



Caisse des Dépôts Group and Europe





Our purpose

A unique alliance of public and private economic players, Caisse des Dépôts Group is committed to accelerating the ecological transformation and contributing to a better life for all within the territories.

In line with its purpose, Caisse des Dépôts Group -through its various components- is a committed player at the European level.

Whether by financing the economy or by implementing many European policies, from the European Green Deal and the digitisation of the economy which will be one of its levers to rise to strategic autonomy and social and territorial cohesion challenges, Caisse des Dépôts Group, as a long-term investor and general interest operator makes the following recommendations for the successful rollout of European policies in the territories.

KEY FIGURES FOR 2023

€1,360b

Aggregated balance sheet

€68.3b

Equity

€3.9b

Net aggregated result*

€2.5b

Paid to the State

*Aggregated figures: Caisse des Dépôts Group consolidated accounts according to IFRS standards + Savings Funds under French standards

Our proposals at European level focus on

4 STRATEGIC AREAS

1

Promote the role played by long-term public investors

(National Promotional Banks and Institutions) in the rollout of programs fostering investment (companies, infrastructures). We do so, bilaterally and multilaterally, in close coordination with our European counterparts, within the European Long-Term Investors Association ELTI (www.eltia.eu) and other European associations, as well as by managing the secretariat of the European Parliament Intergroup on Long-Term Investments.

2

Finance the environmental transition by supporting ambitious European goals and by taking an active part in implemented policies (energy efficiency, renewable energies -including gas-, infrastructures, clean mobility, biodiversity, research and innovation relating to vital energy transition technologies...) in an effective, stable framework with coherency across all components and which encourages the models transformation.

3

Participate in building European sovereignty,

in several dimensions (energy, reindustrialisation, defence, digital technology, innovation...) by relying on our expertise as an operator and financier attracting private investors with us.

4

Give social and regional cohesion its rightful place

as a key component of a just transition, and which relies on suitable European policies.





Challenges faced by the Group's entities



Who are we?

A special public institution, created in 1816, placed under the protection of the French legislative authority, and long-term investor serving the general interest.

In addition to activities on its own balance sheet (financed by the accumulation of our results for over 200 years), we act through mandates (particularly on centralised popular savings passbooks or the management of retirement schemes).

Find more information at: www.caisse-des-depots.fr

We are also invested in public or private companies – be they financial (“Grand Pôle Financier public” comprised of Bpifrance, La Poste, La Banque Postale, CNP and SFIL) or non-financial (Compagnie des Alpes, CDC Biodiversité, Egis, GRTgaz, RTE, Suez, Transdev...).

With a strong balance sheet of €1,360b and with territorial networks across France, we act in support of public policies through our various business lines.

Our main messages at European level

1/ In a context in which investment needs are massive and public finances under constraints, the EU must “activate” its budget to face challenges:

- **Mobilise technical assistance, financial instruments and “blending”** (consisting of combining EU grants with financing provided by long-term investors) as much as possible in order to tackle the challenges posed by climate change and the European sovereignty policy (on energy, industry, digital technology, finance and the military).
- **Support the climate transition** by reinforcing all aspects of energy system planning and integration (technology, infrastructure, etc.).
- **Accompany the climate transition** by taking into account its distributional effects. In this, an ambitious social infrastructure policy (social housing, health, education) appears crucial and could also benefit from financial instruments or blending.

2/ In order to anchor Europe in its territories, the next multi-annual financial framework should prioritise decentralised implementation (“open architecture”).

- **Rely on long-term public investors** to roll out EU programmes promoting investment (promoting the role of the European Commission’s implementing partners).
- **Extend and expand the InvestEU programme**, by drawing lessons from its implementation during the 2021-2027 planning period.

3/ The accomplishment of a Capital Markets Union implies the existence of sound long-term investors.

- **Adopt a regulatory framework that is favourable to long-term investment**, on a supervisory, accounting, financial and extra-financial level. Such a framework implies stability, the coherence of schemes and reporting frameworks, and adapting requirements to the goals pursued.



Who are we?

Bpifrance serves as the bank for entrepreneurs, providing financial support at every critical stage of business development through loans, guarantees, equity investments, and consultancy support programmes. Bpifrance also assists businesses with international innovation projects. Thanks to Bpifrance and through our 50 regional branches, entrepreneurs benefit from a local and efficient contact point to address their challenges.

In France, Bpifrance stands as an European financing implementing partner (InvestEU, Recovery and Resilience Facility, ERDF, Horizon Europe) alongside with the EIB group, the European Commission, French State and Regions. Bpifrance is under the supervision of the European Central Bank. With a representative office in Brussels, Bpifrance actively engages in European public discussions.

KEY FIGURES

- According to PitchBook, Bpifrance is the leading European investor and the second-largest global investor.
- In 10 years, Bpifrance has invested €260b in the French economy, supporting 535,000 companies. In 2023, €63b were allocated.
- In 10 years, Bpifrance has also mobilised €12b in European financing for French companies, demonstrating a commitment capacity of €20 billion.

OUR STRATEGIC PRIORITIES FOR 2024-2028

- **As a bank for the industrial sector:** reindustrialise with 3 focuses: by creating large industrial cathedrals; by supporting industrial start-ups' scaling-up; and by enhancing companies' industrial capabilities.
- **As a climate bank:** drive companies' green transition; bolster green tech solutions providers' development and reinforce the diversification of carbon-free energy markets.
- **As a bank for French Tech:** Assist start-ups from creation to hypergrowth, transform tomorrow's sectors with the Deeptech Plan; and facilitate collaboration within French players.

Find more information at: www.bpifrance.fr <https://presse.bpifrance.fr>

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[@BpifrancePresse](https://twitter.com/BpifrancePresse)

Our main messages at European level

1/ Develop simple and proportionate European rules for companies

Establish effective and competitive European frameworks by reducing normative obstacles and reporting requirements.

equity financing to feed the private equity and listed market and keep future unicorns in Europe; grant financing for R&D and support to companies.

2/ Establish European financing programmes fitting our companies and economies' main challenges

Through guarantee-based financial instruments to diminish the risks associated to reindustrialisation's financing priorities, companies' innovation and green transition;

3/ Establish a business-friendly framework to mobilise and drive private capital towards the real economy and sovereignty issues

Support competitiveness in the financial sector and build a Capital Markets Union enabling scale-ups' financing by shaping a European Nasdaq and mobilising savers' and institutional stakeholders' investments via incentive schemes.

Who are we?

The La Poste group, a public limited liability company with public capital, is structured around several competing branches: Services-Courrier-Colis, La Banque Postale, GeoPost, Grand public et Numérique. In 2023, it achieved a turnover of €34.1b.

The Group aims to develop profitable and responsible growth. La Poste defines its purpose as follows:

"At everyone's service and of use to each individual, La Poste is a people-oriented company with a local presence that develops, exchanges and builds essential links by contributing to the common wealth of society as a whole".

It has committed to achieving "zero net emissions" by 2040, i.e. 10 years earlier than the Paris Agreement. Furthermore, it carries out four public service missions, providing a universal postal service, press publication transport and delivery, land-use planning and access to banking services.

Find more information at: www.lapostegroupe.com/fr

Our main messages at European level

1/ Maintain sectoral Directive 97/67/CE (revised in 2022 and 2008) on postal services

- Despite the drop in volume, the universal postal service still holds a strong social value and the principles set out in the Directive for its service are still current (affordability, accessibility, universality, cost-oriented pricing).
- The core of the sectoral postal Regulation must remain the universal postal service and spare sectors in which competition is in full swing such as the parcels market.
- The Directive offers a satisfactory level of subsidiarity enabling Member States and operators -under the control of their independent regulatory authority -to adapt their offers to market evolutions and to consumer needs.
- It provides for various types of financing for the universal service, including the allocation of State aid.

2/ For ethical and responsible digital technology (see also the Docaposte sheet)

The revision of the 2014 Regulation on trust services has just completed (eIDAS). It sets out a reference framework in which the La Poste group develops its own digital trust services (digital identity, electronic archiving and electronic registered letters) and thereby contributes towards society's digital transition. La Poste Groupe works to ensure useful, responsible and accessible digital technology for all and will act in favour of the application of these principles during the drafting of the 47 delegated acts required to implement the revised eIDAS Regulation. La Poste will also pay close attention to the implementation of the DSA and DMA Regulations which will ensure fair competition conditions on digital markets.

3/ Green Pact: recognise postal specificities

La Poste and the European postal sector have been fully committed to the environmental transition for the last 20 years. La Poste asks that the specificities of postal activities - currently fused with transport, despite home delivery bearing different characteristics - be recognised. This recognition must first allow for greater emphasis on the sector's decarbonation efforts in terms of taxonomy. It will also take better account of the specific role played by post offices in the circular economy's development. Lastly, in the context of the CountEmissions EU Regulation for the implementation of a common framework to measure transport-related greenhouse gas emissions, it would open the way to developing metrics adapted to parcel delivery activities.

4/ International trade and customs: better support regulatory changes and ensure consistency with international postal rules

La Poste is an integral part of the global post office network, which contributes significantly towards international trade, a sector that is highly regulated by the European Union, whether in terms of customs, security or tax rules. These rules are ever-changing and often raise major implementation issues for postal operators, due both to the characteristics of postal flows subject to universal service obligations not being sufficiently considered and to certain new European rules not being in line with the international obligations incumbent upon postal operators defined as part of the Universal postal union.

Who are we?

Docaposte, a simplified joint-stock company and 100%-owned subsidiary of the La Poste Group, is one of the leading French digital trust and sovereignty companies and boasts a growth rate double that of the market on which it operates. Docaposte places sensitive data at the heart of its project and rises to the challenges of sustainable infrastructures, digital skills, digitisation in companies and local authorities, and inclusion.

Its action is centred around four societal issues:

- Addressing the four **strategic market segments** for territorial development: the public sector, health, finance and SME/MSEs;
- Developing **three technology assets** for digital and industrial sovereignty through data control (cloud, AI and cybersecurity);
- Offering its **cutting-edge business expertise**.
- Pursuing high standards in terms of **CSR and ESG performance**, and developing the societal benefits of its offers: data protection, ethics and environmental liability occupy a central role in its strategy.

Find more information at: www.docaposte.com

Our main messages at European level

1/ Commitment as part of the digital decade

In its strategy for a digital decade, the European Commission has set out targets and a regulatory framework for all Union member States which aim to promote the achievement of the digital transformation to make the EU more sovereign, more resilient and more competitive on a digital level.

As a player committed alongside public players to achieving these targets, Docaposte provides support in implementing a legislative and regulatory framework capable of supporting these ambitions.

Docaposte is also actively involved in the creation of a European normative framework supporting regulations, through its participation in standardisation organisations (Afnor, Cen-Cenelec). Thus, it contributes its technical expertise to the drafting of standards, promotes the Caisse des Dépôts Group's values at European level, and participates in developing Europe's technological autonomy.

2/ Docaposte, a player involved in European sovereignty

Docaposte's aim is to become an industrial player at European level capable of providing a credible service offering competing with major international players (hyperscalers), most of which are currently from outside of Europe.

To this end, over the last few years, Docaposte has been involved in the rollout of Pan-European service offerings. Hence, it leads the European consortium Potential, selected by the European Commission for its European digital identity portfolio.

This consortium brings together 148 participants from 19 EU Member States and Ukraine in order to steer the new European digital identity portfolio prototype in six use cases ("eGov Services", "Bank Account Opening", "SIM Card Registration", "Mobile Driving Licence", "Qualified eSignature" and "ePrescription").

Through its subsidiary Numspot, Docaposte aims to provide a comprehensive Cloud service offering, that provides clear guarantees in terms of infrastructure location, cybersecurity (SecNumCloud) and immunity to extra-territorial regulations.

Docaposte is committed to rolling out artificial intelligence solutions for the common good, notably in the health sector.

3/ Docaposte, a player involved in the environmental transition

Aware of the need to adapt the digital sector to environmental requirements, Docaposte is actively involved in creating a sustainable industrial framework, participating in several initiatives, notably to reduce energy consumption through the Eco-design of digital services (contribution towards the drafting of international standards ISO/IEC / JTC 1/SC 39/WG 4).

Who are we?

La Banque Postale, fully owned by La Poste Group, is the parent company of a financial conglomerate. Created in January 2006 and heir to La Poste's financial services, it sets itself apart by its values, its citizen ambition, the diversity of its customer base and its public service mission of banking accessibility.

- › **18.5 million private**, corporate and local public customers trust La Banque Postale.
- › **17,000 La Poste points of contact** spread across France, including 7,000 post offices, providing vital proximity with customers.

Find more information at: www.labanquepostale.com

- › Following the acquisition of **CNP Assurances**, completed with the support of its shareholder La Poste Group, La Banque Postale is now a part of the major "Grand Pôle Financier public" and is therefore **a major international bancassurance group**.

Since March 2022, La Banque Postale is a mission-led company.

Our main messages at European level

1/ Banking union (CMDI & EDIS)

La Banque Postale supports the banking union project, but attaches great importance to bail-ins and equal treatment of banking actors, according to the "same activity, same risk, same regulation" principle. Therefore, any significant relaxation of the rules regarding access to the Single Resolution Fund (SRF) for "small and medium-sized banks", notably through facilitated recourse to national deposit guarantee funds, would go against this principle. La Banque Postale also objects to any changes which would ultimately result in an increase of the level of contributions to the SRF, for which French banks are currently leading contributors. Similarly, if it were to be created, a European Deposit Insurance Scheme (EDIS) should apply to all European banks, regardless of their model and under uniform terms.

2/ Retail Investment Strategy (RIS)

La Banque Postale supports the ambition of promoting the investment of European savings in financial products, which should contribute towards financing the energy and digital transitions as well as towards Europe's sustainable and sovereign growth. However, as it is currently drafted, the Commission's draft legislation on retail investing is such that it would considerably impact the economic model of financial instrument and insurance product distribution. By eliminating current investment advice cost-sharing, this text could deprive people with modest incomes from access to support and advisory services which are crucial to their guidance towards products that match their needs.

3/ A retail digital euro

La Banque Postale shares the concerns of the banking profession as regards the impacts of this project on the French (and even European) banking system's stability:

- An economic model that is structurally detrimental to financial institutions given the significant distribution costs and uncertainties regarding associated income. The scheme considered is likely to promote the subsidiaries of major digital players, whose economic models are based on mass collection and use of data rather than on payments.
- This would create a risk of financial instability and (deposit) outflows, particularly in the event of crises, linked to a high holding limit.
- Impacts on the payment ecosystem and payment sovereignty: risk of existing payment methods being evicted, potential entryway for new players (major international acceptors or "Big Techs").
- An articulation with the current framework governing the right to a payment account which should be clarified.

4/ Financial Data Access (FiDA)

La Banque Postale supports the principle of customer control over their data. However, it has significant reservations, like other establishments, regarding the ambition displayed by this European initiative, both in terms of scope, covering nearly all financial data, and in terms of deadlines, which appear unrealistic. Such a swift and extensive opening is likely to entail fraud risks and therefore requires that security guarantees be strengthened in terms of access to data and collection of customers' consent to the sharing of their personal data. Similarly, given that the regulation does not provide for any reciprocity with non-financial players, and to preserve fair competition conditions, it would be appropriate to provide for the exclusion of "gatekeepers" (major internet platforms) who are not licensed for carrying out financial activities.

Who are we?

GRTgaz is the main French gas transport operator and the 2nd largest in the European Union. The Group has two subsidiaries: Elengy (European leader in LNG terminals) and GRTgaz Deutschland (operator of the MEGAL network).

In line with its purpose “Together, we enable an energy future that is safe, affordable and climate neutral”, GRTgaz fulfills a public service mission that aims to ensure safe delivery to its 865 customers (biomethane producers, shippers, manufacturers, power plants and distributors).

GRTgaz is committed to achieving carbon neutrality and adapts its network to ecological and digital challenges.

It supports the development of low-carbon hydrogen and renewable gas sectors (biomethane and gas from solid and liquid waste).

GRTgaz also develops the transportation of so-called fatal CO₂ for the purposes of reducing the industry's carbon levels.

KEY FIGURES

32,600 km of pipelines, 625 TWh of gas transported, 3,300 employees, €2.1b in turnover in 2023 (€2.6b at Group level).

Find more information at: www.grtgaz.com

Our main messages at European level

1/ Develop the hydrogen market and support infrastructures

Hydrogen will play a central role in Europe's future energy system, at EU level and in certain corridors.

- The EU must support the development of appropriate hydrogen infrastructures across the Union, by relying on the European Hydrogen Backbone and on strategic corridors as identified in the REPowerEU Plan.
- In the context of discussions on the EU budget planning for 2021-2027, and on post-2027 planning, the budget for the CEF energy fund should be increased to meet the EU's goals for the development of a European hydrogen market.
- In general, hydrogen transport infrastructures should be further supported. New financing (in addition to the CEF Energy fund) will be necessary to promote the rollout of hydrogen transport projects. Any infrastructure delays will cause delays in the rollout and use of hydrogen, and consequently, delays in the energy transition.

2/ Increasing the role played by biomethane in decarbonation

Green gas, and particularly biomethane, will play a key role towards reducing carbon in all economic sectors with significant additional benefits; support to agriculture, development of a circular economy, waste recovery solutions, etc.

- Support to developing new biomethane production technologies (such as pyrogasification and hydrothermal gasification) at industrial level, which do not exploit the limited biomass potential, is key.
- Biomethane has a particularly important role to play in reducing carbon emission in the transportation sector. The review clauses foreseen in the regulation on the CO₂ emissions of Heavy Duty Vehicles (HDV) which aims to assess the relevance of a method to approve HDVs running on carbon neutral fuels alone and of the “carbon correction factor” are also important.

3/ Creation of a European framework to transport CO₂

The Net Zero Industry Act (NZIA) sets out an annual European target of 50 million tonnes of CO₂ storage capacity by 2030. European targets on carbon storage are necessary in order to reduce emissions of industries in which reducing carbon emissions in hard-to-abate sectors and to ultimately achieve carbon neutrality. In order to promote the development of industrial CO₂ transportation infrastructures, a European regulatory framework must be set out including, in particular, business models (long-term planning, risk allocation rules, etc.), cross-border cooperation and third party access to the network.



Who are we?

For over 160 years, SUEZ has provided its clients with water and waste management solutions against a backdrop of ever-increasing ecological challenges.

We are present in 40 countries with 40,000 employees.

In 2022, we provided drinking water to 68 million people, sanitation services to 37 million people, and produced 7.9 TWh from waste and waste water. The same year, we achieved €8.8 billion euros in turnover.

To help our clients achieve sustainable resource management, we rely on innovation: we optimise water consumption by using the most recent technology, we create alternative water resources, we create value from waste in the form of energy or materials and thereby contribute towards reducing the consumption of raw materials.

Find more information at: www.suez.com/fr

Our main messages at European level

SUEZ shares the EU's ambition of guiding Europe towards a low carbon, resource-efficient and circular society. With this in mind, we recommend:

1/ Protecting the future of water resources

Water is a resource that is vital to our health, our economy and the ecosystems we depend on. Yet, every year, 20% of European soil faces water stress as the number and intensity of droughts increases. To better protect water resources, it is urgent that we:

- Implement an ambitious water strategy.
- Redesign the economic water model in order to guarantee financing for the necessary investments, which first implies pricing water based on its true value.
- Ensure access to good quality drinking water for all, notably by eliminating micropollutants at the source.
- Facilitate the reuse of waste water, for example by expanding the regulatory framework to new opportunities (cleaning streets, irrigating urban parks, etc.).

2/ Promoting circularity by creating value from waste

Creating value from waste could help the EU to achieve its energy transition or strategic autonomy goals.

This is why we must:

- Promote low-carbon energy production using waste, for example by making the goal of producing 35 million m³ of biomethane by 2030 legally binding.

- Boost the development of alternative fuels by providing additional financial support to the framework introduced by the RED directive and the FuelEU Maritime and ReFuel Aviation Regulations.
- Promote a circular economy. The aim is notably to include polymers in the Carbon Border Adjustment Mechanism (CBAM) to preserve equal treatment between plastics recycled in the EU and plastics recycled outside of the EU, to encourage investment promoting circularity and, again, to eliminate micropollutants at the source.

3/ Developing carbon capture

CO₂ capture on production is essential to achieving carbon neutrality. Some of these technologies, such as biochar, can also contribute towards improving the health of soils and water resources.

Thus, the EU must:

- Support the capture, storage and use of CO₂ released by waste, for example by allowing incinerators to benefit from investments in this field intended to support the expansion of the European carbon market.
- Promote biochar in the wake of the development of bioenergy with CO₂ capture.



Who are we?

CNR (Compagnie nationale du Rhône) is the leading French producer of 100% renewable energy, with an installed capacity of over 4,000 MW. CNR transforms the energy from the Rhône's waters, for which it has held a concession since 1934, and creates value from the energy of the wind and sun with over 120 wind and solar farms across France.

Find more information at: www.cnr.tm.fr

Its activity as an energy operator enables it to finance its two other historic missions - the management and development of waterway transport and the irrigation of farm land - and its general interest missions (5Rhône Plans). CNR is the only general interest joint-stock company in France.

Its capital is mostly public (Caisse des Dépôts Group and 183 local authorities or public establishments) and ENGIE is its lead industrial shareholder.

Our main messages at European level

Our beliefs:

As a player fully committed to the energy and ecological transition at the heart of our territories, CNR has 5 beliefs:

1/ Management of energy consumption

and the massive increase of the proportion of renewable energies in the French and European energy mix are two key and indissociable levers to achieve the goals of reducing green- house gas emissions.

2/ Renewable energies are the only technologies capable of being deployed swiftly, massively and at a low cost in the next 10 years to meet the growing demand for electricity arising from the electrification of uses and reindustrialisation.

3/ Optimising existing hydroelectric facilities

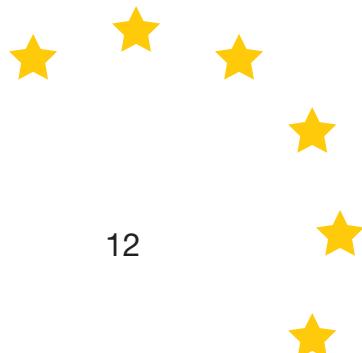
and developing new hydraulic capacities could play a strategic role in balancing the electrical system, supporting the integration of intermittent renewable energies and serve the other water uses.

4/ Sustainable management of water resources

will be a key cog in the realisation of France and the European Union's energy and climate ambitions.

5/ Low carbon reindustrialisation, at European

and French level, will require the creation of new energy storage sectors (hydrogen, batteries, etc.) and a pro-active policy promoting multimodality and the greening of transport.



Who are we?

A Caisse des Dépôts subsidiary, within Banque des Territoires, the CDC Habitat group, a semi-public limited liability company with a board of directors, is a global operator in the public interest housing sector.

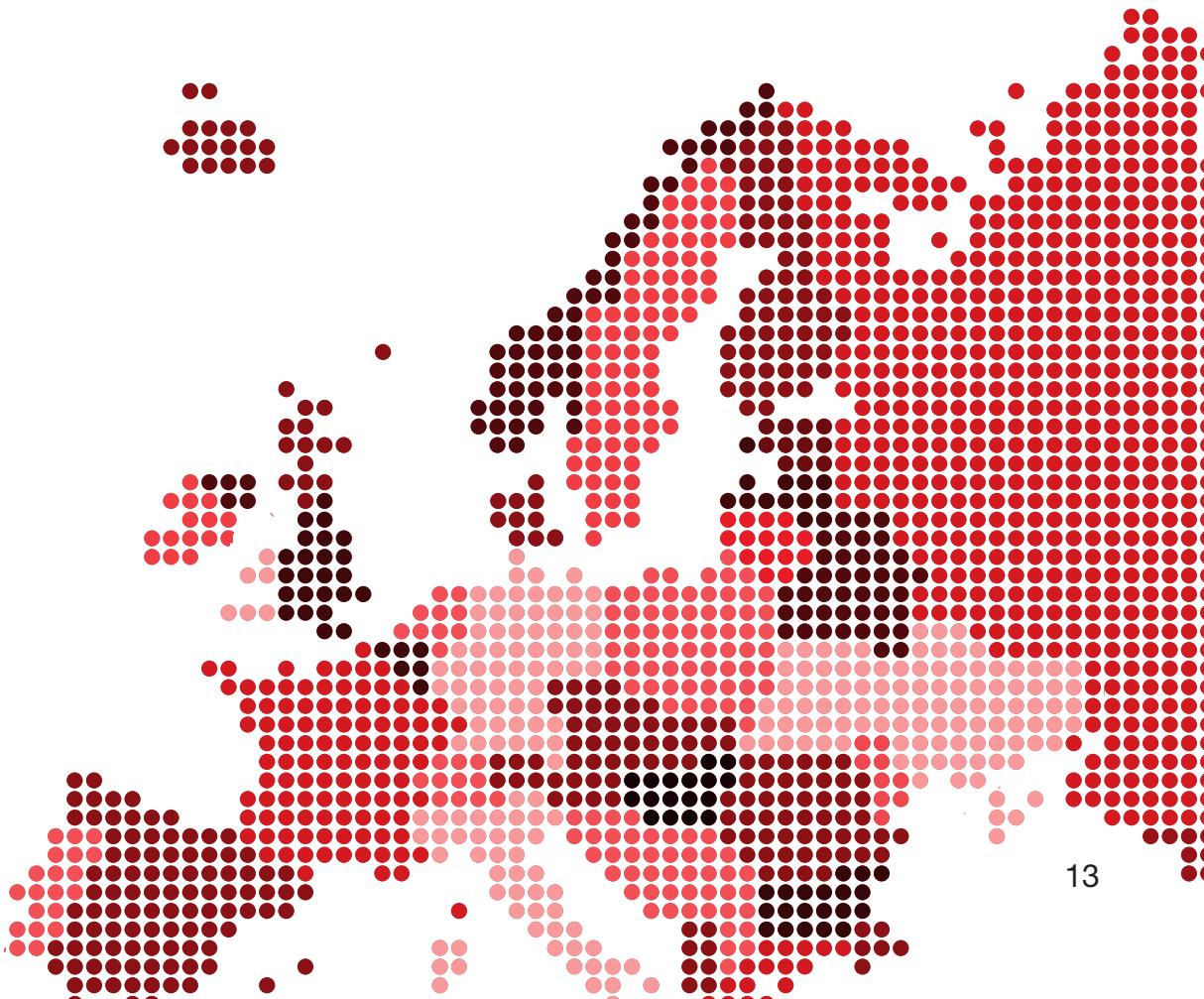
With over 545,000 housing units, the CDC Habitat Group is a major player in housing construction, financing and management. We offer a diverse range of housing solutions: emergency housing and supported housing for people in the most precarious situations, social rental housing, intermediate housing, as well as housing solutions for specific audiences (students, young workers, the elderly and people with disabilities) and access to home ownership.

We work across the territory through six interregional directorates and overseas subsidiaries to design living environments that adapt to the diversity of tenants and residents as well as to societal evolutions.

We support local authorities with their housing policies by offering tailor housing programmes, and partnerships to contribute towards their development.

To face environmental challenges, and as part of its Strategic Climate Plan, the CDC Habitat group has geared its activities towards land sobriety, the reduction of energy needs, decarbonation and adaptation to climate change.

Find more information at: www.cdc-habitat.fr





Who are we?

A global mobility player with a presence in 19 countries including 9 EU Member States, Transdev is a zero-emission mobility operator and integrator. Transdev supports local authorities with their transition by offering safe, innovative, and low carbon mobility solutions to the 12 million passengers it transports every day.

Transdev is 66% co-owned by Caisse des Dépôts and 34% by Groupe Rethmann.

In 2023, the group employed 102,000 people in 19 countries (including 10 in Europe) and achieved €9.3b in turnover.

Find more information at: www.transdev.com

Our main messages at European level

At a time when the European Union is facing multiple challenges that could widen the social and territorial divides, it is imperative to make everyday mobility a priority for the new European mandate.

The ambitious but necessary decarbonation goals set out in the Green Deal must be accompanied by strong commitments, particularly financial, towards public transport which acts as a link between the challenges posed by the transition and economic vitality.

The aim is to offer reliable, accessible and low-cost daily mobility solutions to reduce emissions in peri-urban and rural areas that are most dependent on cars, and which concentrate citizens with the most modest incomes.

The future of low carbon forms of mobility within the European Union will rely on the coherence of public funding, the adaptation of the sector to fair transition goals, the encouragement of railway competition, the emphasis placed on digital innovation, and the responses provided to recruitment and normative sobriety challenges.

Through eight priority areas of action for the next term, Transdev intends to be a source of proposals to rethink European mobility, and tackle the risks of social, territorial and democratic divide:

- 1/** Updating the European Mobility Strategy;
- 2/** Championing a fair transition of the Green Deal;
- 3/** Aligning financing efforts with fleet greening objectives;
- 4/** Ensuring efficient rail competition for the benefit of passengers and of their purchasing power;
- 5/** Crafting a European response to mobility sector recruitment and skills challenge;
- 6/** Fostering green public procurement to serve European sovereignty;
- 7/** Leveraging digital innovation to simplify passenger's experience;
- 8/** Guaranteeing normative sobriety to attain sustainable climate and recovery goals.

Read our manifesto: european-manifesto-rethinking-european-citizens-daily-mobility/

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