

September 2022

Energies

Le Mag

Special
edition

Cap
2026



DECARBONISATION



PERFORMANCE



ENGAGEMENT



Contents

4

→ A strategic project centred around three priorities to guide our actions



↓ 5

Interview with

JEAN JOUZEL



"We have a lot of work to do when it comes to energy"

Energies Le Mag No. 2026 - September 2022 is a publication of Dalkia - Tour Europe - 33, place des Corolles - 92400 Courbevoie

- Publication Director: Jean-François Allin. Editor-in-Chief: Judith Barret-Chevrel. Editorial coordination: Fabienne Degarne and Léa Rousselet. Editor: Pierre Michaud. Design / production: Addict design - Printing: Stipa, Imprim'Vert certified. Printed with plant-based inks and varnishes on 100% recycled paper. Printed in France



6

In-house interview

→ Sylvie Jéhanno answers employees' questions

↓ 7



Arnaud Monlezun
Operations Manager - Bordeaux (33)



Hella Rehouma
Markets and Business Lawyer - La Défense (92)

↓ 8



Jessabel Gabo,
Manager - Accounts, Dalkia U.S. Chiller Services - Middle East

↓ 9



Grégory Lorendeau
Industry Market Manager - Dalkia Froid Solutions - Angers (49)



Johann Krisp
Maintenance technician - Socos - Orléans (45)

10



DECARBONISATION



YANNICK DUPORT
COMMERCIAL DIRECTOR

"Working alongside our customers to accelerate their energy transition"

↓ 11

Aerofreecooling, an exemplary innovation in more ways than one



↓ 12

How Lille's heating networks are implementing their energy transition

↓ 13



FABIEN BRÉMONT
INTERNATIONAL DIRECTOR

"Speeding up the export of our know-how".



14



PERFORMANCE



SERGE BURTIN
TECHNICAL DIRECTOR AND
OPERATIONS DIRECTOR

"We can do even better!"

↓ 15

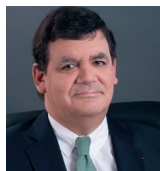
Steve Arrais –
Heating technician /
Dalkia Île-de-France region



16



ENGAGEMENT



ÉRIC MOLINIÉ
SECRETARY GENERAL

"The climate challenge is everyone's business"



VINCIANE BEURLET
DIRECTOR OF HUMAN RESOURCES

"We need to be attractive and engaging"

↓ 17

The inclusion of disability,
a real challenge for Dalkia

↓ 18

Jeanne Roguin –
Project Manager / Dalkia in the Grand
Est region



Cap 2026, our new corporate project, was designed to adapt to the acceleration that is essential in the fight against global warming.

More than ever, we are in a situation that shows us how highly strategic energy issues are. Firstly, because energy is life and it is essential to economic activities. And also because energy production is the leading cause of CO₂ emissions in the world. We developed this business plan before the Ukrainian crisis, but that crisis shows us how scarce and expensive energy can become. And the climate disasters are a call for us to speed up the fight against global warming. To succeed in the transformations that are needed, we must offer solutions to our customers to help them consume less (energy efficiency) and consume low-carbon (replacing fossil fuels with renewable and recovered energy). In this respect, the government is developing support measures for decarbonisation: the France Relance and France 2030 plans allocate significant budgets for the decarbonisation of industry, networks and buildings. From 2017, with the Cap Dalkia plan, we laid the foundation for a solid transformation, particularly through our digital transformation. Once this first strategic plan was completed, it was logical for us to want to continue this positive momentum. We therefore collaborated on launching our new Cap 2026 corporate project. Cap 2026 positions Dalkia as a player rooted in the communities where it operates, with a long-term vision, which invests and supports its customers in their decarbonisation activities, based on sustainable business models and the engagement of its employees, customers and partners. In three words: decarbonisation, performance, engagement.

I am pleased, through this special edition of *Energies Le Mag*, to present you with the key features of this innovative and unifying project. I hope you enjoy reading it!

Sylvie Jéhanno
Chief Executive Officer of Dalkia



© Philippe Quatsse

A strategic project centred around three priorities to guide our actions



Dalkia has positioned itself as a player rooted in the areas where it operates, with a long-term vision, investing and supporting its customers in their decarbonisation actions, based on sustainable economic performance and a strong engagement towards its employees, customers and partners.

Why do you think that what we are experiencing today in terms of climate is not a surprise?

Jean Jouzel: Because it is consistent with what the scientific community has been predicting since the 1980s, whether in terms of the average rate of temperature increase, the acceleration of sea level rise or the increased intensity of climate extremes. This is already being felt in our daily lives, and it should make us take very seriously the IPCC's predictions that we can expect significant warming if we continue on our current trajectory. The objective of the Paris Agreement was to limit warming to 1.5°C over the whole of the 21st century and beyond, but it is clear that we are currently on a trajectory of around +3°C. And even if we were able to meet these engagements, greenhouse gas emissions in 2030 would be twice as high as they would need to be in order to limit warming to 1.5°C beyond 2050. In order to have any chance of meeting this objective, these emissions would have to be reduced by at least 40% over the period 2015-2030. There is therefore an urgent need for acceleration.

INTERVIEW

JEAN JOUZEL:
"We have a lot of work to do when it comes to energy"

CLIMATOLOGIST AND FORMER VICE-PRESIDENT OF THE IPCC⁽¹⁾ SCIENTIFIC GROUP, JEAN JOUZEL WAS ONE OF THE FIRST SCIENTISTS TO DEMONSTRATE THE LINK BETWEEN GLOBAL WARMING AND GREENHOUSE GAS EMISSIONS.

PHOTO - PHILIPPE QUAISSE

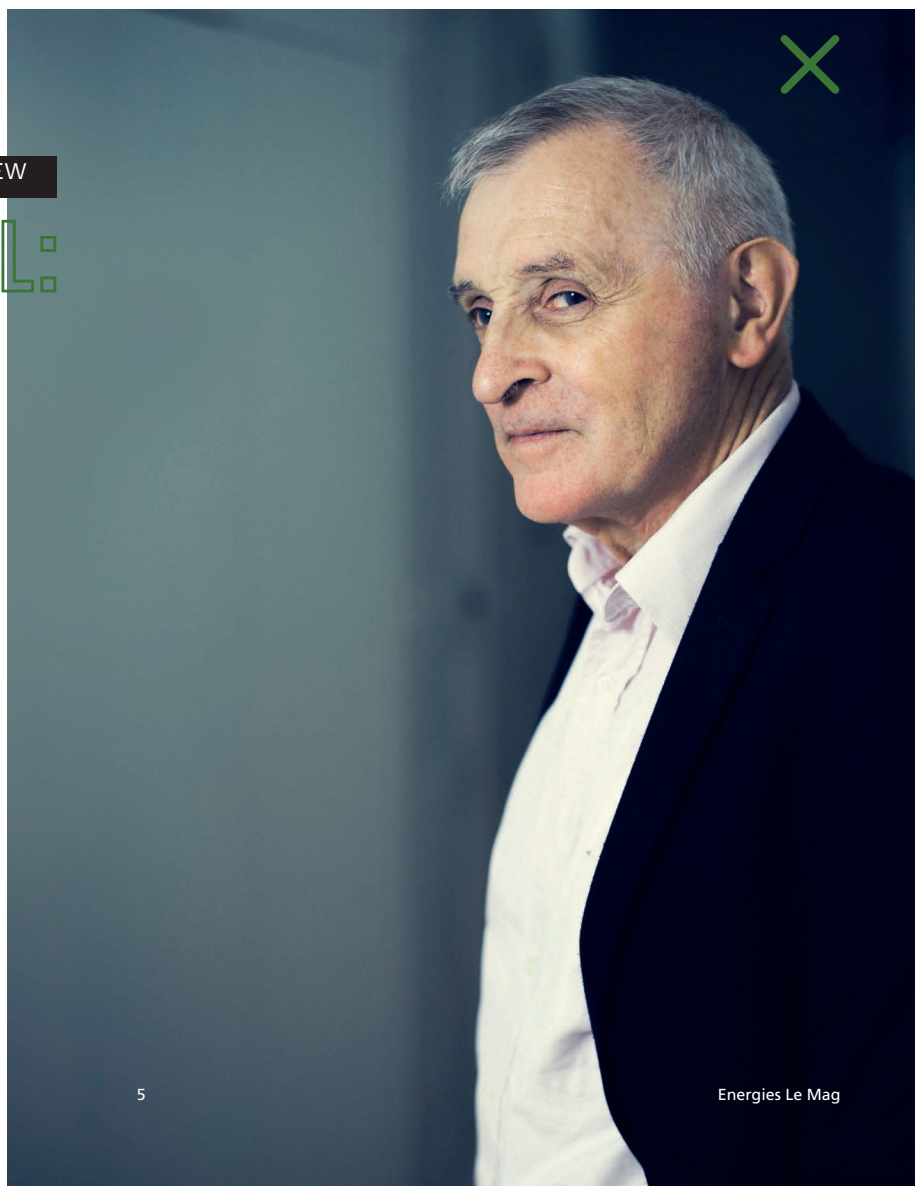
In what way is energy at the heart of the problem?

Jean Jouzel: The link between global warming and greenhouse gas emissions is indisputable, but it has also been established that energy alone generates about two-thirds of these emissions. Thus, to achieve carbon neutrality by 2050, we would have to dispense with fossil fuels entirely.

The first levers for action are of course energy efficiency - doing the same thing with less energy - as well as energy sobriety, which means, for example, driving at 110 km/h instead of 130 km/h on the motorways. In addition, we must of course give priority to energy production that does not emit greenhouse gases, i.e. nuclear and renewable energies, which the IPCC considers crucial if we want to meet the stated objectives.

There may be a debate on what will happen in the longer term, but I believe it is important for our country to meet its engagements for 2030. And this will not happen without stepping up the development of renewable energies, in which France is undeniably lagging behind.

(1) Intergovernmental Panel on Climate Change





**Sylvie Jéhanno
answers questions
from Dalkia Group
employees in France
and abroad about the
major objectives of
Cap 2026.**

→ **Arnaud Monlezun**
Operations Manager - Bordeaux

"How will I be able to get my staff 'on board'?"



© DR

Sylvie Jéhanno:
This is a fundamental question. I am firmly convinced that managers must play a major role in the success of Cap 2026. As head of the company, it is my responsibility to give meaning to this project, but this is obviously not enough. This is why Cap 2026 includes a section specifically dedicated to providing support at management level.

Our operational managers, in particular, are the first links and key elements of our organisation. Every day, they work in direct contact with our technicians, our customers and our suppliers. They are therefore at the heart of the project. At the launch of Cap 2026, I spoke to Dalkia's 200 senior managers and expressed the wish that, after a few weeks, every employee in

the company would be able to talk about Cap 2026, citing the three key priorities and applying it to their own actions.

Some people thought I was setting the bar a little high, but I am convinced that all our employees will want to take ownership of this new company project, and I know that this will be largely thanks to you, the managers. We are therefore going to help you relay the messages to the workforce. In particular, you will be provided with awareness-raising kits so that you can organise dedicated discussion sessions with your colleagues.



© DR

→ **Hella Rehouma**
Markets and Business Lawyer - La Défense

"Why launch a new business project after Cap Dalkia? What does it bring to the table compared to the previous one?"

Sylvie Jéhanno:
First of all, it is essential to have a strategic

project, if only to give meaning to the work of the employees. In other words, give it a direction, a course. As it happens, Cap Dalkia marked the end of a certain number of transformations that we had hoped to achieve. For instance, we had set ourselves the goal of increasing our turnover to 5 billion euros, 15% of which was generated internationally, and we achieved this. Similarly, we carried out a major digital transformation, most notably with the implementation of the 'maison numérique' (digital house).

I could also mention how we have changed our procurement practices, which represent a significant cost item. Or I could point out the increase in renewable and recovered energy in our

mix, which is essential in the fight against global warming and the reduction in energy consumption.

Not to mention the fact that we've been through the Covid crisis together, which warranted some kind of new impetus. For all these reasons, we wanted to give a new collective impetus by building on the "foundation for transformation" that was Cap Dalkia. That's why we decided to structure our new strategic plan around three main priorities, which should provide a framework for all of our actions in the months and years to come: decarbonisation, of course, but also performance, in both the operational and economic sense, and engagement, in order to support our employees, customers and partners in a shared dynamic.



© DR



© Stéphane Lavoué



Jessabel Gabo,
Manager - Accounts, Dalkia U.S.
Chiller Services, Middle East



© DR

"Why is it important for Dalkia to continue its international expansion?"

Sylvie Jéhanno

The first reason why the international dimension is important is that the challenges we face are, by their nature, global.

Moreover, working beyond our borders is a useful way of seeking out innovation, of seeing our

businesses in a different light - which is essential given the performance objectives that we have set ourselves - but also to enable us to find the right dimension for certain projects.

It is therefore also a different and

complementary way of developing. An international presence is also a motivating factor for some employees who see it as an attractive development opportunity.

The fact is that working outside of the Franco-French context is synonymous with discovering new horizons and new ways of working. Moreover, and this is obviously not by chance, each of the three areas in which we are going to accelerate - the United Kingdom, Poland and the Middle East - has a strategic dimension for EDF. Therefore, attractive intra-group synergies can be explored. And of course, these are areas in which the fight against climate change is accelerating particularly rapidly. Our objective is to continue our growth in these areas, with long-term infrastructure and service contracts.

→ **Grégory Lorendeau**
Industry Market Manager - Dalkia Froid Solutions - Angers



"How are the subsidiaries and their employees affected by Cap 2026?"

Sylvie Jéhanno

The reason why we have chosen to structure them into three main areas is because each of them is dedicated to a specific

activity. However, they are fully in line with Cap 2026: decarbonisation, performance and engagement! As far as cold production is concerned, there is no need for a long discussion to explain how this specialist field represents a major challenge in the fight against climate change. The same is true of compressed air, a specialism of Dalkia Air Solutions. This is an essential application in industry, and one that consumes a great deal of energy; we are therefore going to offer ever more efficient systems. The teams at Dalkia Electro-technics, a recently created

subsidiary, will be putting their expertise in electrical engineering to work, since the electrification of applications is an integral part of decarbonisation solutions. Finally, with Dalkia EN, we will continue to work on EDF's power generation facilities. As for performance and engagement issues, they apply equally to all Dalkia entities. One issue that is common to all of the company's subsidiaries and regions is recruitment. It is essential to attract more young people to our businesses, and Cap 2026 will obviously contribute to this with a specific project.

→ **Johann Krisp**
Maintenance Technician - Socos - Orléans



"What will this new plan change for us, both in terms of prospects and in our daily lives?"

Sylvie Jéhanno:

First of all, this plan is likely to make us even more proud of our jobs, especially among our technicians. While the link may not be obvious to everyone, looking after cold or

heat production facilities, working in electrical or climate engineering, using digital tools and services to reduce energy waste, means being on the front line of the fight against global warming. Indeed,

we are now aware how much this fight represents an emergency and a vital concern, especially for the younger generations. The prospect of joining us to work in an energy transition profession should also encourage those who are hesitating about their future direction. You will also find that Cap 2026 will lead us to further develop our organisation around our strategic segments: services for buildings, cooling and heating networks and industries.

We are going to move towards business models and working methods that are better adapted to the specific needs of our clients - manufacturers, local authorities, landlords, etc. In concrete terms, this means that each of our technicians will become even more expert in his or her field of specialisation.

Thanks to the measures we have put in place, they will also be increasingly connected; gradually, they will only travel for assignments with real added value... and when they do, it will be more and more frequently in an electric vehicle. This is a big step towards energy sobriety!



© Philippe Quaiasse

Energies Le Mag



DECARBONISATION

Why is the current situation particularly favourable for leveraging Dalkia's expertise, especially in the area of industrial decarbonisation?

Yannick Duport The industry of the future is taking shape before our eyes and a combination of several factors makes our know-how highly strategic. First of all, due in particular to the Ukrainian crisis and its geopolitical consequences, the price of energy and associated commodities has already reached unprecedented levels, and

this is likely to continue.

These additional costs will weigh heavily on the overall equation for our customers, who will need us, more than ever, to help them accelerate their energy transition. The damaging consequences of our dependence on fossil fuels are obvious to all through global warming and the resulting increase in extreme weather events.

Secondly, and particularly in France, the decarbonisation of industry is receiving substantial public assistance. With the France Relance and France 2030 plans, nearly 7 billion euros have been allocated to industrial projects to make their processes more environmentally friendly. This is therefore the right time to take an active interest in the subject, and our customers are aware of this: over the past two years, we have had as many BCIAT (Biomass, Heat, Industry, Agriculture and Tertiary) projects as we had in the preceding six years. Indeed, Dalkia has developed recognised expertise in low-carbon heat and energy efficiency, for example when it comes to recovering waste heat. Many of our projects have been awarded contracts by Ademe, The French Agency for Ecological Transition.

YANNICK DUPORT

COMMERCIAL DIRECTOR

**"Working alongside
our customers to
accelerate their
energy transition"**

IN INDUSTRY OR IN THE BUILDING SERVICES SECTOR, ENERGY EFFICIENCY AND INCREASED USE OF RENEWABLE AND RECOVERED ENERGY HAVE BEEN A PRIORITY TO MEET THE CHALLENGES OF THE ENERGY TRANSITION.

One of the many projects underway is the one we are carrying out with the chemical group Arkema for its site in Lannemezan (65), for which we are going to supply decarbonised steam produced from solid recovered fuels to replace fossil resources. These will be brought to us by PSI, a local SME.

What is the situation regarding the energy renovation of buildings and of heating and cooling networks?

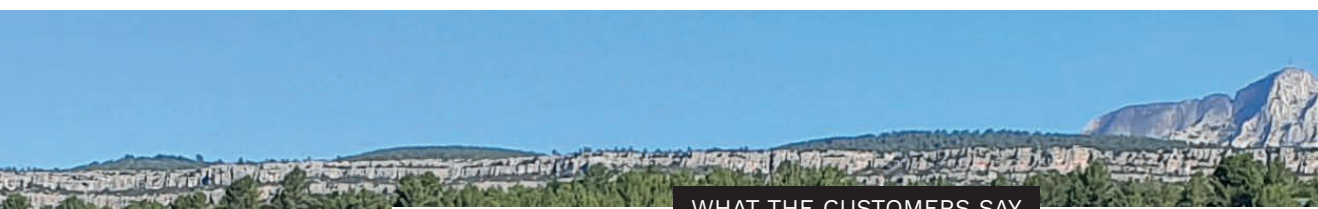
Y.-D.: We are also seeing an accelerating momentum, particularly with the new obligations linked to the Tertiary Decree, but also with the 2020 environmental regulation (RE2020) which will increase the electrification of uses (e.g. heat pumps). Here again, we have many assets to seize the opportunities that will arise, starting with our historical background in energy performance contracting, which we will have to promote even more effectively. Building on our expertise in energy optimization, there are clear synergies with our heating and cooling networks, which have strong growth potential, and all the more because these are supplied by renewable energy and cannot be relocated. In a context of high volatility of fossil fuel prices, they also make it possible to strengthen the resilience of the communities in which we operate, to improve the purchasing power of users and to contribute to the fight against fuel poverty thanks to competitive and controlled prices.

In any case, in this field as in that of industrial decarbonisation, innovation is essential. Dalkia's workforce is constantly innovating. They are developing artificial intelligence and responsible digital solutions adapted to these technologies, combining human expertise and analytical capabilities, data processing and remote operation, for the benefit of communities, their inhabitants and ultimately the planet.

INTERVIEW



© DR



WHAT THE CUSTOMERS SAY

Aerofreecooling, an exemplary innovation in more ways than one

The STMicroelectronics plant at Rousset in the Bouches-du-Rhône department now uses ambient air to produce industrial cooling at lower economic and environmental cost.

For the past ten years or so, Dalkia has been providing maintenance services for technical facilities such as compressed air, refrigeration and process vacuum production at the STMicroelectronics plant in Rousset. "In 2020, we were faced with issues related to the robustness and the obsolescence of a number of our chillers," explains Christophe Tosti, facilities manager at Rousset. "This equipment produces water at 6°C, which is used to

treat the air sent to the clean room, as well as for the process cooling water, a circuit of water at 18°C that cools the production equipment in the production clean room." The discussions that then took place with Dalkia and EDF (another long-standing partner of the factory) led to the development of a particularly ambitious energy-saving project. It involves installing an "aerofreecooling" system to limit the use of chillers, which alone account for about 15% of the site's electricity consumption. The principle is that for nine months of the year, two air-cooling towers use the properties of the ambient air to cool the cooling water process instead of the chillers. The benefits: 20% energy savings compared to the previous installation, or 4,500 MWh/year, and a more robust installation. "This innovation is fully in line with the environmental policy of our group, which has set itself the goal of achieving carbon neutrality by 2027," notes Christophe Tosti. "What's more, it took barely eighteen months from the initial discussions to commissioning, which is remarkable."

POINTS TO NOTE

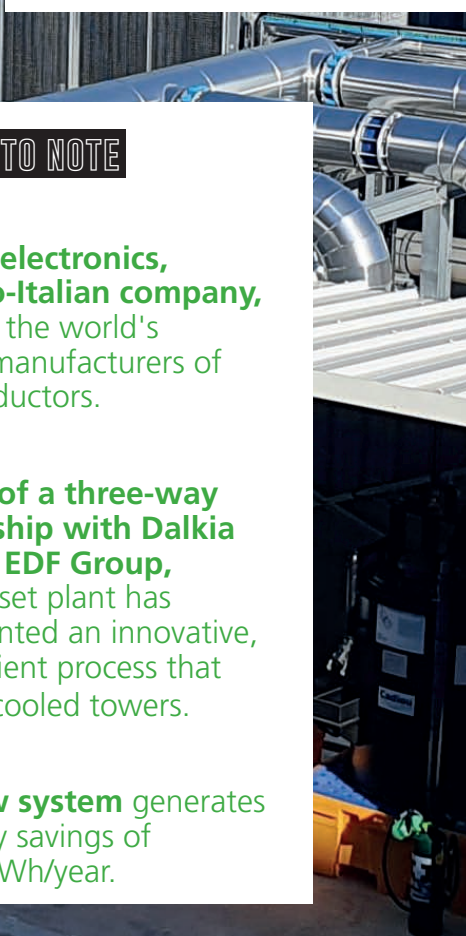
↓
STMicroelectronics, a Franco-Italian company, is one of the world's leading manufacturers of semiconductors.

↓
As part of a three-way partnership with Dalkia and the EDF Group, the Rousset plant has implemented an innovative, eco-efficient process that uses air-cooled towers.

↓
The new system generates electricity savings of 4,500 MWh/year.



Christophe Tosti
Facilities Manager
(of STMicroelectronics in Rousset)





How Lille's heating networks are implementing their energy transition

By supplying Résonor, its main network, with heat recovered from the Halluin energy recovery centre, the European Metropolis of Lille is improving its energy mix and pushing ahead with its decarbonisation.

"Each of the six communes⁽¹⁾ in our metropolis that have set up heating networks has chosen to award a concession to operate them to Dalkia, which has been our de facto sole partner since 2015⁽²⁾," explains Audrey Linkenheld, first deputy mayor of Lille and vice-president of climate, transition and energy at the European Metropolis of Lille. "We therefore worked closely with Dalkia to make our networks greener by connecting them to the Halluin energy recovery centre." The supply of renewable and recovered energy to the two main networks in Lille (Résonor) and Roubaix (R'Energies) has been fully operational since the end of 2021. Two other networks in the metropolis - those of Mons-en-Barœul and Villeneuve d'Ascq - will very soon benefit from the heat provided by the energy recovery centre. "It will thus be possible from October onwards for the Villeneuve - d'Ascq network to be supplied with more than 50% renewable

heat thanks to "minor" work that will continue until the beginning of 2023," explains Audrey Linkenheld. But it is above all the Halluin-Resonor interconnection that has been a technical feat: 20 kilometres of pipes had to be laid, involving digging up roads in a highly urbanised environment. "The investment is substantial, but the benefits are threefold," she points out. "Environmental, of course, and financial, because networks supplied mainly with renewable energy benefit from a 5.5% VAT rate, but also in terms of the circular economy and energy autonomy, which is very valuable in the current situation."

(1) Lille, Villeneuve - d'Ascq, Mons-en-Barœul, Roubaix, Wattignies and Wattlelos.

(2) In accordance with the law of 27 January 2014, known as the "modernisation of regional public activities and the consolidation of metropolitan areas"



THE 6 HEATING NETWORKS OF THE EUROPEAN METROPOLIS OF LILLE:



Over **120 km** of network



Heating and domestic hot water for **50,000 housing equivalents**



54% of the supply was provided by renewable energy in 2021 with almost 60% by 2023.

POINT OF VIEW

© DR



Fabien Brémont International Director "Speeding up the export of our know-how"

Since decarbonisation is not an issue unique to France, Dalkia's expertise is naturally being exported to other countries. As part of Cap 2026, we have decided to accelerate our efforts in three locations: the United Kingdom, Poland and the Middle East. These three areas have in common an active engagement by their public authorities to the energy transition, a local presence of the EDF Group and the possibility of developing low-carbon solutions for our customers. In the United States too, we are strengthening our positions with our public and private customers. Of course, we can't do everything everywhere. That is why, in each of these countries, we are specifically targeting the most promising customer segments and solutions, in close collaboration with the head office departments. In the Middle East, we are working in particular on cooling plants and networks and energy performance

contracts for buildings, while in Poland we are concentrating mainly on industrial decarbonisation solutions, especially since many French groups are active in the country and want us to support them. This strategy has already led to some major commercial successes: in the United Kingdom, for example, Dalkia recently signed several large energy performance contracts with hospitals, while in Poland we are in advanced discussions with some twenty manufacturers for solutions to decarbonise their utilities. And in the Middle East, we have just acquired a company with 350 employees specialising in the operation and maintenance of large cooling production units. All of this is very promising, and the international business is on track to achieve more than 50% growth in turnover since 2020, bringing it to €950 million.

KEY FIGURES Our targets in numbers



6

Mt of CO₂ avoided

Contributing to the decarbonisation of Dalkia's customers and its energy mix by avoiding 6 Mt of CO₂.



65 %

Achieving more than 65% of renewable and recovered energy in the mix of the French networks.



SERGE BURTIN

TECHNICAL DIRECTOR AND
OPERATIONS DIRECTOR

"We can
do even
better!"

EVER MORE EFFICIENT
OPERATIONS AND MANAGEMENT,
EVER MORE ENERGY-SOBER
FACILITIES:
WITH CAP 2026, DALKIA IS
EQUIPPING ITSELF
WITH THE MEANS
TO ACHIEVE
EXCELLENCE.

H

ow can we make further progress in terms of operational efficiency?

Serge Burtin: We have a lot of room for optimisation by speeding up the remote control of installations. We do a lot of travelling: we

have a fleet of 8,500 vehicles with which our technicians frequently visit the installations for maintenance and operational activities. However, the latest equipment, beginning with boilers, is increasingly capable of being controlled remotely, as are the regulation and metering systems that we install on our customers' premises. The economic and environmental benefits are obvious, and our technicians are of course keen to learn about anything that can save them unnecessary journeys. At the same time, we have undertaken an in-depth review of our maintenance plans. As the new generations of equipment become more and more reliable, we are now able to reduce the amount of preventive maintenance work, particularly on our more basic installations. This means that more time and energy can be allocated to optimising operations.

I would add that in order to achieve this we can now rely on technicians and managers who are 'connected', i.e. equipped with digital tools that enable us to make the best use of all the data at our disposal.



INTERVIEW

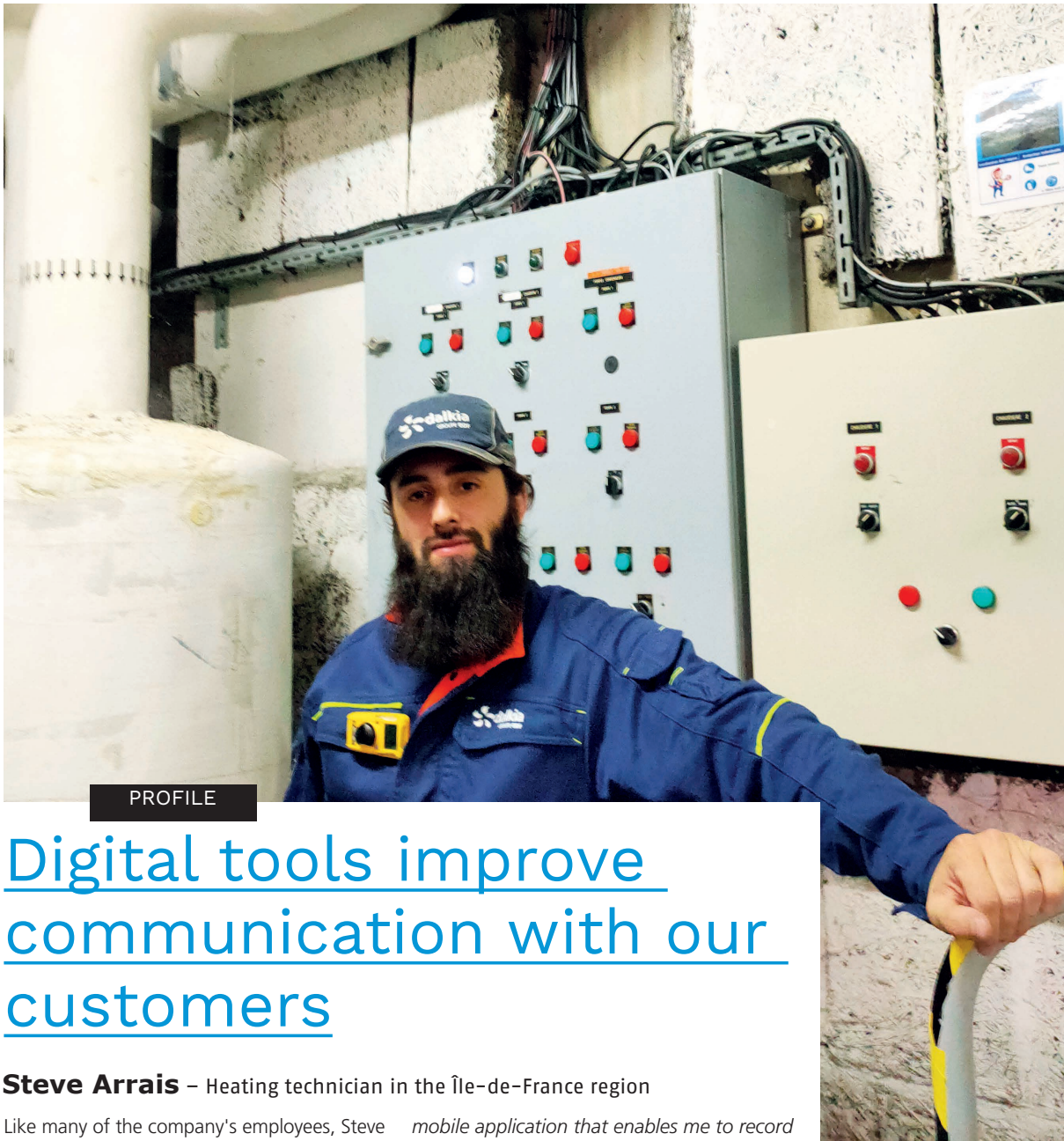
© Louis Bourjac

What about Dalkia's other major performance priority, the energy efficiency of its facilities?

S.B.: This is the core of our expertise, and it's crucial if we are to meet our engagements to our customers, and everything indicates that it will become more important than ever in the months and years ahead.

Here again, we are primarily using two levers. Firstly, we are going to rely more and more on digital tools - IoT, remote metering, etc. - to manage our customers' installations in a more refined and responsive way. In addition, we do not hesitate to invest in more energy-efficient equipment, for example when replacing an ageing boiler.

But to make progress on energy efficiency, we also rely on the expertise of our technicians regarding the requirements of the buildings and - above all - the attitudes of the users, what they are willing to do to reduce their consumption. They are in the front line to help our customers change their habits and become more energy efficient.



PROFILE

Digital tools improve communication with our customers

Steve Arrais – Heating technician in the Île-de-France region

Like many of the company's employees, Steve Arrais joined Dalkia through a work-study programme. "I had started out working in industry for a year with an SME in the Hauts-de-Seine department, and I was recruited by Dalkia in 2016. As I had no theoretical background, I took an eleven-month training course at the Dalkia campus in Lille. I was a work-study student in my current team, which was then based in Garches (92)." Once he had his TMET* diploma, he was hired on a permanent basis and began working in Rueil-Malmaison (92). He mainly works on residential complexes managed by social landlords and sometimes co-ownerships. His tasks were to maintain the installations, save as much energy as possible, and ensure direct contact with customers. "I arrived at a time when digital tools were being fully deployed, in particular Hold, the

mobile application that enables me to record my work operations. This makes my work much easier. For example, eCRT Mobile gives us real-time information on our boiler rooms, while the Hercules system is very practical for signing acceptance notices." Steve also points out that customers can track his work much more easily and accurately. He has no problem with that, in fact just the opposite. Steve is very open to digital innovation and is looking forward to being able to remotely manage the start-up and shut-down of installations, as well as the reading of hot water and gas meters. "Like the vast majority of my colleagues, I am in favour of anything that saves me time. It helps me in a very practical way to better develop, refine and update my skills."

*Thermal equipment maintenance technician

2015

Heating technician

2016

Joined Dalkia on an apprenticeship contract

2017

Signed a permanent contract as a heating technician, joined the team based in Rueil-Malmaison



VINCIANE BEURLET

DIRECTOR OF HUMAN RESOURCES

"We need to be attractive and engaging"

IT IS A QUESTION OF RECRUITING AND RETAINING TALENT, AND ALSO OF ENSURING THAT THEY DEVELOP, FLOURISH AND FIND MEANING IN THEIR DAILY LIVES.



© DR

INTERVIEW

The "Engagement" priority of Cap 2026 includes several fairly structural HR projects: health and safety, recruitment and retention, working hours and recognition, gender diversity and inclusion... All within a global approach to corporate social responsibility. In what way are these objectives strategic?

Vinciane Beurlet: Human capital is the primary asset of any company. For Dalkia, a leading company in the energy transition, it is particularly important, especially in the current period of strong growth.

Our company is recruiting, and it will definitely have to continue recruiting in the years to come. And the young people we are trying to attract - and then retain - are extremely demanding in terms of ethical values and social responsibility. They are willing to make an engagement and join Dalkia to help meet the challenges of climate change and the environment: they want to work in a job that is meaningful. But in return, they expect their employer to be committed to social and societal issues.

Issues such as inclusion, diversity, gender equality, workplace equality and the implementation of the energy transition have thus become decisive criteria for the attractiveness of our "employer brand" and our ability to retain our employees. The same applies to our practices in terms of career development and skills management.

Moreover, during recruitment interviews, candidates ask us many questions about human resources management and CSR, and they want concrete answers. It's a win-win situation, because only the men and women of Dalkia can implement our CSR policy on a daily basis.



© DR

ÉRIC MOLINIÉ
SECRETARY GENERAL

"The climate challenge is everyone's business"

Dalkia has developed a "manifesto" to structure and formalise its corporate social responsibility policy (see last page). What will this change internally and with regard to the stakeholders?

Éric Molinié: This manifesto aims first of all to clarify and put into perspective the different CSR actions that we take on a daily basis in the areas where we operate. It's about giving meaning, a global vision, a direction. And above all, by making sure that we talk about it to everyone, by formulating the messages in simple, clear language. Because it is essential to counter the cliché that CSR is a "gadget" based on an esoteric discourse that is disconnected from reality. What our manifesto seeks to express is that, on the contrary, the climate challenge is everyone's business and that it is being addressed by all Dalkia employees. It is a document that is primarily educational, designed to encourage the adoption of principles and the sharing of best practices. It is also a tool for external communication, to meet the growing demands of our customers in terms of CSR for all their partners.



The inclusion of disability, a genuine concern for Dalkia

With APF Entreprises, people from the disabled and adapted sector inspect the PPE at many Dalkia sites. This is a great idea that is taking off!

APF Entreprises is the employment branch of APF France Handicap, a network that brings together 26 adapted companies and the same number of ESATs (disabled workshops). "For several years now, in the Rhône-Alpes region, Dalkia has been calling on us for various services: warehouse staff, receptionists, technical concierge services, etc.," explains Damien Bessenay, APF Entreprises' key account manager. "In 2019, our contacts approached us regarding a new type of work. They wanted us to check the eligibility and conformity of personal protective equipment (PPE). Up until then, these checks had been carried out internally by technicians. It made sense to free them from this task, which is obviously not part of their core expertise."

Since 2019, APF Entreprises employees,

people with disabilities who have been appropriately trained (by an external organisation and by the QSE managers), have been visiting Dalkia's operational units on a regular basis. Prior to this, appointments were made with the technicians so that each of them could have their PPE inspected. This service, which was initially set up at the Grenoble CEA, has gradually been extended to the entire Auvergne Rhône-Alpes region, and even to Bourgogne. Today, around ten APF Entreprises employees are involved, checking the equipment of 700 technicians each year. "For our staff, it's a very gratifying mission," says Damien Bessenay. "They feel they have a real responsibility, and they appreciate coming into contact with the Dalkia employees and seeing that the quality of their work is recognised."



© DR

PROFILE

2020

Graduate of ENSGSI Nancy + Master IUVTT / work-study at Dalkia

2021

Joined Dalkia on a permanent contract as project manager.

She has found her calling

Jeanne Roguin – Project Manager / Dalkia in the Grand Est region

"I wanted to do a job that would really serve the energy transition. With this in mind, I followed up my engineering degree with a master's degree from IUVTT and that's how I spent a year working as a project manager at Dalkia in the Grand Est region."* The experience proved successful, since last autumn Jeanne Roguin has been working in this job on a permanent basis. "I work on responses to the most important invitations to tender, particularly those for large heating networks," she explains. "I act as a link between the project managers, the design engineers and all the other departments involved."

Since she began her work-study programme, the young project manager has gradually gained autonomy and she regularly takes part in webinars that keep her up to date with regulatory and technical developments. "Our job is constantly evolving and each project has its share of innovation. But that suits me fine because I don't like to be bored...". In addition, Jeanne has undergone specific training in DenCity software, which enables her to map networks and define the best routes. She has recently been trained in the management of structural projects. "I work in an environment that is still predominantly male but also young and friendly, so it's not a problem. And above all, I'm making progress, and I'm doing a job that is meaningful."

* Masters IUVTT: urban innovation for cities and territories in transformation



ZERO ACCIDENT AMBITION

>70 %

Over 70 % of employees trained per year.



30 %

A target rate of 30% of women managers by 2026.

Our manifesto

We ARE

More than 19,000 men and women in France and abroad, committed professionals, close to our customers in the heart of the territories.

We are experts in local renewable and recovered energy, energy efficiency, low-carbon heat, operation of heating and cooling systems, production of cold and compressed air and electrical engineering. For more than 80 years, we have been recognized by our customers: local authorities and industries, healthcare institutions, housing and commercial building managers. We are DALKIA, a subsidiary of the EDF Group.

We WANT TO

accelerate the decarbonisation of industry and buildings as well as **the greening of heating and cooling networks**. We want to innovate in energy services so that our customers consume better, that is, less carbon and low-carbon. For greater performance, we want to take advantage of our digital transformation to deploy new business models that are attractive to our customers, partners and employees.

We HAVE

transformed and developed our company in France and internationally through customized solutions to accelerate our clients' energy transition. We have made digital technology a strength with our partners, both for our businesses and for our customers. We have changed our management practices, developed social dialogue and adapted our organizations.

We WILL

pursue our Zero Accident Ambition because the health of our employees is our top priority. We will attract new talent, in all its diversity, and increase the number of women in our teams. We will continue to invent to reduce our own CO₂ emissions and those of our customers, while preserving the planet's resources for future generations.

Together, we are going to become the company of reference in the field of **decarbonisation** solutions for territories, **efficient** and **committed** to meeting the climate challenge with our customers !

