du Pertuis bridge was delivered in mid-August by a vessel equipped with a jumbo derrick, which carried out the installation operation directly on the swing bridge itself. Initially, the bridge came into service at the end of September, operating on reduced hours so that final adjustments could be made. It came into full-time operation as of 23<sup>rd</sup> October. This permitted the conditions of access to the industrial and port activity zone and to the Petit Maroc area of Saint Nazaire to be progressively restored.

At Montoir de Bretagne, the work to develop 4 more hectares of ro-ro parking areas, which had commenced in September 2019, was interrupted during the first lockdown period. The work resumed on 21st April 2020 and was completed in July. This new storage area is added to the existing 25 hectares of parking areas. The health crisis severely affected the automobile sector as a whole, with the shutdown of vehicle production plants and the closure of dealerships. Operations resumed progressively, but at the end of 2020 the volume of activity was still far from matching the dynamic instituted at the start of the year thanks notably to the imports of new vehicles arriving from the PSA plant in Kenitra, in Morocco.

In June, the Supervisory Board was informed of the steps being taken by Nantes - Saint Nazaire Port to provide warehousing for industrial or logistical purposes.



Receiving regular requests from industrial firms or logistics providers, and conscious of the need to make the best use of the Port Authority area in the interests of an evolving economic model, Nantes-Saint Nazaire Port decided to put in place a logistical capability offer. This initiative resulted in a framework agreement to supply metal-and-textile structure warehousing. A first such provision was endorsed by the Supervisory Board in March 2021, for the use of industrial company General Electric and of logistics provider Idéa, with the facility expected to be commissioned in the autumn of 2021.

Considering the current and projected levels of liquid bulk cargo traffic, Nantes - Saint Nazaire Port decided to increase capacity at the Montoir de Bretagne liquid cargo berth thanks to the addition of two new wharves, upstream and downstream of the existing infrastructure. This operation aims to render the installation secure, to adapt the facility in line with changing fleet requirements, to be able to receive two mediumsized vessels simultaneously, and thereby to relieve the operational tensions resulting from a high rate of occupancy of the berth. Following a tendering process relating to the studies and work required for this project, Vinci Maritime and Inland Waterway Construction was selected on 15th December. The liquid cargo berth is used to handle different types of liquid bulk cargo traffic, including chemicals, oils and molasses, and sand extracted off the Loire Estuary.

At Donges, the rail bypass of the industrial facilities requires large-scale work to be carried out over a period of 3 years, with the commissioning date expected to be October 2022.

Following the preparatory work conducted in 2019, the first earthmoving operations along the route of the bypass commenced in July 2020, prior to the installation of the railway equipment. It may be recalled that this major project declared to be in the public interest in November 2017 aims to reduce the exposure of the railway to industrial risks and to secure the future of industrial activities at the Total refinery and at the port facilities concerned, whose railway line between Nantes and Le Croisic currently passes through the area. Nantes - Saint Nazaire Port is a member of the steering committee for the project, alongside the European Union, Central Government, Total Raffinage France, Pays de la Loire Regional Authority, Loire Atlantique Departmental Authority, Saint Nazaire Urban Area District Authority, Donges District Council, and SNCF Réseau Network Rail.



The preparation of new logistical facilities at Montoir de Bretagne.

time, deliberations were conducted by Central Government with the Regional Community economic and institutional players concerned by that activity. In this way, Nantes - Saint Nazaire Port contributed to the discussions held as part of the work on preparing a Regional Community Agreement. The "Pact for the Ecological and Industrial Transition of Cordemais Power Station and the Loire Estuary", presented by Emmanuelle Wargon, Deputy Minister for Ecological and Inclusive Transition, was signed at the Prefecture in Nantes on 21st January 2020. In what was an indirect consequence of the health crisis, operations at Cordemais power station partially resumed over the winter, in order to make up for an electricity production shortfall resulting from changes to the nuclear power station maintenance programme in the spring. Furthermore, a Central Government Order was published on 29th July, setting out the specific measures designed to assist port

personnel affected by the closure of France's coal-

fired power stations, including Cordemais power

station, Nantes - Saint Nazaire Port was involved in

the work carried out by the Ministerial Authorities

regarding the conditions of implementation of

So as to anticipate the changes resulting from

the shutdown of the coal-fired tranches at

the EDF thermal power station at Cordemais,

which is planned to go ahead in a few years'

At the invitation of the Sub-Prefect in Saint Nazaire, a meeting was held on 20<sup>th</sup> January 2021 with all the local representatives of the port professionals concerned.

In Nantes, on a site occupying 16 hectares of the Cheviré facility, the Suez - Charier consortium opened in July a centre named "Ecohub", which is intended to offer a local, circular solution for the treatment of industrial and building waste materials. The project incorporates a waste collection centre and a unit to treat soil and to recycle deconstruction materials and concrete.

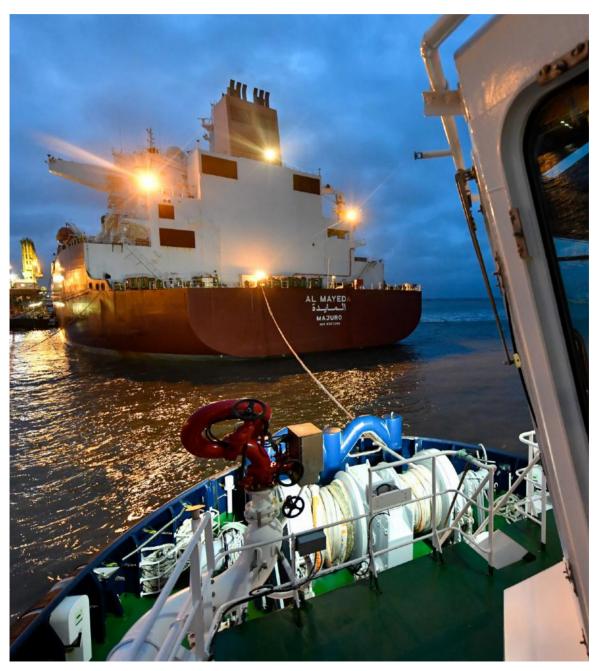
In the summer of 2020, Nantes - Saint Nazaire Port, Saint Nazaire City Council and the Saint Nazaire Urban Planning Agency engaged in a collaboration on how best to develop real estate located at the interface between urban areas and port areas. Several sectors were identified, notably in proximity to the Penhoët dock basin and the outer harbour of Saint Nazaire, for which a property development programme is envisaged. This initiative will serve to enhance the value of Nantes - Saint Nazaire Port's real estate, thereby contributing to the development of the Port Authority's economic model. An architectural competition should be launched in the second quarter of 2021.



The outer harbour in Saint Nazaire.



# OFFSETTING THE IMPACT OF THE HEALTH CRISIS THANKS TO THE RESILIENCE OF PORT PROFESSIONALS



In 2020, the overall traffic volume at the Port of Nantes - Saint Nazaire amounted to 28 million tonnes (MT). This figure is down 8.7 % compared to 2019. By way of comparison, all of France's major seaports taken together recorded on average over that same period a 13.5 % decline in traffic volume. The mobilization of all the port professionals and the implementation of a business continuity plan in the spring of 2020 served to alleviate the effects of this unprecedented health and economic crisis.

For the third year in succession, natural gas traffic reached a record level (8.8 MT), driven by the dynamism of the worldwide LNG market and the attractive price of gas. 21 transhipment operations were carried out for consignments of gas arriving from Yamal, in Siberia. The level of activity at the LNG terminal was particularly strong in the final quarter, being marked by the reception of Q-Flex and Q-Max vessels measuring 345 metres in length, the largest LNG carriers in the world.

A direct consequence of the health crisis and lockdown measures, the drastic reduction in fuel consumption resulted in a slowdown in refining activities. The economic slump compelled the Total Group to temporarily suspend production at the refining units of the Donges oil refinery as of the end of November 2020. Imports of crude oil therefore saw a sharp fall compared to the previous year (5.9 MT, down 25 %), as did refined petroleum product exports (3 MT, down 22 %). Imports of refined petroleum products consequently progressed (1.6 MT, up 19 %).

Subsequent to the announcement that the facility is to close in a few years' time, the EDF thermal power station at Cordemais was not very much in demand. The level of supplies of coal was therefore low (0.2 MT). Previously, this traffic area regularly approached a volume of 1.5 to 2 MT.



The Montoir de Bretagne container and ro-ro terminals.

Bulk agri-food products saw a 15 % increase. Imports of dry bulk products used in animal feed continued their progression in 2020 (2.1 MT, up 11%). The multi-bulk terminal was in particularly high demand during the first phase of the health crisis. This situation resulted in part from an increased requirement for proteins from animal feed manufacturers during the first lockdown, so as to build up stocks and to meet the needs of livestock farmers. Grain and cereals traffic amounted to 0.8 MT (up 21 %). The Loire Estuary silos saw intense activity in the first half of the year. The volumes were mainly driven by strong demand from North African countries fearing supply chain disruptions owing to the health crisis. The poor weather conditions impacted the 2020 harvest and brought an end to the positive export dynamic as of July.

After a year of contrasts, the main bulk products destined for the construction sector decreased somewhat (down 7 %). The interruption of work on building and civil engineering projects in the spring was followed by a strong upturn in June. Marine sand traffic amounted to 1.2 MT (down 6 %). Imports of clinker, the raw material used to manufacture cement, stabilized at 0.3 MT. Exports of recycled scrap metal posted a slight downturn (0.4 Mt, down 7 %) after the temporary shutdown of the crushing and grinding facilities located close to the port activity zone, followed by a moderate recovery.

Having experienced strong growth over the previous five years, activity at the ro-ro terminal saw a pause in its progression in 2020 (0.4 MT, down 29 %), with the automotive and aeronautical sectors having been particularly affected by the health situation.



The shutdown of vehicle production plants and the closure of dealerships led shipping lines to suspend their maritime links for several weeks. Following a six-week-long interruption, the Montoir de Bretagne - Vigo service handling imports of vehicles manufactured by the PSA Group and operated by the Suardiaz shipping line resumed progressively, returning to three calls per week as of the month of June. The downturn in activity experienced by the Airbus Group forced the LD Seaplane Shipping Line to reorganize its services, with only two vessels being utilized as opposed to the usual five.

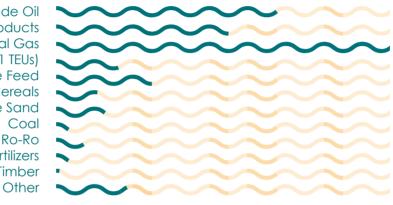
The traffic level at the Montoir de Bretagne container terminal ended the year at 1.6 MT (157 391 TEUs), which represents a 10 % decrease compared to 2019. The rebound observed in the second half of the year was not enough to make up for the disruption earlier in the year, when numerous port calls were cancelled. Imports fell by 10 % and exports were down by 6 %. The volume of business in 2020 at the terminal run by operator TGO is lower than half the target figure identified in the terminal operation agreement signed with Nantes - Saint Nazaire Port.



### **PERFORMANCE INDICATORS**

#### Traffic Statistics in thousands of tonnes

Crude Oil
Refined Petroleum Products
Natural Gas
Containers (157 391 TEUs)
Cattle Feed
Grain and Cereals
Marine Sand
Coal
Ro-Ro
Fertilizers
Timber



**Port Authority Area** 



516
CUSTOMERS



5 869

4 658

8 804

1 649

2 240

1 162

823

195

412

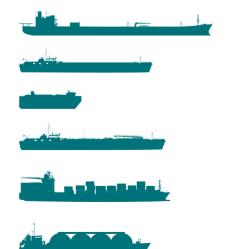
190

1 952

51

## **Reception of Vessels**

2 358
CALLS MADE
BY VESSELS



- 433 oil tankers
- 328 dry bulk cargo carriers
- 259 ro-ro vessels
- 252 liquid bulk cargo carriers (non-energy)
- 223 container ships
- 127 LNG tankers

#### Ship Repair







#### **222** DAYS

of occupancy of the dry docks and of the Louis Joubert sluice dock

#### Maintenance

In hours worked, by type of customer



72 418

hours for Nantes Saint-Nazaire Port

• 3 256 hours for Nantes Port Terminal (Nantes - Saint Nazaire Port subsidiary company) • 32 074 hours for external customers (including terminal operators)

#### **Vessel Services**



510
INTERVENTIONS

### **Exploitation**

Direct
Operation
of Plant and
Equipment in
Saint Nazaire

89 178

**TONNES** 





Direct Operation of Plant and Equipment in Saint Nazaire

(excluding the Roche Maurice grain terminal)

123 CALLS representing

420 574 TONNES OF CARGO HANDLED



### **ECONOMIC AND FINANCIAL INDICATORS**

In 2020, Nantes - Saint Nazaire Port generated 95.2 million euros (M€) in income, a gross operating profit of 23.1 M€, and a cash flow in the amount of 21 M€. Like any other economic player, the Port Authority's business was affected by the health crisis. 2020 therefore shows a loss in the amount of 1.7 M€. The actions implemented in this unfavourable and uncertain context, designed to secure new income and to control the level of expenditure, nevertheless meant that, for the sixth consecutive year, the contribution exceeded the objectives set for the financial trajectory associated with the 2015-2020 strategic plan.



The installation of the floor plate of the new Pont du Pertuis bridge.

#### Income

In millions of euros	2020	2019
Port Dues	35,3	41,5
Port Property Income	24,8	22,2
Other Sources of Sales Turnover	12,3	14,3
Central Government Funding*	17,1	17,5
Other Sources of Income	5,1	4,1
Income	95,2	99,6

<sup>\*</sup> For the expenditure on maintaining the shipping channels and the sea defences.

#### **Financial Statement**

In millions of euros	2020	2019
Gross Operating Profit	23,1	28,8
Operating Profit	0,2	6,8
Financial Income Balance	- 1,9	- 2,4
Net Profit/Loss	- 1,7	4,5

Nantes - Saint Nazaire Port presents consolidated accounts integrating its subsidiary company Nantes Port Terminal, which operates the upriver port facilities at Cheviré. The consolidated result is the same as that shown in the Port Authority financial statement.

#### **Balance Sheet**

ASSETS (in M€)	31/12/20	31/12/19
Fixed Assets	480,0	480,5
Current Assets	21,0	21,6
Available Assets	31,7	32,6
Assets	532,7	534,7

LIABILITES (in M€)	31/12/20	31/12/19
Equity Capital	412,8	414,4
Provisions for Liabilities and Charges	28,0	27,7
Financial Liabilities	61,2	66,3
Non-Financial Liabilities	30,8	26,3
Liabilities	532,7	534,7

Investments amounted to 27.9 M€ in 2020. The investment operations carried out concern notably the purchase of two high-capacity cranes and the upgrading of the movable structures, including the new Pont du Pertuis Bridge in Saint Nazaire, as well as the commissioning of 4 hectares of ro-ro parking areas, the first development work for the provision of logistical facilities and the increase of reception capacity at the liquid cargo berth at Montoir de Bretagne.

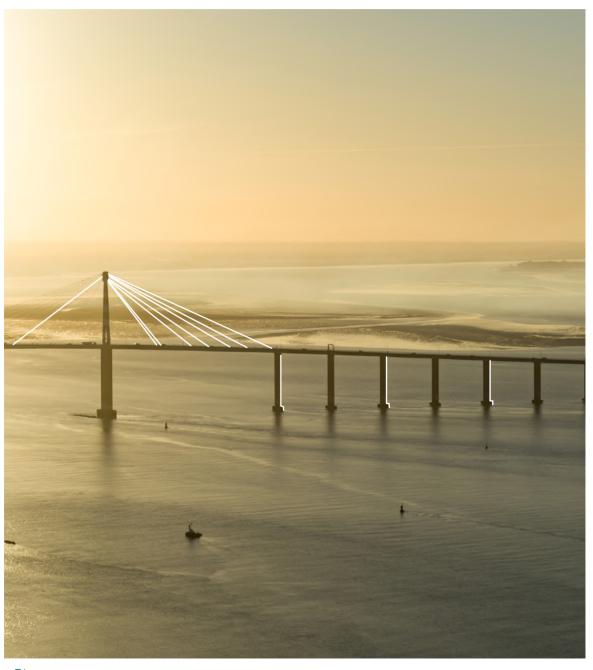
The co-financing of the investment programme by Central, Regional and Local Government represented 19 % of the investment total.

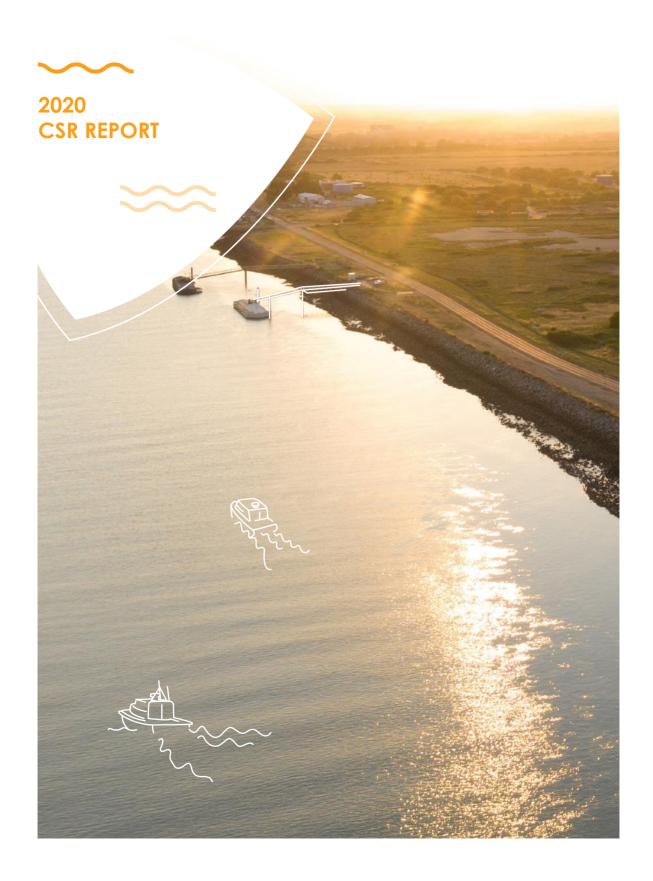


### Investment funding:

- Central Government : 2,5 M€.
- Pays de la Loire Regional Authority: 1,4 M€.
- Loire Atlantique Departmental Authority: 1 M€.
- Saint Nazaire Urban Area District
  - Authority: 0,3 M€.
- Port Authority : 22,7 M€.

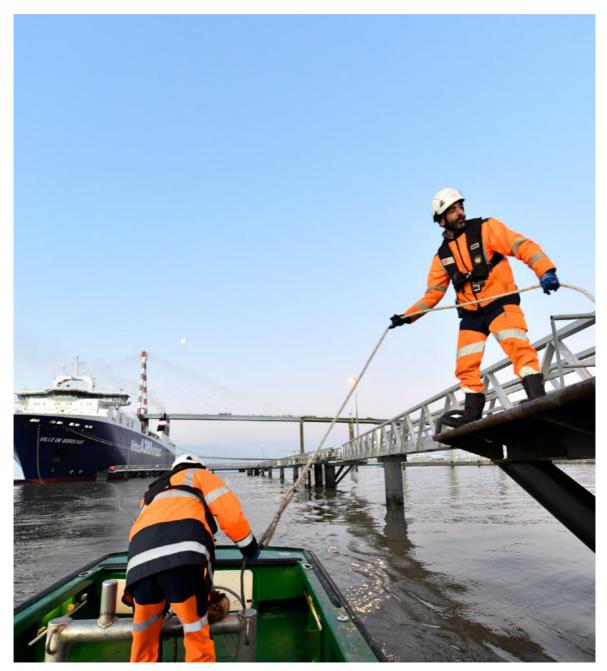
The Port Authority's net financial debt stands at 24.9 M€ as of the end of 2020.







# **MAINTAINING DIALOGUE WITH INTERESTED PARTIES**



#### 1 - INDUSTRIAL RELATIONS DIALOGUE

Nantes—Saint Nazaire Port operates within a complex ecosystem. Going beyond the governance bodies which already incorporate a broad representation of interested parties, the Port Authority maintains and nurtures a wide-ranging dialogue with industrial, logistical and port players, civil society, and institutional or industrial relations partners.

Nantes—Saint Nazaire Port ascribes great importance to industrial relations dialogue, so as to be able to rise to the challenges involved in economic, environmental or societal changes, while at the same time preserving the proper balances.

Through the intermediary of the appointed bodies, the representatives of the Port Authority's personnel are informed regarding the issues, projects and changes affecting Nantes – Saint Nazaire Port. Regular meetings are held with the Social and Economic Committee, the two Health and Safety at Work Commissions (H&SWCs), one for shore-based personnel and another for sea-going personnel, and the Local Representation Employee Delegates. Economic plans, work organization, staffing, the skills development plan, and investments are among the issues discussed by these bodies.

Safety at work was at the heart of the discussions in 2020. From the very start of the health crisis, the Executive Management and the representatives of the Port Authority's personnel worked to analyse all the different work situations and to rapidly put in place suitable, effective preventative measures that served to ensure business continuity, as of March 2020 and then throughout the year.

Health at work was also a major issue of discussion and exchange throughout this challenging year. Nantes – Saint Nazaire Port was able to rely on the expertise possessed by the Occupational Health Directorate and on the Port Authority's own Occupational Health Mission. At the request of the Social and Economic Committee, a psychosocial risk appraisal was conducted in the second half of 2020 by consultancy firm Secafi. The findings were communicated to all the salaried employees at the end of 2020 and at the start of 2021. The recommendations made resulted in a programme of action that has since been implemented by all Nantes – Saint Nazaire Port's Departments and Directorates. The subject is continually monitored by the H&SWCs.

More generally speaking, the Quality & Safety Department and the Occupational Health Mission assist Nantes – Saint Nazaire Port's salaried employees as regards risk prevention in relation to their respective activities. The actions undertaken over a number of years, in terms of personnel training, of raising awareness, and of selecting the right personal protective equipment, have served to reduce the number of accidents. In this way, 11 industrial accidents involving absence from work were recorded in 2020, as compared to 24 in 2019. Instilling a shared safety culture continues to be a key challenge and efforts still need to be made to strive to attain the zero-accident objective.

## 2 - ECONOMIC AND INSTITUTIONAL PLAYERS

As an industrial tool for economic growth and a regional planner and developer, Nantes – Saint Nazaire Port maintains close links with the Region's players.

Collective actions associating Regional and Local Government, Central Government Departments, businesses and industrial firms, and development agencies are regularly undertaken to boost economic sectors in Greater Western France. Moreover, Nantes – Saint Nazaire Port has made an active contribution to the promotional actions undertaken by the "Be My Port" collective, alongside Pays de la Loire Regional Authority, Saint Nazaire Urban Area District Authority, the Nantes-Saint Nazaire Chamber of Commerce and Industry, and Nantes Ports Maritime Union. 2020 was the last year of a three-year-long initiative that is set to last. Its name and objectives will be revamped in the course of 2021, however.

From 4<sup>th</sup> to 7<sup>th</sup> February, Nantes – Saint Nazaire Port's sales teams were present at the Fruit Logistica Trade Show, in Berlin. The event offered the opportunity meet with partners, including shipping lines, shippers and freight forwarders, and to review developments both in the sectors concerned and in the logistics and transport service offer. The aim is to assist customers with regard to the solutions put in place at Nantes – Saint Nazaire for products that are subject to phytosanitary inspection.

From 4<sup>th</sup> to 6<sup>th</sup> February, the Euromaritime Trade Show was devoted to maritime and inland waterway blue growth. Installed in the Néopolia exhibitor space on the Pays de la Loire Regional Authority stand, Nantes – Saint Nazaire Port presented the possibilities for developing industrial and maritime activities, notably at the Saint Nazaire port facility.



At the Fruit Logistica Trade Show, in Berlin.

Within the framework of Nantes - Saint Nazaire Port's membership of European Car Group (ECG), Europe's automotive logistics network organization, a maritime and ports workshop was held in Barcelona, on 5th and 6th February. ECG brings together ro-ro operators and the ports that receive them, logistics specialists, but also service providers in the supply chain for new and second-hand vehicle traffic.

The Covid-19 pandemic then led to the postponement or cancellation of numerous professional events, such as the SITL Innovation in Transport and Logistics Trade Show, the International Timber Forum, the SPACE International Animal Production Trade Show or the SIAL Global Food Marketplace Trade Show, as well as the major gatherings in the breakbulk and heavy-lift cargo transport sectors, XL Antwerp and BreakBulk Bremen.

Nantes – Saint Nazaire Port contributed to the work of the Pôle Mer Bretagne Atlantique Brittany-Atlantic Region Maritime Cluster (PMBA). The Port Authority notably made available one staff member on a part-time basis to assist the PMBA's "Ports, Infrastructures and Shipping" strategic action team. Two events were held, in July and in September: the Blue Day event dedicated to the use of terrestrial hydrogen in the maritime sector, which brought together over 120 online participants, and the Blue Tech event, which was devoted to composite-reinforced concrete.

During the hackathon that was held at the end of 2019, a multidisciplinary group combining Loire pilots, port officers, IT specialists and a digital technology start-up joined together to imagine a solution designed to optimize vessel reception.

A project team continued this work aimed at reducing vessel waiting times in the roads and at organizing port calls using real-time data. In 2020, Nantes – Saint Nazaire Port collaborated with software designer SINAY on the development of a prototype for the predictive calculation of the times of arrival of vessels with a view to reducing the gap between estimated and actual times of arrival. The algorithm for this digital solution is currently undergoing testing.



During the Smart Port hackathon.

# 3 - ENVIRONMENTAL INTEREST GROUPS AND THE SCIENTIFIC COMMUNITY

For several years now, there has been a regular dialogue with a number of environmental interest groups, in particular Bretagne Vivante (Living Brittany), France Nature Environnement (France Nature & Environment), the French National Society for the Protection of Birds, SOS Loire Estuaire (SOS Loire Estuary), and Estuaires Loire et Vilaine (Loire & Vilaine Estuaries). These discussions make it possible to share concerns regarding the various issues facing the Loire Estuary, to explain what is being done and to find common ground.

Certain meetings are more specifically devoted to port-related projects. On 20<sup>th</sup> August, a meeting took place on the Le Carnet site, close to the town of Paimboeuf, to inspect the work being done to combat Baccharis, an invasive species of plant. Planned for the end of the summer of 2020, the operation to uproot the young plants could not proceed, in view of the fact that an illegal occupation between September 2020 and March 2021 prevented access to the site.

Nantes – Saint Nazaire Port leads the Study and Observation Group on Dredging and the Environment (GEODE), which brings together representatives from the Major Seaport Authorities, from the Central Government agencies or decentralized services concerned, including the Water Policing Authority, as well as different experts and scientists. This Group applies its expertise to the environmental management of the dredging operations to maintain maritime accesses to ports and marinas on the coasts of France, whether they are commercial ports, fishing ports, yacht marinas or military ports.

As a member of the Maritime Council for the Northern Atlantic Seaboard - Western Channel Range and of its Permanent Commission, Nantes - Saint Nazaire Port contributes to the definition of the objectives and of the action plan associated with the Seaboard Environment Strategy (SES), which was adopted in September 2019 by the Prefectural Authorities acting as seaboard coordinators. Serving an integrated maritime policy, the SES rolls out the National Sea and Coastal Areas Strategy and two EU Directives relating to the attainment of good ecological status for the marine environment and to the planning of uses of the sea and activities at sea. The Maritime Council for the Northern Atlantic Seaboard - Western Channel Range held its 18th plenary meeting on 23<sup>rd</sup> November, with the focus being on the operational implementation of the socio-economic and environmental objectives of the SES via an action plan that the Prefectural Authorities acting as seaboard coordinators should adopt by 2022.

Nantes – Saint Nazaire Port also sits on the Executive Committee of the Local Water Management Commission of the Water Planning and Management Scheme (SAGE) for the Loire Estuary. This Commission brings together all the parties concerned by water issues, including elected representatives, users (farmers, industrialists, environmental interest groups, consumers, etc.) and Central Government agencies. It validates the different stages in the elaboration process and monitors implementation, via opinions presented to the Regional Prefect regarding applications for authorizations under the provisions of the Water Quality Act. In 2020, the Commission met on 3 occasions and its Executive Committee 9 times.

# 4 - CONNECTING WITH THE COMMUNITY AND THE GENERAL PUBLIC

Nantes - Saint Nazaire Port is pursuing its public outreach initiative regarding its activities. The aim is to forge closer links between the Port of Nantes - Saint Nazaire and citizens at large.

As soon as practicable, Nantes - Saint Nazaire Port pursued its actions to promote industrial tourism. A founder member of the Visit Our Businesses in Pays de la Loire Association back in 2000, Nantes - Saint Nazaire Port participated together with its Port Community partners in the fifth edition of the "Company Tours in Our Region Days" initiative, which is supported by Pays de la Loire Regional Authority. These operations were conducted in partnership with the Tourist Offices in Nantes (A Journey to Nantes) and in Saint Nazaire (Saint Nazaire Tourism). Acting in strict compliance with the health measures in force, eighty people were given the opportunity to look behind the scenes at the Port on three newly designed tours: a visit to the heart of the Montoir de Bretagne terminals, a close-up view of Saint Nazaire's facility for the pre-assembly of wind turbines for the Banc de Guérande wind farm, and a tour of the installations of the Saremer Company, which operates the Cheviré sand terminal in Nantes.

Nantes - Saint Nazaire Port also took a further step towards connecting with the general public, thanks to the development of digital technology. Following the Smart Port hackathon held at the end of 2019, the deliberations continued in 2020, notably via two projects focussing on the relationship between the Port, the City and the Community.

The first project led to the launch on 26<sup>th</sup> June of the "Safe in Port" application.

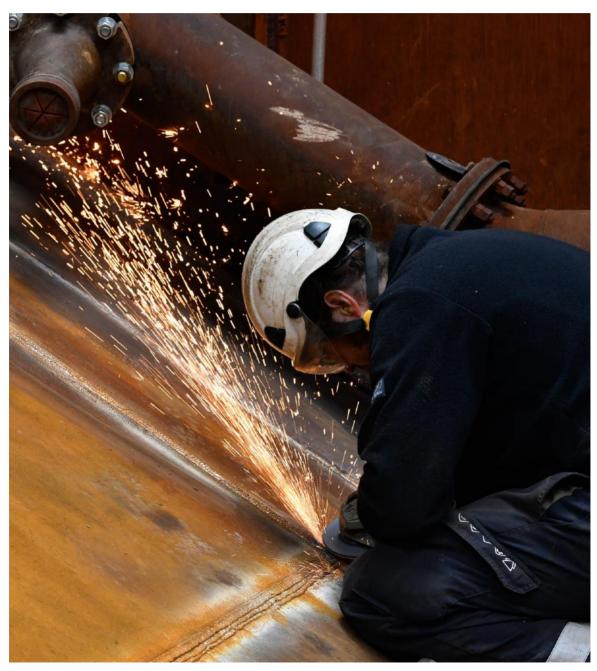
A new digital solution developed in collaboration with Citykomi®, this app makes it possible to communicate, in the form of alerts, real-time information about the traffic conditions on the road system in the Saint Nazaire industrial and port activity zone. The second project relates to the pathway to discovering the port infrastructures and the different activities on the Loire Estuary, via a digital solution acting as a guide for visiting families, groups of friends or people visiting on their own, as time permits. To give substance to the project conceived by a group comprising participants in the hackathon and salaried employees of Nantes - Saint Nazaire Port, a prototype was completed in September. This stage of development enabled Nantes - Saint Nazaire Port's partners or customers to view the potential of this application, and to share feedback on its limitations and advantages. Work on the app is continuing and should be completed in the summer of 2021.



During the "Company Tours in Our Region Days" operation, at the Cheviré sand terminal.



# WORKING TO SUPPORT EMPLOYMENT AND PROFESSIONAL EQUALITY



# The activities at the Port of Nantes – Saint Nazaire generate 25 300 jobs in Greater Western France.

The jobs directly created by these port-based logistical activities include the salaried employment at Nantes - Saint Nazaire Port and at the numerous organizations involved in receiving vessels and processing cargo consignments (cargo handling, warehousing, trading activities, vessel piloting, tugging, inshore piloting, brokerage, etc.), or nearly 8 100 maritime and port professionals in total. Other indirect jobs derive from these activities. This is the case in the aeronautical, automotive, energy, agrifood or transport sectors. These direct and indirect jobs in turn have an impact on the subdivisions forming the Port Authority area and on the districts in which these salaried employees live, serving to support or to create spin-off jobs.

As of 31st December 2020, Nantes - Saint Nazaire Port employed 559 people, including 5 persons on pre-retirement paid leave. 19 % of the Organization's staff are women. The average age is approximately 46 years. Over 41 % of the shore-based personnel and 50 % of the sea-going personnel have been with the Port Authority for less than 10 years.

The Port Authority encourages internal mobility, with nearly 57 % of positions for shore-based and sea-going personnel taken together having been filled in this way. Overall, 26 employees were recruited externally out of a total of 60 vacancies. Around 80 different specialisms are represented within the Organization, enabling Nantes - Saint Nazaire Port to fulfil all its missions. In order to maintain and to improve the level of expertise, in 2020 the Port Authority devoted nearly 4.7 % of the total gross remuneration to vocational training.



Back in 1998, in creating a dedicated inclusion unit the Port Authority made a commitment in favour of the social and professional inclusion or reintegration of persons excluded from the workplace. Recruited under assisted employment contracts, the inclusion unit team comprises 4 to 6 people depending on the time of year. Each is given a 12-month contract with a renewal clause, in order to develop new skills with a view to reintegrating the world of work more easily. The activities to which the team is assigned are chosen according to their educational value. The different work situations encountered permit each employee to develop skills that are useful and transferable to other companies. Around 7 people in 10 find another job or engage in vocational training leading to a qualification following their experience with Nantes - Saint Nazaire Port.





During works made by the inclusion unit, au Pellerin.

In 2015, Nantes - Saint Nazaire Port embarked on an initiative in support of the professional inclusion and the maintenance in employment of disabled workers. The Port Authority made a commitment to promote the integration of all employee profiles without discrimination (adaptation of the procedures for the recruitment and inclusion of disabled workers), to safeguard career paths (identification, establishment and monitoring of maintenance-in-employment and redeployment situations), and to develop partnerships with local players so as to professionalize practices (recruitment, maintenance in employment and subcontracting with the protected sector). Nearly 20 posts have been adjusted or are in the process of being adapted since the last diagnosis carried out in 2018 (material and organizational adaptations on a preventative basis or following the recognition of the employee's disabled worker status).



# UNDERTAKING ENERGY AND ECOLOGICAL TRANSITION



Nantes - Saint Nazaire Port advances the search for innovative solutions and approaches designed to control the impacts of port-related activities on the environment. Being committed to energy and ecological transition, Nantes - Saint Nazaire Port supports and assists the development of alternative solutions to fossil fuels.

The Smooth Ports initiative, which is part of the Interreg Europe operational programme focussing on the "Towards a Low-Carbon Economy" priority, aims to reduce CO<sub>2</sub> emissions from road traffic at ports, by employing alternative fuels and digital technology. Nantes - Saint Nazaire Port is a participant in this programme, which is led by the Department of Economics, Transport and Innovation of the City and State of Hamburg (Germany), working alongside the Association for the Promotion of the Port of Hambura, the North Tyrrhenian Sea Port Authority (Livorno, in Italy), the Town of Monfalcone (Italy) and the Region of Varna (Bulgaria). The first objective of the Smooth Ports initiative is to determine the volume of CO<sub>2</sub> emissions generated by road traffic flows in the port areas concerned, then to assess the available levers for action. The project will serve to identify new economic activities associated with alternative fuels or with the smart management of transport flows. The European partners held a meeting in Livorno in February 2020.

Initiated in 2018 by Nantes - Saint Nazaire Port via a call for expressions of interest, the project to create an NGV (Natural Gas for Vehicles) station at Montoir de Bretagne, at the foot of the Pont de Saint-Nazaire bridge, was delayed somewhat due to the health crisis, and only entered the work operations phase as of January 2021.

SYDELA, the Energy Management Association for the Department of Loire Atlantique, has positioned itself to develop, on this plot of land, a 95% methane alternative fuel distribution operation. Of a size to receive heavy goods vehicles but also open to light-duty vehicles, this station will comprise three fuelling lanes with a capacity of 80 vehicles per day, including 60 HGVs. The facility is scheduled to be commissioned in the summer of 2021.

Nantes - Saint Nazaire Port is focussing as of now on the energy sources of tomorrow. Hydrogen is already benefitting from strong momentum and is set to assume an ever more important place in France's energy mix. Several projects were initiated in the course of 2020.

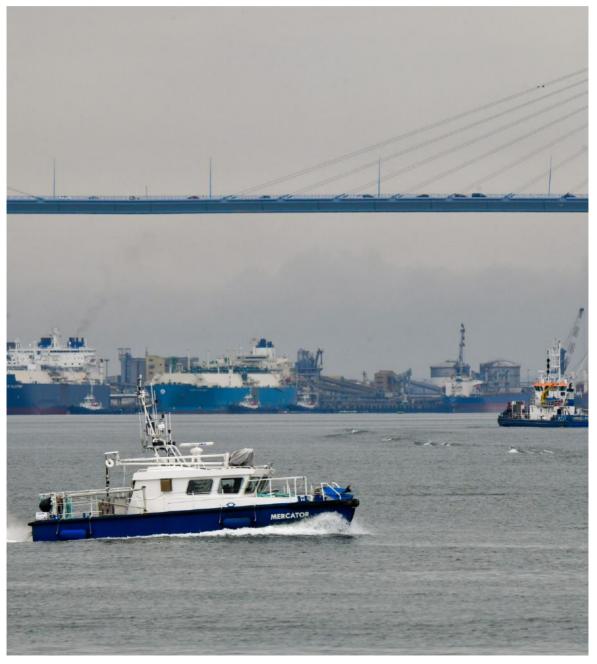
Furthermore, in collaboration with Saint Nazaire Urban Area District Authority, Nantes - Saint Nazaire Port is conducting an industrial ecology initiative, which notably includes the reduction of greenhouse gas emissions and the development of circular economy loops, in the port activity zone from Donges to Saint Nazaire.



The completion of work on the NGV station at Montoir de Bretagne.



# UNDERSTANDING AND MONITORING THE IMPACT OF DREDGING OPERATIONS ON THE LOIRE ESTUARY



Nantes - Saint Nazaire Port manages the navigation on the Loire Estuary, from the mouth of the Estuary as far as the Île de Nantes district of the City of Nantes. So as to ensure that the nautical accesses are properly maintained, dredging work is carried out on certain sections of the River Loire, including the shipping channel, the turning zones, and the quayside trenches that permit vessels to operate in changing tidal conditions.

The dredging policy is based on delivering optimal maintenance of channel depth according to expected traffic levels, while also limiting the impact of such operations on the estuarine environment. This strategy relies on making due allowance for the hydrology of the River Loire, since the River's flow has a significant effect on inputs of sediments and the conditions for their removal. The tidal conditions also play a decisive role in terms of the re-suspension or the deposition of suspended matter present in the area of maximum turbidity, resulting in the sedimentary deposits on the bed of the Estuary.

In addition to the three hydrographical survey craft tasked with mapping the bed before and after each intervention, Nantes - Saint Nazaire Port employs three dredgers: the Samuel de Champlain, the first mobile suction dredger to be fitted with an LNG propulsion system, which is leased from the GIE Dragages Ports Port Dredging Group, the André Gendre, a stationary suction dredger, and the Milouin, which is equipped with a low-pressure water injection system.

The dredging operations are subject to authorization under the relevant water management regulations.

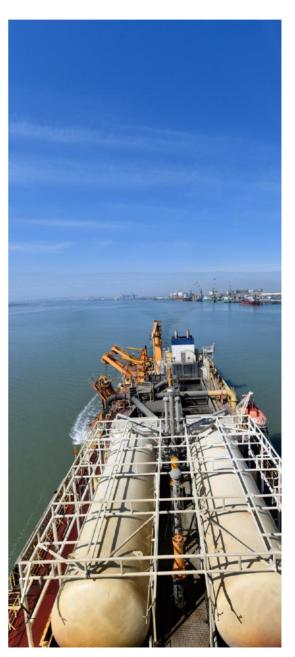
Nantes - Saint Nazaire Port has been granted authorization to carry out maintenance dredging and disposal-at-sea operations, in the form of a Loire Atlantique and Vendée Inter-Prefectural Authority Order dated 24th April 2013, for a period of 10 years. That approval requires that regular monitoring be carried out in respect of the dredging and disposal operations and that an interim review be conducted. The findings of that review led to the publication on 31st December 2020 of a new Inter-Prefectural Authority Order, which is supplementary to the Inter-Prefectural Authority Order of April 2013. The December 2020 Inter-Prefectural Authority Order incorporates a annual and triennial plan for the taking of samples of dredged sediments, serving to ensure more regular monitoring of the chemical contamination that may on occasion exceed the regulatory thresholds. In addition to improving understanding of such issues, the monitoring arrangements will help to identify the sources of the contamination that concern activities such as industry, urbanization or agriculture that are to be found in the Loire Estuary catchment basin. With the agreement of Central Government, Nantes - Saint Nazaire Port decided to implement the new arrangements for monitoring the physicochemical quality of the sediments ahead of schedule, as of 2020.

For the upriver section of the Nantes channel, the new Inter-Prefectural Authority Order also ratifies the specific monitoring arrangements and dredging practices that have already been put in place by Nantes - Saint Nazaire Port.

In this way, in periods of low water flow, according to the water temperature and dissolved oxygen concentration parameters provided by the stations of the GIP Loire Estuaire Public Interest Grouping's SYVEL network, Nantes - Saint Nazaire Port adapts the scheduling of its dredging operations or its dredging practices so as not to aggravate the hypoxic conditions that may cause mortality in fish. This strict monitoring and the adaptation of dredging practices have notably revealed that the dredgers employed by Nantes - Saint Nazaire Port were not implicated in the incidence of anoxia (zero dissolved oxygen concentration) of September 2020, which resulted in a very high death rate in the mullet population between Nantes and Le Pellerin.



The Milouin, in Nantes.



Aboard the Samuel de Champlain.

## **~~~**

## MANAGING THE LOIRE ESTUARY'S NATURAL SPACES



In a Port Authority area covering 2 722 hectares, Nantes - Saint Nazaire Port manages approximately 1 077 hectares of natural spaces located all along the Loire Estuary, including major sites at Bouguenais, Le Carnet, East Donges, Montoir de Bretagne, the site to the north of the multi-bulk terminal, and the Le Priory site.

These sites form the subject of precise inventories of fauna and flora with a view to establishing management plans. Some additional, scattered plots of land covering a smaller surface area are subject to simplified management arrangements.

In August 2020, on the Le Carnet site, Nantes -Saint Nazaire Port instituted a programme for the management of the invasive plant species Baccharis, in the areas comprising the 285 hectares covered by a biotope protection order. The development of this species has become a real cause for concern, with the occupied surface area having doubled in under 10 years. Measures have also been taken regarding other invasive species of plants, whose presence is more marginal. Such species have a significant impact on the diversity of fauna and flora on the site. Their proliferation notably leads to the disappearance of habitats that are conducive to the nesting of birds, and when it comes to formations of shrubs and bushes, to the depletion of the resources available to birds as berryproducing species are replaced. A continuation of the interventions conducted at that location in 2017 and 2019, this programme of action could not be undertaken in 2020 owing to the illegal occupation of the site, as referred to above.

The management of the 460 hectares comprising the East Donges site integrates 24 actions, which form the subject of an annual review by a steering committee. The many actions implemented in 2020 include the work done by ACROLA, the Loire and Atlantic Association for Ornithological Knowledge and Research, in continuing to restore the bulrush beds, which form a fundamental habitat for feeding marsh dwelling migratory species. A three-year-long programme (2018-2020) was devised by the Association, and funded by the Loire - Brittany Water Management Agency and by Nantes - Saint Nazaire Port. In 2020, the results of this programme formed the subject of a scientific follow-up, which included inventories of flora, habitats, insects and birds by ACROLA and Brest University.

Supported by Nantes – Saint Nazaire Port for the past 15 years, ACROLA conducts bird-ringing operations each year in the reedy marshes of East Donges. The site is one of France's three largest staging areas on the migration routes of certain species of passerines. In 2020, 13 239 captures were made, representing a total of 51 different species.



An operation at the Le Carnet site, as part of the environmental management plan.



## **EMPLOYMENT**

The activities at the Port of Nantes - Saint Nazaire generate

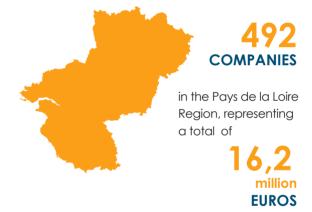




maritime and port-based jobs

industrial and service sector jobs

In 2020, Nantes – Saint Nazaire Port placed orders for services with



**HEADCOUNT** 

Nantes Saint-Nazaire Port has 559 salaried employees for nearly 80 specialisms





The average age is nearly 46 years





of the personnel AS DISABLED

<sup>\* 2020</sup> study by INSEE, the French National Institute of Economic and Statistical Information, based on 2015 data.

### **TRAINING**

4,7 % of the total gross remuneration devoted to vocational **TRAINING** 





32 % of the vocational training budget dedicated to **SAFETY** 

**WASTE RECOVERY** 76 % of waste products are **RECOVERED**:



90 % compost



7 % materials



3 % via energy recovery

## GREENHOUSE GAZ EMISSIONS

Nantes - Saint Nazaire Port emitted 6 712 TONNES DE CO<sub>2</sub> in 2020.

### **CERTIFICATION**



ISO 9001



**Ecoports Label** 



**Mase** (Safety Improvement in the Company Environment)

## **BIODIVERSITY**

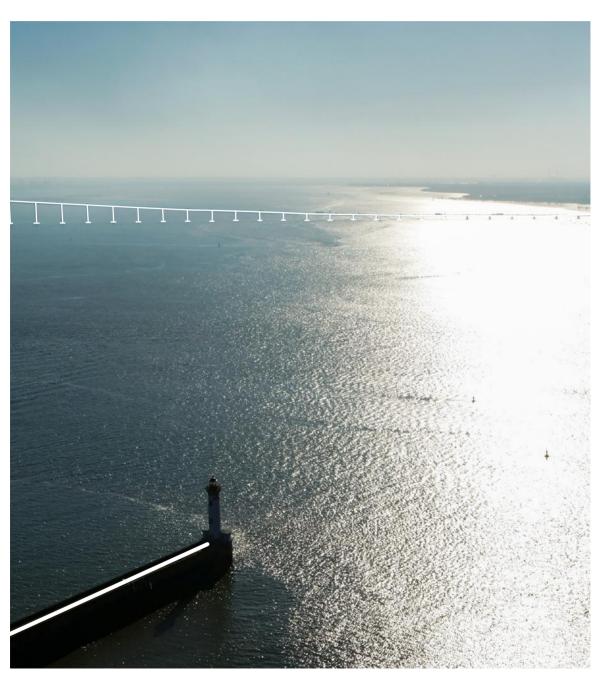
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recorded during the ringing operation conducted by ACROLA at Donges, from July to October 2020, including

84 AQUATIC WARBLERS





Nantes - Saint Nazaire Port's 2020 Annual Report and CSR Report are also available at **www.nantes.port.fr** in French, English and Spanish.



nantes.port.fr/fr/medias/rapport-annuel



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