



Key sustainability
performance indicators
2022 - 2023



Foreword

To ensure fully transparent reporting on its risks and impacts, the Caisse des Dépôts Group annually reports on a series of sustainability indicators encompassing all of its activities across the three dimensions: Environment, Social and Governance. To anchor its ambitions within tangible commitments, several of its indicators are subject to target figures, regarding which the Group diligently tracks progress over time.

As a tool for monitoring and improving performance, the Caisse des Dépôts Group's sustainability reporting is organised around two key pillars:

- **Control of non-financial risks:** to ensure control of its risks according to the concept of double materiality, the Group has mapped its non-financial risks. In particular, 12 risks have been identified as major and are subject to reporting through the non-financial performance statement (DPEF), which is checked by independent bodies. In terms of their financial impacts, since 2022 these risks have been fully included in the overall management of the Group's risks.
- **Contribution to the United Nations Sustainable Development Goals (SDGs):** to manage and increase its contribution to public policy, at the end of 2019 the Group drew up a SDG action plan. Containing over 40 quantified commitments, this plan has been fully included in the Group's strategic management since 2021.

For the first time, this year the sustainability reporting also includes monitoring indicators of the Group's Purpose, which now forms the main basis for activity monitoring. Adopted in 2022, this Purpose conveys the Group's role in the economy and its pledges to serving the public interest through 14 commitments associated with 20 indicators.

Scope

The scope covers the Public Institution, as well as all the subsidiaries and consolidated strategic shareholdings for which it is a leading stakeholder. Since 2021, this has included the La Poste Group. From an accounting perspective, the scope bears both on the Central Sector and the Savings Funds. Owing to the Group's diversity, some of the activities-related indicators are not relevant for all of the Group's entities. For the sake of transparency, the list of entities concerned for 2022 has thus been specified under the scope.

Methodology

The financial indicators correspond to the investment amounts committed and/or volume of loans agreed over the period, calculated by adding together the mobilisations of each financial entity, except for the taxonomic indicators calculated in line with the prudential consolidation rules. The non-financial indicators are calculated without considering shareholdings in projects. For more details about the methodology, see the dedicated appendix of the social responsibility report.

To find out more

- Social responsibility report
- Responsible Investment Report
- Website page on the Group's Purpose
- Non-financial reports of the subsidiaries and strategic shareholdings

KEY

* Corporate purpose indicator

Indicator that has been verified externally as part of the non-financial performance statement (DPEF)

* **Indicator that has been corrected since the 2020 and 2021 reports were published.**



Target included in the Group's Sustainable Development Goal (SDG) action plan



Theme included in the Group priority SDG plan (target)



Group significant SDG (vigilance)

Abbreviations for the scope

CDC: Caisse des Dépôts; EP: Public Institution Caisse des Dépôts, BPI: Bpifrance, BDT: Banque des Territoires, BDT DI: Investment department of Banque des Territoires, BDT DP: Loans department of Banque des Territoires, GDA: Asset management, DPS: Social policy department, LP: La Poste Group, LBP: La Banque Postale, ICDC: CDC Informatique, CDCB: CDC Biodiversité, CDCH: CDC Habitat, SF: Société Forestière, CNP: CNP Assurances, SGG: Group Corporate Secretary's Office, CDCCROIS: CDC Croissance, CDA: Compagnie des Alpes, Tréso: Cash management.

Acronyms





SDG: United Nations Sustainable Development Goal; QPV: Urban policy priority neighbourhood, SSE: Social and solidarity economy; FSC: Forest Stewardship Council (sustainable forest management certification); PEFC: Programme for the Endorsement of Forest Certification (sustainable forest management certification); SME: Small- and medium-sized enterprise; MSA: Mean species abundance (indicator of biodiversity); MCF: Mon Compte Formation. CSR: Corporate social responsibility; GHG: Greenhouse gas; AML/CFT: Anti-Money Laundering/Combating the Financing of Terrorism; QWL: Quality of working life; HR: Human resources; ESG: Environment, social & governance; UNAV: Data unavailable.






Ecological transformation

DPEF Challenges	Risks/opportunities	Policies
Ecological transformation	<ul style="list-style-type: none"> - Physical and transitional risks on climate change-related financed or operated activities - Failure to achieve the Group's missions in terms of ecological transformation 	<ul style="list-style-type: none"> - Climate policy and sectoral policies of the Group (coal, oil & gas, real estate, transport) - Biodiversity policy of the Group - Strategic plan and SDG action plan of the Group and their entity-level versions - Inclusion of climate risks in Group risk management (balance sheet exposure mapping, risk appetite framework, stress tests) - Biodiversity risk measurement (particularly GDA and BDT for the Public Institution) - Climate plan of Banque des Territoires and Bpifrance - Adaptation action plan of the Group

Main targets and performance indicators

Themes	Indicators	Scope	2020	2021	2022	Targets	% of target achieved	Comments
Financing the green transition	* Annual amount of financing in favour of the ecological transformation (flows in €bn)	CDC [BDT-GDA-GPS]	6.4*	7.4*	10.6			Since the €60bn target is on track to be exceeded by 2024, the Group is stepping up its involvement with a new €100bn goal announced in June 2023.
		Group [BDT - BPI - LBP - CNP - SFIL - GDA - GPS]	13.3*	17.1*	23.0	€60bn (2020-2024)	89%	
	Capacity of renewables financed (flows in GW)	BDT	1,432	865	200			Beyond BDT and STOA, the Group has unlocked more than €2bn in favour of renewables, also including Bpifrance and La Banque Postale.
		BDT - STOA		1,392	435			
	* No. of social housing units subject to energy-efficient retrofits over the year (flows)	CDC [BDT]	29,958	31,981	40,520	200,000 (2020-2024)	51%	In 2022, energy-efficient retrofit projects picked up pace against a backdrop of rising energy costs. Note that, to properly monitor the target, the indicator does not include La Poste, which was also covered in the Purpose indicator.
	Surface areas of public and private commercial buildings subject to energy-efficient retrofits (flows in m ²)	CDC [BDT]	231,727	653,125	1,283,610	1.5m ² (2020-2024)	145%	The 2022 results reflect the success of the intracting offer and the determination of local authorities to accelerate their energy-efficient retrofitting projects.
	No. of new places in clean vehicles (flows)	BDT Transdev	64,980	164,340*	48,189	138,000 (2020 - 2024)	201%	Vehicles described as "clean" encompass Euro VI, hybrid, electric, NGV/biogas, sustainable sea- and river-going vessels and rolling stock as well as sustainable transport modes (cycles, scooters, etc.). The annual variation can be explained by one-off major projects that are not intended to be recurrent.
	No. of charging points financed (flows)	CDC [BDT]	2,028	55,793	127,335	150,000 (2020 - 2024)	123%	A strong acceleration in investments committed for the installation of EV charging infrastructure, not least thanks to Logivolt and new platforms. The initial 50,000 target has thus been increased to 150,000.
	Share of new health facilities and offices > 5,000 m ² certified and/or accredited (flows in number) (in %)	Group [BDT DI - GDA - Icade - CDC H - LP]	UNAV	100%	100%	100% from 2021	100%	The Group's Climate policy specifies that environmental certifications and/or accreditations will be sought as soon as possible in real estate developments led by the Group's entities, with this becoming systematic for some asset classes. LP data not available.
	Share of new residential real estate developments certified and/or accredited (flows in number) (in %)	Group [BDT DI - GDA - Icade - CDCH]	UNAV	75%	59%	50% from 2022	118%	There was a drop in the share of certified/accredited developments in 2022 on account of the entry into force of the RE 2020 environmental regulations; the pledge made in the climate policy has been exceeded for all that.
Share of exposure to taxonomy eligible activities (regulatory approach) (in %)	Central sector	UNAV	21%	28%			Calculating eligibility is only a preliminary step in the taxonomic calculation which reflects an assessment profile rather than an environmental impact. The regulatory calculation only takes into account the counterparties that are subject.	
	Savings funds	UNAV	42%	60%				
Share of exposure to taxonomy eligible activities (voluntary approach) (in %)	Central sector	UNAV	41%	35%			The voluntary calculation also factors in financing assigned to eligible activities including counterparties that are not subject (such as SPVs in renewables), as well as the regulated use of sectoral estimations where there is no public data.	
	Savings funds	UNAV	59%	63%				

Themes	Indicators	Scope	2020	2021	2022	Targets	% of target achieved	Comments
Decarbonisation of portfolios and businesses	*<input checked="" type="checkbox"/> Share of investments and financing aligned or covered by targets aligned with the Paris Agreement goals (in %)	Group [GDA - BDT - GPS - BPI - LBP - LBPAM - CNP - SFIL]	UNAV	UNAV	52%	1.5°C alignment target for all activities as soon as possible		This includes assets which make a direct contribution to the ecological transformation, are the subject of a decarbonisation target aligned with the Paris agreements or belong to a portfolio covered by such a target.
	Carbon intensity of portfolios (scopes 1 -2) (in %)							
	- <input checked="" type="checkbox"/> Listed securities (€/tCO₂)		0.309	0.228	0.211	- 20% (2020 - 2025) - 55% (2020 - 2030)	27%	The targets are part of a decarbonisation objective set within the framework of the Net Zero Asset Owner Alliance, and comply with the latter's method of alignment on a trajectory for limiting the rise in temperatures to 1.5°C. They are calculated taking 31/12/2019 as the baseline date. The reduction level already obtained is on the right track and even already exceeds the intermediate target of a 20% reduction between 2020 and 2025 for directly held portfolios of listed securities.
	- <input checked="" type="checkbox"/> Corporate bonds (€/tCO₂)	CDC [GDA]	0.109	0.101	0.100	- 20% (2020 - 2025) - 55% (2020 - 2030)	16%	
	- Investment property (in kgCO ₂ eq/m ² /yr)		27	28	26	- 15% (2020 - 2025) - 50% (2020 - 2030)	19%	
	No. of businesses/emitters which have engaged in shareholder dialogue on climate subjects	GDA	-	-	57	60 emitters by 2024	95%	Engaged businesses correspond to emitters of the discretionary management portfolio for GDA, including the 20 highest-emitting companies in the portfolio, and to the Group's strategic shareholdings for GPS.
		GPS	-	-	19/20	100% of shareholdings by 2024	95%	
Limitation of fossil fuels								
	No. of businesses financed not meeting the limits and phasing-out plan of the fossil fuel policy (coal, oil and gas)	Group [GDA, LBP, LBPAM, CNP, BPI, BDT]	1	1	1	0 from policy's entry into force		As identified in the climate policy, there is still one unlisted company with exposure exceeding the set limits but which has announced a plan to completely phase out coal by 2030 (in the Bpifrance portfolio). In 2022, to comply with its exclusion policy, the Caisse des Dépôts asset management division excluded 2 businesses exposed to thermal coal and 1 business exposed to the oil and gas sector which had not announced a phase-out plan in keeping with the Group's pledges.
	Share of exposure to thermal coal across all asset management portfolios in balance sheet value (in %)	CDC [GDA]	UNAV	0.02%	0.01%	0 exposure to thermal coal by 2030 in OECD nations, and by 2040 in other countries		The indicator represents the GDA investments in businesses involved in thermal coal. The investment is weighted by the percentage of turnover that thermal coal represents in the company's total turnover. Note that there has been a change in methodology and databases to provide more comprehensive results, which means that 2021 and 2022 data cannot be compared.
	Share of exposure to companies with fossil fuel dealings across all asset management portfolios in balance sheet value (in %)	CDC [GDA]	UNAV	3.23%	3.59%	Freeze of exposure (in % of portfolio) in businesses developing new oil production or exploration projects from 2022		This indicator does not cover exposure solely to oil and gas producers but to the whole value chain: local authority services (utilities), network services, associated transport and infrastructure. In compliance with Article 29 of the Energy Climate Act, GDA considers 100% of the turnover of an exposed company without weighting according to the share of solely fossil fuel-related activities, i.e. without factoring in the other activities and "green" activities. Note that there has been a change in methodology and databases to provide more comprehensive results: with the old methodology, the share of exposure to companies with fossil fuel dealings would have been 2.58%, on a downward trend between 2021 and 2022. See the Responsible Investment Report, page 128.
	Amounts of stock exposed to fossil fuels for which phasing-out is planned (in €m)	BPI LBP			60.48			In 2021, La Banque Postale published two policies covering the coal sector and the oil and gas sector. Through these policies, the bank is committed to a full phase-out of these sectors by 2030 (except for oil and gas companies which, by 2030, have a scientifically approved plan for phase-out of this sector by 2040). Bpifrance has committed to a full phase-out by 2030.


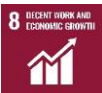




Themes	Indicators	Scope	2020	2021	2022	Targets	% of target achieved	Comments
Conservation of biodiversity and natural resources	Amount of financing of projects with a positive impact on biodiversity and the circular economy (flows in €m)	CDC [BDT]	302	514*	468	€3bn (2020-2024)	43%	The offer in favour of biodiversity is being rolled out, but demand from local authorities is still low
	 No. of users concerned by the water and sanitation programmes financed during the year (flows)	BDT SFIL	6,514,836	6,748,753	5,484,219			The number of programmes financed rose in 2022 (288 versus 241 in 2021), but the programmes are smaller in scale.
	No. of hectares of forest under management	Group [SF]	230,697	225,290	239,550			All forest assets managed by Société Forestière are covered by PEFC certification, including those owned by the Caisse des Dépôts asset management division; FSC certification is planned for 2023
	Share of forests owned with FSC or PEFC certification (in %)	CDC [GDA]	100%	100%	100%	100% from 2020	100%	
	  * No. of biodiversity footprint measurements performed among businesses, financial institutions and local authorities (in flows)	CDCB	-	33	33			CDC Biodiversité has developed the Global Biodiversity Score, a tool for measuring the biodiversity footprint of businesses, financial institutions and, shortly, local authorities. The indicator monitors the footprints that CDC Biodiversité has performed for its clients; this is different from the number of users of the tools it has developed.
	 * <input checked="" type="checkbox"/> No. of renatured hectares financed/carried out over the past year	CDCB	3,056	3,141	3,236			The indicator measures all of the services in which CDC Biodiversité is involved as operator, including the Nature 2050 programme, which is financed by several of the Group's entities. This programme developed significantly through 2022.
	Intensity of the biodiversity impact by turnover of businesses in the portfolio (in €k/MSA.m ²)							The asset management division (GDA) measured the biodiversity footprint of their directly-owned corporate bond and listed security portfolios representing 58% of their total stock, from a measurement based on the BIA-GBS score. Dynamic impacts represent the impacts occurring over the year in question. Static impacts are a result of the previous build-up of biodiversity losses.
	- Dynamic land impact	GDA	UNAV	26	25			
	- Static land impact		UNAV	268	231			
	No. of sectors engaged on biodiversity-related challenges	CDC [GDA]	-	2	3	2 sectors/year from 2021	100%	GDA has set itself the goal of annually engaging the businesses from 2 sectors on biodiversity-related issues. The scope corresponds to the companies in the discretionary asset management portfolio. In 2021, these were companies in the chemicals and agri-food sectors. In 2022, the teams engaged companies in the retail and luxury sectors and continued their engagement on the two aforementioned sectors. GDA also raised other businesses' awareness of biodiversity issues, including businesses in the automotive and construction sectors.
Climate adaptation								
 Share of Group entities factoring climate adaptation into all or part of their activities (in %)	Group [CDC-SGG, BDT DI, BDT DP, BPI, GDA, CDC II, CDCB, CDA, CDCH, Icade, LBP, LP, SF, Transdev, STOA]	UNAV	UNAV	57%	100% by 2025 across all Group activities	57%	Approved in 2022, the Group's adaptation plan focuses, in the first year, on entities investing or operating in real estate and infrastructure and, by 2025, on all activities. The indicator monitors roll-out of this plan based on scoring of physical risk measurements and integration of adaptation in portfolios and in new acquisitions and new developments for the operational and financial entities. Lastly, Banque des Territoires, CDC Biodiversité and Société Forestière offer solutions for supporting the adaptation of their clients.	

Economic development and sovereignty

DPEF challenges	Risks/opportunities	Policies
Economic development	Risk of not achieving the Group's missions in terms of inclusive economic development	<ul style="list-style-type: none"> - Strategic plan and SDG action plan of the Group and their entity-level versions - Intervention doctrines (BPI, BDT) - Group's responsible financing charter - Range of loans and support schemes (services, networks, accelerators, etc.) for businesses, especially dedicated offerings for SMEs/micro-businesses (BPI, LBP) - Ranges of loans and support schemes for SSE organisations and associations (BPI, LBP, BDT) - Socio-economic impact analyses (BDT and BPI in particular)

Main targets and performance indicators



Themes	Indicators	Scope	2020	2021	2022	Targets	% of target achieved	Comments
	Annual amount of mobilisation in favour of SMEs, micro-businesses and mid-caps (flows in €bn)	Group [BPI - LP - GDA]	27.5 (excl. LP)	33.1	39.1			The indicator monitors financial support given to SMEs, micro-businesses, mid-caps and Social and Solidarity Economy (SSE) organisations via the various channels used (equity, loans, guarantees), not including export insurance or non-financial assistance.
	*  No. of SMEs, micro-businesses, mid-caps and SSE organisations supported (funding, investment, guarantees, assistance, partnership) over the past year (flows)	Group [BPI - BDT - LP - GDA]	67,021* (excl. LP)	85,184* (excl. SSE LP)	88,136 (excl. SSE LP)			2022 was a particularly dynamic year at Bpifrance (+17% businesses given financial support compared with 2021) which, in addition, carried out more than 4,000 non-financial assistance missions (advice and innovation).
	No. of SMEs/mid-caps/micro-businesses financially supported (funding, investments, guarantees) over the year (flows)	BPI	66,540*	68,014*	79,710			
	No. of businesses supported in their export projects (flows)	Group [BPI - Sfil]	956	572	547			A slight drop in the number of projects, despite an overall rise in the financial export volume (credit insurance, international project guarantees).
Social and solidarity economy 	Annual amount of mobilisation in favour of the Social and Solidarity Economy (SSE) (in €m)	Group [BPI - BDT]	609	707	600	€300m invested for BDT (2020-2022)	189%	Beyond the financial mobilisation of Banque des Territoires and Bpifrance included in this indicator, the Group also supports the SSE sector via La Banque Postale financing and via its entities' purchases from stakeholders in the sector.
	No. of associations and Social and Solidarity Economy (SSE) organisations supported (flows)	BPI - BDT	330	1,026	819			

Themes	Indicators	Scope	2020	2021	2022	Targets	% of target achieved	Comments
Industry and innovation  	Annual amount of investments, financing and guarantees in innovation (in €bn)	BPI	3.0	6.2	6.6	€2.2bn/year by 2024	Not applicable	2022 was a strong year for innovation, thanks particularly to the roll-out of France 2030 and the Deeptech Plan. Note that there has been a methodological change in terms of setting the target.
	Annual amount of investments, financing and guarantees in the industrial sector (French manufacturing) (in €bn)	BPI	8.2	8.4	7.3	€8bn/year by 2024	Not applicable	2022 was a strong year, particularly with the launch of the industrial SME and start-up plan, which aims to create 100 new industrial sites a year by 2025. Note the methodological change between 2021 and 2022: assuming a comparable scope, the indicator would demonstrate growth.
	No. of territorial industrial projects supported in the year (flows)	BDT	56	73	69	520 (2020-2025)	38%	This indicator particularly includes the Territoires d'industrie programme, launched by the State at the end of 2018.
Territorial and land-related programmes   	*No. of territorial programme projects supported (ACV, PVD, Territoire d'industrie, Territoire d'innovation-Ville durable) -including Action Cœur de ville (ACV) -including Petite Ville de demain (PVD) -including Territoires d'industrie and Territoires d'innovation	UNAV	1,706	2,041				Banque des Territoires works alongside the State in operating major public programmes with meaningful impacts for local areas. Roll-out of these programmes entails several phases, including one upstream in which BDT commits engineering loans for design and development, as well as a project implementation stage.
	No. of Action Cœur de ville (ACV) projects supported since the programme began	BDT	2,181	2,916	3,326	5,000 by 2025	67%	The aim of the ACV programme is to breathe new life into town centres. In 2022, projects advanced to the implementation stage, which explains why there is a slowdown in the number of projects supported.
	No. of regional real estate fund structurings supported (stock)	BDT	44	71	86	100 by 2025	86%	In 2022, 322 local businesses were supported thanks to the 15 real estate fund structurings carried out.
Digital technology 	No. of Fiber To The Home (FTTH) premises that can be connected (stock in millions)	BDT	4.0	6.9	9.2	12 million by 2025	77%	Major operations enabling deployment particularly to improve coverage in Public Initiative Networks (RIP).
	No. of active Digiposte and Identité Numérique customer accounts created (stock)	LP	4,627,979	6,547,642	9,631,154			La Poste has developed an ecosystem of digital trust infrastructure, particularly with its Identité Numérique app and the Digiposte online safety box. The number of customers using its new services has been rising steadily since 2020.

Territorial cohesion and housing

DPEF challenges	Risks/opportunities	Policies
Territorial cohesion	<ul style="list-style-type: none"> - Failure to intervene across all local areas, particularly the most vulnerable - Risk of not achieving the Group's missions in terms of territorial cohesion and housing 	<ul style="list-style-type: none"> - Strategic plan and SDG action plan of the Group and their entity-level versions - Intervention doctrines (BPI, BDT) - Range of loans and support schemes for local authorities and more generally the local public sector (BDT loans, SFIL/LBP scheme, etc.) - Range of loans and support schemes for social landlords (BDT, LBP) - Territorial coverage for public service access and access to postal services (France Services spaces, physical access points to postal services) - Territorial programmes for the most vulnerable local areas (BDT)

Main targets and performance indicators

Themes	Indicators	Scope	2020	2021	2022	Targets	% of target achieved	Comments	
Housing  	Annual amount of financing in favour of social housing, intermediate housing and specific housing (in €bn)	Group [BDT - CDCH - LBP] incl. BDT	12.3 10.7	19.1 11.4	16.7 11.4	No.1 funder of social housing		In 2022 there was a slight fall in mobilisation, with financing depending on applications opened by social landlords against an inflationary backdrop.	
	No. of housing units financed, built or acquired in the year (flows):		86,738	93,539	91,389				
	- incl. social and first-level social housing	BDT CDCH	83,388	88,078	85,598	500,000 (2020-2024)	51%		In 2022, there was a fall in the number of construction projects financed due to the market financing conditions. The level of intermediate housing construction is steady particularly thanks to the appeal of the intermediate rental loan (PLI) range.
	- incl. intermediate housing		3,581	5,461	5,791	30,000 (2020-2024)	49%		
	* <input checked="" type="checkbox"/> No. of individuals accommodated in financed social housing (built or acquired) (in flows)	BDT	-	166,888	157,926				Banque des Territoires financed the construction of 70,714 social housing units in 2022, versus 74,064 in 2021. The number of individuals accommodated is worked out from the average household size and occupancy rate of social housing.
	No. of renovations of social housing units financed in the year (in flows)	BDT CDCH	88,250	94,998	86,141				In 2022, there was a slight fall in the number of renovations owing to the market financing conditions.
	No. of housing units managed:		525,000	531,845	544,556				
	- incl. social housing		349,152	351,265	354,290				
	- incl. emergency accommodation	CDCH	16,190	15,784	16,770				
	- incl. student and young worker housing managed		23,439	25,955	27,094	No.1 social landlord in France			Continuing upward trend in property managed by CDC Habitat, which covers the whole of the residential portfolio: social housing for low-income households, intermediate housing for middle-class households, housing available for sale at market rates, social housing ownership schemes, housing for specific population groups (furnished bedsits for students and young workers, inter-generational residences or specialist housing for senior citizens, etc.).





Themes	Indicators	Scope	2020	2021	2022	Targets	% of target achieved	Comments
Local public sector	* Annual amount of financing in the local public sector in France (in €bn)	Group [BDT - LP - Sfil]	6.7 (excl. LP)	14.3	16.0	No.1 funder of the local public sector		The Group's involvement in the local public sector is up by more than 12% on 2021, driven by the La Poste Group and SFIL, and for Banque des Territoires through a new line of funding to the Société du Grand Paris.
		incl. BDT	1.1	1.0	2.2			
Urban planning policy	Annual amount of financing in favour of urban policy priority neighbourhoods (QPVs) (in €m)	BDT	872	1,090	1,399			Mobilisation in urban policy priority neighbourhoods has greatly increased amid a quickening pace of urban renewal projects in priority neighbourhoods.
	No. of CitésLab schemes under the Entrepreneurship for All programme	BPI	UNAV	148	153			Bpifrance has continued to roll out its programme supporting Entrepreneurship for All in urban policy priority neighbourhoods, with backing from CDC and the State: beyond the 153 CitésLabs and volunteers and 9 Bus de l'Entrepreneuriat schemes, in 2022 the Entrepreneurship for All Accelerators also developed.
Public services	* No. of physical access points to local services in France (stock)	LP	-	34,653	35,768	40,000 by 2025		The number of physical access points is rising, with 17,300 contact points (post office branches or partnerships) and 18,300 other access points (spaces for professionals, pickup network).
	No. of France Services spaces managed by the Group (stock)	BDT	856	1,745	2,538	2,500 by 2024	102%	In 2022, visits to managed France Services spaces were up, at nearly 2.6 million in all, thanks particularly to the roll-out of digital advisors.
	Percentage of French citizens living less than 5 km or 20 minutes' drive from a contact point (in %)	LP	97%	97%	97.02%	> 95% from 2020	102%	Compliance with the public service mission, which requires a minimum percentage of 90%.
Transport	* No. of passengers annually using the networks and vehicles operated in France (in millions)	Transdev	4.1	4.2	3.8			This drop can be explained by the loss of networks, including Grenoble and Montpellier.
	No. of towns/cities where 100% zero- or low-emission deliveries are available in France and Europe (stock)	LP	-	51	91	225 incl. 22 major cities by 2025	63%	The targets are achievable thanks to the 15,000 low-emission delivery vehicles, 6,700 charging points and 250 urban depots in the target towns/cities.

Social cohesion

DPEF challenges	Risks/opportunities	Policies
Social cohesion	Lack of protection for vulnerable individuals, failure to make services available, solutions or financing aimed at strengthening social cohesion and at reducing social inequalities may jeopardise projects and achievement of the Group's mission.	<ul style="list-style-type: none"> - Strategic plan and SDG action plan of the Group and their entity-level versions - Intervention doctrines (BDT, BPI) - Mandate target agreements for modernising social policy (BDT, DPS) - Ranges of products and services making a significant social contribution - Investment in the social care sector

Main targets and performance indicators

Themes	Indicators	Scope	2020	2021	2022	Targets	% of target achieved	Comments
Professional training   		DPS	-	10,500,000	12,300,000			The number of activated profiles has been rising since the platform launched in November 2019, but should stabilise in the years to come.
	No. of users of the Mon Compte Formation online platform (in millions) (flows)	DPS	7.2	7.5	3.1			Regulatory measures aimed at enhancing the quality of the services and the introduction of the digital identity to secure the platform have limited the number of users. The user limit was reached in 2021 following the scheme's launch; the number of new users (i.e. who are still to use the platform for the first time since its launch) is therefore in decline.
		DPS	1.0	2.1	1.8	3 million (2020 - 2022)	163%	This indicator monitors the number of training programmes approved, excluding cancellations, via the Mon Compte Formation initiative and the schemes that existed before it. Regulatory measures and the introduction of the digital identity to secure the platform have limited the volume of training programmes financed.
	Proportion of jobseekers in training organised thanks to Mon compte formation (in %)	DPS		33	29			This indicator is calculated from purchases of training programmes made via Mon Compte Formation. 35% of people who are jobseekers when they register have found work 8 to 9 months after their training according to a France Compétences/DARES survey in 2022.
Health and ageing  		BDT - Sfil - LBP - Icade	2.4	2.7	2.4	€16bn (2021-2025)	30%	This indicator monitors the amount of funding earmarked for hospitals and health operators (clinics, treatment facilities, etc.).
		Group [BDT - Sfil - LBP - Icade - BPI]	3.8	5.1	4.7			This indicator also includes the financing of health sector businesses.
	No. of places in establishments for elderly people (RSS, EHPAD, EHPA) financed (built or acquired) World (flows)	Group [BDT - Icade - GPS]	8,300	11,316	8,700	50,000 (2021-2025)	17%	There has been a drop in activity across all entities after a remarkable year in 2021. Note that CDC Habitat has no longer been included since 2022. The 2021 figure without CDC Habitat is 11,110.
	No. of beds in health centres, clinics, hospitals and treatment facilities financed (built or acquired) World (flows)	Group [BDT - Icade - LP - Sfil]	10,114	69,232	75,711			An increase driven by the SFIL activity financing larger health facilities with more beds than in 2021





Themes	Indicators	Scope	2020	2021	2022	Targets	% of target achieved	Comments
Disability 	No. of public employers having applied for disability-related financial support from Caisse des Dépôts (in flows)	DPS	11,581	12,206	12,155			The FIPHFP is a fund whose sole resource is the contribution paid by employers that do not meet the employment requirement of 6% disabled workers. Thanks to the service range on the platform, particularly designed for small employers, momentum in terms of applications for disability-related financial support is strong.
	No. of visits to the Mon Parcours Handicap online platform (in flows)	DPS	150,000	964,691	2,430,000			The platform which was set up in May 2020 has developed significantly.
Pensions 	No. of pensioners whose pensions are managed by CDC (in millions)	DPS	4.3	4.2	4.3			As a public pensions manager, CDC manages the pension of 1 in 5 pensioners.
	* Ratio of the no. of pensioners receiving a pension paid by CDC over the past year	DPS	-	-	20%			
	No. of users of employers' and members' online platforms (in millions) (in flows)	DPS	2.5	2.8	2.9	4.4 million by 2025	66%	This indicator monitors the number of accounts registered and active on the employers' and members' platforms: PEPs and Ma Retraite Publique (MAREP)
Trusted assets	Stock of specialised deposits and consignments collected including Ciclade (in €m)	BDT	670	696	632			This indicator encompasses the Ciclade scheme, for unclaimed assets from bank accounts, employee savings accounts and life insurance policies, which are inactive and have been transferred to Caisse des Dépôts, and consignments.
	Amount of specialised deposit and consignment returns made to beneficiaries and the State (in €m)	BDT	1,383	1,214	1,054			This indicator encompasses the return of unclaimed amounts (Ciclade) and the payment of consignments to beneficiaries as well as the transfer of these two schemes to the State with regard to amounts that remain unclaimed at the end of the statutory time-limit.
	No. of children protected by consignments	BDT	157,277	168,177	173,000			Caisse des Dépôts manages deposited incomes from remuneration of a service (child performers) or the back-to-school allowance for children in out-of-home care settings.
Financial and digital inclusion  	* No. of people assisted in their use of digital technology over the past year (in flows)	LP	250,000*	236,085*	473,763	1 million a year by 2025	47%	A significant rise in 2022 due to the increase in contact channels, digital assistants in particular.
		BDT	-	70,265*	805,354			
	No. of beneficiaries of the public service banking accessibility mission (in millions)	LP	1.5	1.40	1.38	100% people who are excluded from "traditional" banking services or financially vulnerable, having had the possibility of universal, non-discriminating access to adapted, straightforward banking services	100%	In accordance with its public service banking accessibility mission, La Banque Postale allows anyone who asks to acquire domicile of their social benefits, benefit from bank cheques and make cash withdrawals via the Livret A savings account.
	No. of vulnerable customers benefitting from adapted banking services and support (in millions)	LP	1.6	1.60	1.67			In addition to its banking accessibility mission, La Banque Postale welcomes bank service customers who are recognised as being financially vulnerable.

Responsible finance

DPEF challenges	Risks/opportunities	Policies
Management of subsidiaries and strategic shareholdings	Inadequate monitoring of the financial and non-financial risks to which the subsidiaries and strategic shareholdings are exposed	<ul style="list-style-type: none"> - Group's cross-cutting policies, including climate policy, biodiversity policy, Responsible Finance Charter, SDG action plans or anti-corruption policy - Annual guidance letters to entities factoring in ESG criteria - Dialogue and involvement of CDC administrators in governance including ESG topics
ESG inclusion	Failure to factor ESG criteria into decisions relating to investments and loan-granting, as well as in the choice of clients, which is likely to have an adverse financial and non-financial effect and run the risk of controversies.	<ul style="list-style-type: none"> - Group's Responsible Finance Charter and its thematic policies - List of exclusions - Climate policy and sectoral policies of the Group (coal, oil & gas, real estate, transport) - Biodiversity policy of the Group - Intervention doctrine factoring in societal contribution targets (BPI, BDT) - Systematic ESG analysis for the Group's investment committees (using the ad hoc rating grid) - Quarterly committee on controversies among listed companies (GDA) - Inclusion of CSR criteria in profit-sharing of the Public Institution - Staff training in sustainability issues (SDG module covered in 2022 for CDC)
Shareholder activism	Failure to engage companies on subjects which could incur regulatory, financial or reputational risks	<ul style="list-style-type: none"> - Group's Responsible Finance Charter and its thematic policies, especially policy on voting and governance of listed companies - Quarterly committee on controversies among listed companies (GDA) - Annual ESG surveys sent out to the management companies (BPI, GDA)

Main targets and performance indicators

Themes	Indicators	Scope	2020	2021	2022	Targets	% of target achieved	Comments
Management of subsidiaries and strategic shareholdings	Participation rate of Caisse des Dépôts representatives in the executive boards of listed and unlisted strategic shareholdings and subsidiaries in the year (in %)	GPS	90%	89%	85%	Maintain a high rate		The indicator is calculated by the mean attendance rate of CDC administrators in each of the executive boards of the year for each entity. Note that a different attendance rate to 100% does not mean that CDC is not represented: when absent, the administrators are systematically represented by another CDC administrator in attendance.
Shareholder activism	<input checked="" type="checkbox"/> Proportion of stock having been the subject of shareholder dialogue on ESG topics	GDA	-	-	58%	Systematic engagement of businesses on ESG issues		The indicator is calculated in terms of stock for companies subject to shareholder dialogue for direct and indirect listed share portfolios and corporate bonds.
	No. of direct interviews on ESG issues		UNAV	152	159			For share portfolios and corporate bonds under discretionary management. In 2022, asset managers performed 159 direct interviews corresponding to 100 companies, i.e. one every two working days.
	- of which on climate issues	GDA	-	91	74			
	- of which on biodiversity issues		-	37	24			
	- of which on social and business ethics issues		-	67	55			

Themes	Indicators	Scope	2020	2021	2022	Targets	% of target achieved	Comments
Systematic ESG analysis 	 Proportion of investment stock that is subject to an ESG analysis (decision-making and follow-up) (in %)	Group [GDA - DI - GPS - STOA - SF - CDCCROIS - Tréso]	-	-	98.19 %	100%	98.19 %	Since reporting traceability varies from year to year, the figure indicated in 2022 now contains two decimal places. The 2022 figure does not include GPS in the calculation.
Inclusion in the funds	Total fund stock under Articles 8 and 9 of Regulation (EU) 2010/2088 for the management companies (in €m)	Group [BPI - CDCCROIS - SF]	N/A	N/A	5,492			The indicator monitors the funds promoting social or environmental characteristics and the funds presenting a sustainable investment target.
Exclusion - FOCUS unconventional weapons 	Amount of investments and financing in unconventional weapons (in €m)	Group [GDA - CDCCROIS - LBP - LBPAM - SFIL - CNP - BPI - DI - DP - GPS]	N/A	0	0			In accordance with the Group's responsible finance charter.
Training and awareness-raising in CSR and SDGs 	Proportion of entities having rolled out a SDG/CSR awareness scheme (in %)	Group [CDC B - BPI - CDA - CDC H - Icade - ICDC - SCET - SF - Transdev - DRH - LP - SFIL]	38%	79%	83%	100% by the end of 2022	83%	This indicator includes the Group's entities that have set up a cross-cutting training/awareness scheme on CSR/SDG subjects targeting at least the whole workforce of the tier one subsidiary.
	Proportion of staff trained in ESG issues within the financial entities (in %)	CDC [GDA - GPS - BDT DI]	-	-	95%			Most of the Group's entities conduct awareness-raising measures and/or training in sustainability issues. These may be business line-specific programmes or cross-cutting initiatives through the organisation of multimedia communication campaigns and events. The 2022 value is calculated as a weighted percentage relative to the headcount of each subsidiary.
	Proportion of entities factoring personal and/or collective sustainability/CSR targets into remuneration (in %)	Group [CDC - SFIL - CDCB - BPI - CDA - CDCH - Icade - ICDC - SCET - SF - Transdev - LP]	UNAV	9/14				In 2022, the conditions for monitoring this indicator were updated to provide a more detailed overview and particularly distinguish arrangements for the whole workforce from arrangements more specifically concerning directors.
	- in staff members' personal remuneration		-	UNAV	5/12			
	- in directors' remuneration		-	UNAV	7/12			
	- in profit-sharing calculations		-	UNAV	2/12			





Responsible employer





DPEF challenges	Risks/opportunities	Policies
Human capital	Failure to adequately develop human capital, difficulties attracting or retaining talent.	Strategic workforce planning schemes and policies, including staff training and mobility - Manager training and support schemes, staff training schemes - Responsible Employer Group Statement
Diversity and equal opportunities	Employment discrimination and lack of diversity in staff profiles, unequal treatment of staff.	- Group agreements on gender equality in the workplace - Comprehensive diversity and equal opportunities policies including disability policy and intergenerational policy (CDC) - Group network to promote diversity (Alter'égales) - Network of Harassment correspondents set up at Group level and system for reporting HR concerns - Responsible Employer Group Statement
Quality of working life and social dialogue	Working conditions that threaten the physical and moral integrity of staff, increase in the frequency and severity of accidents at work, mental health risks and occupational diseases, increase in absenteeism Poor quality of social dialogue, representative bodies set up do not work effectively, deterioration in the climate within the company.	- Policies and agreements on Quality of Working Life at entity level, including CDC QWL agreement - Social climate surveys conducted in the various entities - Responsible Employer Group Statement - Occupational health & safety policies at entity level

Main targets and performance indicators

Themes	Indicators	Scope	2020	2021	2022	Targets	Comments
Workforce	No. of employees	CDC	6,883	7,033	7,171		The La Poste Group's workforce has been consolidated since 2021. It accounts for 68% of the Group's total workforce. Not including the La Poste Group's staff, the Group's overall workforce fell by 5% between 2021 and 2022, mainly due to Egis leaving the Group scope. 68% of the Group's workforce is in France.
		Group [CDC - BPI - CDA - ICADE -SCET - ICDC - CDCH - SFIL - Transdev - LP - SF - CDC B]	120,776	365,468	352,556		
Human capital	<input checked="" type="checkbox"/> Staff turnover rate (in %)	CDC and attached entities	5%	5%	7%		Staff turnover is calculated as follows: total departures among staff on permanent and fixed-term contracts (not including cases where fixed-term contracts have come to an end or market losses)/average monthly workforce on permanent contracts. Departures include: resignations, redundancies or lay-offs on other grounds, agreed termination of employment cases on a personal or collective basis, retirement or early retirement, death.
		Group [CDC - BPI - CDA - ICADE -ICDC - CDCH - Transdev]	18%	20%	24%		




Themes	Indicators	Scope	2020	2021	2022	Targets	Comments
	<input checked="" type="checkbox"/> Percentage of the payroll devoted to training	CDC	2.7%	4%	3.2%		Percentage calculated on a France scope from the average of the low brackets of each consolidated entity. The statutory training obligations differ from one entity to the next, and the Group figure is an average of the values reported by the contributing entities. Among the latter, the percentage varies from 0.4 to 6%.
		Group [CDC - BPI - CDA - ICADE - ICDC - CDCH - Transdev]	2.4%	2.9%	2.8%		
	Rate of staff access to training (in %)	CDC	89%	99.8%	99.2%		The rate of access to training is calculated as follows: no. of employees having benefited from at least one training measure/average monthly workforce on permanent or fixed-term contracts.
		Group [CDC - BPI - CDA - ICADE - ICDC - CDCH - Transdev]	60%	75.5%	88.4%		
Social dialogue	No. of agreements signed in the year:	Group	1,210	1,229	1,521		The number of agreements is determined at Group level according to a World scope. It does not include the La Poste Group which does not feature in the social report and has its own representation bodies.
	- of which on the topic of remuneration	[CDC - SF - Scet - Novéthic - Sfil - ICDC - Icade - Transdev - CDA - BPI]	55%	55%	45%		
- of which on the topic of working conditions			27%	27%	39%		
	<input checked="" type="checkbox"/> No. of staff members concerned by a profit-sharing scheme	Group [CDC - BPI - CDA - ICADE - ICDC - CDCH - Transdev - CDCB - SCET - Sfil - SF - LP]	-	-	244,167		Newly consolidated indicator in 2022. The number of beneficiaries of profit-sharing payments for Y-1 may exceed the workforce at 31 December Y as it is not necessary to still be part of the workforce on 31 December to receive a profit-sharing payment, calculated according to presence within the workforce where applicable.
Diversity and equal opportunities	<input checked="" type="checkbox"/> Rate of direct employment of workers with disabilities (in %)	CDC	5.7%	5.8%	6.2%	> 6%	In 2020 and 2021 there was a drop in recruitments of people with disabilities owing to the Covid-19 crisis (since remote interviews were not compatible with some types of disability) amid an increase in the total paid workforce. In 2022, the indicator began to rise again, thanks to a proactive policy in favour of people with disabilities, which is part of a dedicated three-yearly agreement (2021-2023).
	<input type="checkbox"/> Proportion of women (in %):						
	- in recruitments	Group [CDC - SF - Scet - Novéthic - Sfil - ICDC - Icade - Transdev - CDA - BPI]	38%	38%	39%		Mindful of the importance of gender equality in the workplace, in 2007 Caisse des Dépôts signed, with its social partners, its first agreement on the topic. This agreement made it possible to determine the key priorities, subsequently rounded off by three-yearly progress plans. Recruitments and promotions are one way in which the Group can actively promote gender equality in the workplace. Careful attention is paid to the diversity of jobs, with sector-based analysis, and to pay arrangements and promotions with systems for assessing gender pay gaps, including budgetary appropriations where any catch-up may be required across many entities of the Group.
	- in the workforce	Group [CDC - BPI - CDCB - CDC H - CDA - Icade - ICDC - SCET - Sfil - SF - Transdev]	38%	39%	40%		
- <input checked="" type="checkbox"/> on executive (or similar) boards		Group [CDC - SF - Scet - Novéthic - Sfil - ICDC - Icade - Transdev - CDA - BPI]	32%	32%	43%	Parity on executive boards	
	Share of age groups in recruitments (in %)	Group [CDC - BPI - CDA - Icade - ICDC - CDCH - Transdev - Scet - Novéthic - Sfil]					Data calculated for France. In addition, the La Poste Group's workforce (worldwide) comprises 23.4% under 25 year olds and 7.2% over 50s.
	- under 30 y/o		40%	40%	39%		
	- over 55 y/o		10%	12%	5.5%		






Themes	Indicators	Scope	2020	2021	2022	Targets	Comments
Diversity and equal opportunities  	* Gender equality index	CDC	92%	92%	92%	95% by 2023	The index is calculated voluntarily by Caisse des Dépôts for all staff, civil servants and employees. The score achieved this year, which is stable compared to last year,
		Group [CDC - BPI - CDCB - CDCH - CDA - Icade - ICDC - LP - SCET - Sfil - Transdev]	91%	91%	91.5%		The indicator is calculated from the average of the regulatory indices of the Group's entities (France scope).
	Share of workforce covered by formal action plans or agreements covering diversity subjects (in %)	Group [CDC - BPI - Sfil - Transdev - LP - CDCH - ICDC - SCET - Icade - CDA - SF - CDCB]	UNAV		96%	95%	100% by the end of 2022
Occupational health & safety, quality of working life  	☑ Absenteeism rate for illness (in %) (World scope)	CDC	2.8%	2.8%	2.7%		Occupational health & safety priorities vary depending on the business line and activity sector of the Group's entities, which illustrates the diversity of activities and their unequal exposure at international level. The absenteeism rate thus varies between the different entities from 1.9% to 7.7%.
		Group [CDC and attached entities- BPI - CDA - ICADE -ICDC - CDCH - Transdev]	6.2%	5.6%	6.2%		
	Share of workforce attached to an entity having conducted a staff satisfaction survey during the year (in %)	Group [CDC - BPI - CDCB - CDCH - CDA - Icade - ICDC - LP - SCET - Sfil - SF - Transdev]	-	88%	99%		Within the Public Institution, 2 social climate surveys in particular were conducted in 2022, with participation rates of 60% and 50.1% respectively. The results of these surveys have been shared over the Intranet with all staff.
	Share of workforce covered by formal schemes or action plans bearing on occupational health & safety prevention (World scope) (in %)	Group [CDC - BPI - Sfil - Transdev - LP - CDCH - ICDC - SCET - Icade - CDA - SF - CDCB]	-	95%	97%	100% by the end of 2022	Occupational health & safety priorities vary depending on the business line and activity sector of the Group's entities, which illustrates the diversity of activities and their unequal exposure at international level. This is a priority particularly for Transdev (whose safety management system complies with standard ISO45001) and Compagnie des Alpes which, in 2021, launched a "Zero-accident ambition" approach.

Ethics and compliance

DPEF challenges	Risks/opportunities	Policies
Business ethics	Unethical practices (corruption, unlawful agreements, conflicts of interest, etc.) and/or breach of ethics (fraud, money laundering/terrorism financing, tax transparency, respect for the conditions of free competition, transparency of lobbying activities, etc.) by Group directors and/or staff.	<ul style="list-style-type: none"> - Group's ethics charter, and associated versions at entity level - Group policies: prevention and management of conflicts of interest, combating corruption and anti-money laundering/combating the financing of terrorism (AML-CFT) - Systems for reporting work-related concerns - Associated staff training modules - Group's internal audit and verification system
Satisfaction of stakeholders	Failure to meet stakeholders' expectations which may lead to complaints, disputes or reputational damage.	<ul style="list-style-type: none"> - Institutional relations and partnership policy - Group's ombudsman and mediation charter - Committees of stakeholders, including the Group committee chaired by the CEO - Sustainable policy
Quality of service and customer satisfaction	Inability to satisfy customers and/or act as a trusted third party, failure to honour commitments made to customers and/or end beneficiaries.	<ul style="list-style-type: none"> - Group's ombudsman and mediation charter - Group's ethics system, including loyalty in terms of customer relations - Systems for managing customer relations and satisfaction surveys at entity level - Customer satisfaction surveys at entity level
Data security and privacy protection	Loss of integrity of information systems, failings affecting operational systems, leak of confidential or personal data.	<ul style="list-style-type: none"> - Group's information system security policy and associated measures (penetration testing, audits, inspections, staff training, etc.) - Group's GDPR network - GDPR policies of each entity, and associated systems

Main targets and performance indicators


Themes	Indicators	Scope	2020	2021	2022	Targets	Comments
Business ethics 	<input checked="" type="checkbox"/> No. of work-related concerns received and processed over the past year	CDC	32	25	58	100% of entities with established systems and 100% of reported concerns processed	100% of entities have an ethics reporting system in place, rounded off by dedicated channels for reporting HR concerns in particular. The latter account for 70% of concerns reported in 2022 versus less than 10% on fair practice matters. The La Poste Group (which represents 45% of concerns reported in 2022) has been consolidated since 2021.
		Group [CDC - BPI - CDA - CDC H - CDC B - Icade - Sfil - SCET - SF - Transdev - LP]	208	287	231		
	Share of entities having implemented a staff training/awareness scheme (in %):		Group	77%	79%	75%	100% as soon as possible
- on AML/CFT issues		[BPI - CDC - CDA - CDC H - CDC B - LP - Icade - ICDC - Sfil - SCET - SF - Transdev]					
- on corruption issues			69%	79%	67%		

Themes	Indicators	Scope	2020	2021	2022	Targets	Comments
Business ethics 	Proportion of staff trained in AML/CFT issues	CDC	-	37%	13.6%	100% of newcomers trained	Such training is not compulsory every year and is mainly intended for newcomers. After a catch-up effect in recent years, newcomers are the main target group. The ratio shown opposite is nonetheless calculated based on the total workforce on 31/12.
	Proportion of staff trained in anti-corruption issues in the year	CDC	-	75%	18%	100% of newcomers trained	
Satisfaction of stakeholders  	<input checked="" type="checkbox"/> No. of disputes against the entity concerning its non-financial impacts (on the environment, on society, on human rights, on human resource matters or on corruption practices)	CDC	1	1	23	< 5 (not incl. HR matters)	This concerns all legal disputes directly referred against the Public Institution, of which the Group's legal department is aware, i.e. at least all disputes where there is more than €10m at stake, or, where the amount is less, it is significant for the entity in question in terms of amount or image. In 2022, monitoring of such disputes was extended to HR matters (which account for 22 of the 23 disputes reported).
	Amount of fines paid for failure to comply with the regulations on environmental, social or governance matters (in €)	Group [CDC - CDCB - CDCH - ICDC - BPI - Icade - CDA - SCET - Sfil - SF - Transdev - LP]	0	0	10,000	0	The €10,000 fine reported in 2022 follows on from the conviction of Société Forestière, at first instance, for unauthorised destruction of the habitat of a non-domestic protected animal species in a mountain range in Nogent where work was carried out in the name and on behalf of Société Forestière by work contractors. Société Forestière has appealed against this ruling.
Quality of service and customer satisfaction 	<input checked="" type="checkbox"/> Share of entities having rolled out a formal system for assessing customer satisfaction (in %)	Group [BDT - DPS - BPI - CDA - CDC H - Icade - ICDC - LP - SCET - Sfil - SF - Transdev]	8/12	9/14	10/12	100%	Presence of an established system for assessing customer satisfaction aimed at reaching a representative section of customers (e.g.: survey sent out to all customers, polling, sampling), at least for the entity's main activities. Ad hoc studies and surveys conducted are not taken into account.
	No. of referrals examined in the year by the Group's ombudsman	Group	999	1,999	1,828	100% of lodged referrals examined	After a steady rise in the number of referrals over several years, mainly linked to "Mon compte formation", this number has become relatively stable in 2022, following steps taken to improve the quality of training on offer and to combat fraud.
Data security and privacy protection	<input checked="" type="checkbox"/> No. of complaints received from the French Data Protection Authority (CNIL) for personal data breaches (incl. proportion processed)	CDC	2 (100%)	1 (100%)	1 (100%)	100% of received complaints processed	Data related to the La Poste Group has been consolidated from 2022. This change in scope explains the change in scale observed for 2022: 49 out of the 53 complaints from 2022 concern La Poste.
		Group [CDC - BPI - CDC B - CDCH - CDA - Icade - ICDC - LP - SCET - Sfil - Transdev]	6 (100%)	1 (100%)	53 (100%)		
Tax responsibility 	Contribution to the State budget (in €bn)	CDC	0.5	2.5	2.4		Caisse des Dépôts, a public institution of a special nature, is not liable for corporation tax; rather, it is subject to a specific direct tax scheme: contribution representative of French corporation tax (CRIS). This contribution is determined according to the rules of ordinary law specific to corporation tax, not least those applicable to the banking sector. In 2022, Caisse des Dépôts paid the State a contribution of €2.429bn, of which €0.199bn under the contribution representative of French corporation tax, €1.630bn under the Central Sector result and €0.6bn in withdrawals from Savings Funds.

Internal operations

DPEF challenges	Risks/opportunities	Policies
Environmental impacts of operations	Reputational and corporate image risks if decarbonisation commitments are not met	<ul style="list-style-type: none"> - Group's climate policy and its sector-specific versions - Caisse des Dépôts "Frugality" action plan - Policy bearing on the reduction of energy consumption and renewable energy supply for entities - Entities' travel plans
Consideration of ESG in the supply chain	Risks concerning human rights, health, safety, fundamental freedoms or environmental protection not controlled in our value chain	<ul style="list-style-type: none"> - Group's climate policy and its sector-specific versions - Caisse des Dépôts "Frugality" action plan - Plan to promote socially and ecologically responsible public procurement for the Public Institution, and responsible procurement policies specific to each entity

Main targets and performance indicators

Themes	Indicators	Scope	2020	2021	2022	Targets	Comments	
Operational GHG emissions 	Greenhouse gas (GHG) emissions from internal operations (not including financing, in tonnes CO ₂ eq)		90,740	91,289	89,426			
	- of which scope 1	CDC	3,488	3,195	3,004	-46% (2019 - 2030) on scopes 1,2 and 3 (manageable) emissions	In 2022, the emissions consolidate CDC Informatique data. Procurement-related emissions are, moreover, included in the manageable scope. Data histories have been recalculated on this new scope. To align internal operations on a trajectory that is compatible with keeping the global temperature rise below 1.5°C, a new reduction target has been defined for directly managed emissions mainly on the basis of the Science-Based Targets initiative method.	
	- of which scope 2	(ICDC included)	2,111	1,667	1,763			
	- of which scope 3		85,141	86,427	84,659			
	Total scopes 1, 2 and 3 (manageable)		89,879	89,655	87,015			
	Greenhouse gas (GHG) emissions from internal operations of the Group (not including financing, in million tonnes CO ₂ eq)	Group		4,809	5,181	5,380		The Group's operational emissions on scopes 1, 2 and 3 (manageable) are 4% up on 2021. This increase can particularly be explained by scope adjustments, associated with a clearer grasp of scope 3. Excluding these scope adjustments, there has been an 8% decrease in operational emissions between 2021 and 2022.
	- of which scope 1	[CDC - ICDC - BPI - CDA - CDCH - Icade - LP - Sfil - SF - Transdev]	1,821	2,187	2,123			
	- of which scope 2		0,330	0,560	0,387			
	- of which manageable scope 3		2,658	2,435	2,870			
	🌱 <input checked="" type="checkbox"/> Share of operational greenhouse gas (GHG) emissions (scopes 1, 2 and 3, manageable) covered by a reduction target aligned with the Paris agreement (in %)	Group	[CDC - ICDC - BPI - CDA - CDCH - Icade - LP - Sfil - SF - Transdev]	93%	92%	97%	95% as soon as possible	An increasing share associated with the publication of new targets partly including manageable scope 3 for Icade and the Public Institution.
	CDC		53%	81%	69%	100% by 2025	Change in methodology in 2022: the scope monitored is the "committed" scope, i.e. the manageable scope excl. freight and service purchases. Since 2006, the Public Institution has offset all of its scope 1 and 2 emissions. In 2022, 16,644 tCO ₂ eq were offset in terms of 2021 emissions, through the financing of Livelihoods international projects.	
Share of internal residual emissions offset (in % of scopes 1, 2 and 3, manageable)	Group	[CDC - ICDC - BPI - CDA - CDCH - Icade - LP - Sfil - SF - Transdev]	50%	53%	47%	50% from 2020	The operational emissions offset amounted to 2.53 million tonnes of CO ₂ eq in 2022, which is 47% of the total, with precedence given, in France, to projects earning the Low-Carbon Label launched by the French Government in 2019.	

Themes	Indicators	Scope	2020	2021	2022	Targets	Comments
Energy 	Total energy consumed by the Group (in GWh FE)	Group [CDC (including ICDC) - Transdev - LP - Icade - CDCH - CDA - BPI - SCET - Sfil]	8,538	11,169	12,945		The Group's energy use is mainly linked to the consumption of its transport and logistics subsidiaries (La Poste Group and Transdev) and then of its real estate subsidiaries (CDC Habitat and Icade). The Public Institution's energy use accounts for 1% of the Group's overall consumption.
	- of which associated with buildings		3,175	4,611	7,191		
	- of which associated with vehicle fleets		5,363	6,559	5,754		
	Total energy consumed by the Public Institution (in GWh FE)	CDC	35	41	57	-10% (2019 - 2025)	The rise in energy use observed in 2022 is due to the consolidation of CDC Informatique data with the Public Institution's data (including data center-related energy use): by reintegrating these figures in the history, we can actually observe an overall fall of 10% compared with 2021, continuing a long-term trend (-13% compared with 2019 and -17% compared with 2018).
	- of which associated with buildings		35	39	53		
- of which associated with vehicle fleets		3	3	5			
Building-related energy use per m ² (in kWh FE/m ²)	CDC (ICDC included)	190	203	183	-16% (2019 - 2024)	The monitoring includes CDC Informatique energy use, excluding the data centers. The data histories have been reprocessed to take this scope on board.	
Share of energy consumed from renewable sources (in % of building consumption)	CDC	68%	71%	73%	75% by 2025	The share of energy from renewable sources has picked up again in 2022, with the new supply of electricity used by the data centers coming entirely from renewable sources.	
Water 		CDC	60,442	57,257	73,325		The indicator has risen in 2022, owing to the inclusion of CDC Informatique in the scope and the company cafeterias' return to a "normal" activity level.
	Total volume of water used (in m ³)	Group [CDC (ICDC included) - Icade - CDCH - CDA - Transdev - LP]	14,380,537	20,022,670	17,919,449		Water is primarily consumed by the tourist and leisure activities of Compagnie des Alpes, by tenants in the rented properties in the context of real estate activities (Icade and CDC Habitat) and by vehicle-washing operations associated with transport and logistics activities (Transdev and the La Poste Group, included since 2021). Most of this water corresponds to tap water.
Waste 	Volume of waste produced (in tonnes)	CDC	744	754	2,840		Most of the waste produced by the Public Institution concerns office waste and waste from the company cafeteria. In 2022, several factors can explain the rise observed: extension of the scope reported (Public Institution data now includes CDC Informatique waste and IT waste) and production of construction site waste from the new Bordeaux site.
	Share of waste recovered (recycled, composted) (in %)	CDC	62%	64%	76%		In all, 100% of Caisse des Dépôts' waste is recovered, 76% in terms of matter (recycling or composting) and 24% in terms of energy.
Responsible procurement 	 Share of Group entities having drawn up a formal responsible procurement policy (in %)	Group [CDC - BPI - CDCH - CDA - Icade - ICDC - LP - SCET - SF - Transdev]	54%	57%	70%		Nearly three-quarters of entities have formally drawn up a responsible procurement policy (charter, guide or other formally drafted document). Regarding the other entities, best practices are in place, even if they are not formally documented.
	Amount of purchases from companies in the sheltered and supported employment sector (in €m)	Group [CDC - CDCH - SF - Icade - BPI - Transdev - LP]	2.02	18.58	23.29		The strong rise observed in 2022 is due to the consideration of Transdev data, which was not consolidated in 2021. Note that the La Poste Group was only consolidated from 2021.

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