



# Making commitment a reality

CORPORATE SOCIAL RESPONSIBILITY  
COMMITMENTS **2022**

**CSR AMBITION**

**CARBON AND CLIMATE  
NEUTRALITY**

**CONSERVATION OF  
RESOURCES**

**WELL-BEING AND  
SOLIDARITY**

**RESPONSIBLE  
DEVELOPMENT**





# Our manifesto



Sylvie Jéhanno | Chairwoman and CEO of Dalkia

***"Our manifesto embodies our vision, highlighting our mission and activities in the fight against climate change."***

## We ARE

**Almost 19,000 men and women in France and abroad**, committed professionals, close to our customers in the heart of the communities where we operate. 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 and 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 customised solutions to accelerate our customers' energy transition. We have made digital technology a strength, along with our partners, both for our businesses and for our customers. We have changed our management practices, developed social dialogue and adapted our organisations.

## 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 workforce. We will continue to invent to reduce our own CO<sub>2</sub> emissions and those of our customers, while preserving the planet's resources for future generations.

Together, we intend to become the benchmark company in the **decarbonisation** of communities, **efficient** and **committed** to meeting the climate challenge with our customers!



CSR AMBITION

**CARBON AND CLIMATE NEUTRALITY**

CONSERVATION OF RESOURCES

WELL-BEING AND SOLIDARITY

RESPONSIBLE DEVELOPMENT



Fuel control in a biomass heating plant.

# Through our activities, we are reducing CO<sub>2</sub> emissions

# 60.3%

This is the proportion of renewable and recovered energy in the energy mix of Dalkia's heating networks in France.

**Target 2026 65%**

## 4 GOALS FOR 2026

Develop renewable and recovered energies

Decarbonise our customers' activities

Reduce our direct CO<sub>2</sub> emissions

Develop uses of electricity



WE SUPPORT OUR CUSTOMERS TOWARDS ENERGY SUFFICIENCY with energy performance contracts (EPC) and energy efficiency projects.



WE ARE REDUCING THE CARBON FOOTPRINT of regions, industry and buildings, by developing renewable energy, such as biomass, geothermal and marine energy, and by using recovered energy.



FOR OUR CUSTOMERS, WE DESIGN LOW-CARBON SOLUTIONS with densification and the creation of heating and cooling networks.



WE ARE CONTROLLING OUR OWN EMISSIONS by electrifying our fleet, reducing our digital footprint and implementing the most environmentally friendly practices.



*“We have a genuine  
commitment  
to reduce our  
environmental  
impact”*

Stéphane Corre | Managing Director of Constellium (Issoire - 63)

**4800  
tonnes**

of CO<sub>2</sub> avoided by  
the town of Issoire  
every year thanks  
to heat recovery  
and the biomass  
heating plant.



**THE WASTE HEAT FROM THE FURNACES AT THE CONSTELLIUM PLANT IS RECOVERED BY DALKIA TO SUPPLY SOME FORTY PUBLIC BUILDINGS IN THE CITY.**

**What is Constellium’s business?**

**Stéphane Corre:** The Constellium Group specialises in the processing of high-tech aluminium. Here, our factory produces aluminium for aircraft parts and components for space and defence.

**How does your group take action for the climate in concrete terms?**

**S.C.:** Our raw material is already an example of action, as aluminium is infinitely recyclable. The products we manufacture for industry are therefore sustainable. We also take action on water and energy consumption. We have transformed our processes and will reduce our gas consumption by 20-30%. All the lighting in the site’s 30 hectares of buildings is LED and we have reduced our water consumption by 58% over the last five years. We have a real desire to reduce our environmental impact, and we want to play a role in the region. Hence the idea to install heat recovery in our furnaces to supply the city’s district heating network.

**How does this fit into your industrial process?**

**S.C.:** We had a plan to modernise the foundry, so we took advantage of it by coming up with the idea of recovering the heat released by our smelting furnaces, along with Dalkia and the town of Issoire. We supply water at 100 degrees to the town’s heating network, which heats the hospital, town hall, schools, colleges, swimming pool, the military base, social housing, train station, post office, etc. In addition, the network is supplied by a biomass heating plant. The success of this achievement has encouraged us to continue on this path.

**DISCOVER  
the principle of heat recovery at  
Constellium in a video by scanning  
this QR code**







*With each of our customers, we deploy the most energy-efficient and least CO<sub>2</sub>-emitting solutions*

**DEVELOPING RENEWABLE AND RECOVERED ENERGIES**

**The benefits of thalassothermal energy**

The La Seyne-sur-Mer (83) thermal energy network uses the heat energy stored by seawater to heat or cool homes, schools and the casino. Operated by Dalkia, this facility saves 1,149 tonnes of CO<sub>2</sub> per year, equivalent to the emissions of around 575 cars.

**REDUCING OUR DIRECT CO<sub>2</sub> EMISSIONS**

**Leading by example**

Since June 2021, the Dalkia management offices in the Eastern region have been generating part of their electricity needs with 500 square metres of photovoltaic panels in shelters. They provide power for electric vehicle charging stations, lighting and the building's electricity consumption. Thanks to the building's technical management system, the site is also saving 52% of energy on its heating-ventilation-air conditioning station. And at the end of 2022, its fleet will include 170 plug-in hybrid or electric vehicles, with a target of 100% of the fleet by 2030.



**60%** of the building's electricity needs are provided by the shelters.

**DECARBONISING OUR CUSTOMERS' ACTIVITIES**

**Futuroscope's great energy ambition**

Futuroscope's stated objective? Achieve carbon neutrality by the end of 2025. The park turned to Dalkia and its subsidiary Dikeos to create a green heating and air conditioning network, which will draw heat from the groundwater water via a heat exchanger. Futuroscope's environmental programme, combined with work to improve energy performance, will reduce greenhouse gas emissions by 80%.



**200 tonnes of CO<sub>2</sub>** avoided each year, equivalent to taking 100 cars off the road.

**DECARBONISING OUR CUSTOMERS' ACTIVITIES**

**Innovative cooling production**

To change an ageing refrigeration system, Super U in Vic-le-Comte (63) chose an innovative solution. Dalkia Froid Solutions offered a metered refrigeration service combined with a commitment to energy performance (a 25% reduction in refrigeration-related bills over the first six months). Fluids with very low global warming potential and heat recovery for store heating reduce the supermarket's carbon footprint.





# Some key figures for 2021

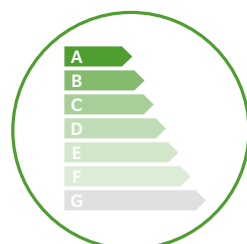
## GREENHOUSE GAS EMISSIONS

### CO<sub>2</sub> EMISSIONS AVOIDED

**4 Mt**

CO<sub>2</sub> equivalent avoided by our customers, thanks to Dalkia's activities.

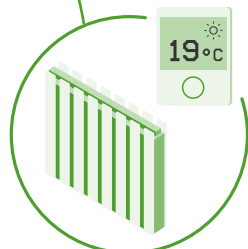
Objective 2026 **6 MT**



Energy Performance Contracts (EPC)



Recovery of renewable and recovered energy through heating and cooling networks



Energy efficiency projects

### GREENHOUSE GAS INVENTORY 2021

SCOPE 1 **5.1 Mt CO<sub>2</sub> eq**

SCOPE 2 **0.1 Mt CO<sub>2</sub> eq**

SCOPE 3 **1.8 Mt CO<sub>2</sub> eq**

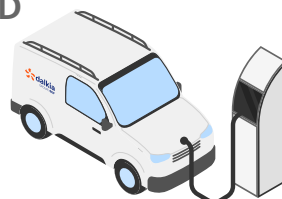
more than 80% of Dalkia's direct emissions are related to fossil fuels used for its customers.

Objective 2026 **-10%**

### DECARBONATED ELECTRICITY

**6%**

hybrid or electric vehicles in 2021 in the Dalkia fleet



Objective 2030 **100%**

## HEATING AND COOLING NETWORKS

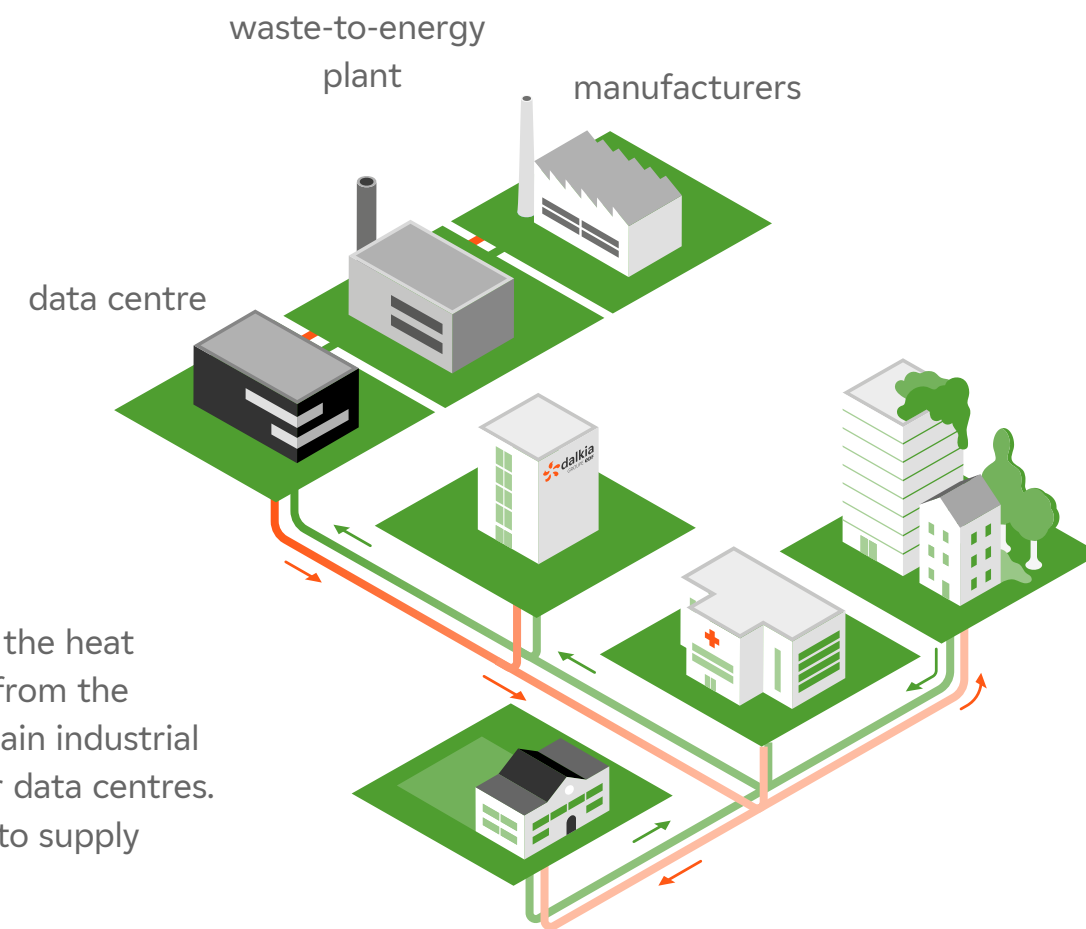
More than **330** networks (2900 km)

**60.3%**

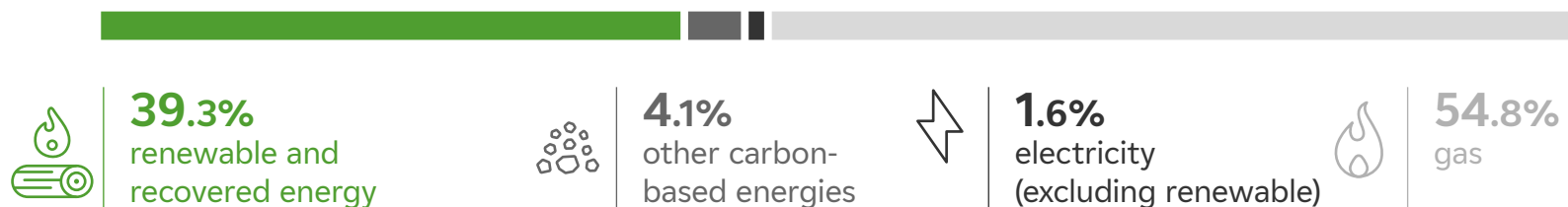
of renewable and recovered energy in the energy mix of our heat networks

### RECOVERED ENERGY

Recovered energy comes from the heat from waste recovery, but also from the so-called "fatal" heat from certain industrial processes, such as foundries or data centres. Once captured, it can be used to supply a district heating network.



### Total energy mix of Dalkia in 2021







Making bird houses in a Futuroscope workshop.

# We are committed to preserving biodiversity

# 14%

PEFC-certified wood\* in 2021.

Target 2026 30%

\* Forest certification recognition programme that promotes sustainable forest management.

## 4 GOALS FOR 2026

- Protect biodiversity
- Protect water resources
- Improve waste management
- Encourage the circular economy



YEAR AFTER YEAR, WE LIMIT THE IMPACT OF OUR ACTIVITIES ON BIODIVERSITY, sharing best practices, and raising awareness among our employees and customers.



THE CIRCULAR ECONOMY limits the consumption of raw materials, water and non-renewable energy. At Dalkia, we place it at the heart of our business by making the most of locally available resources and recovered energy.



TO LIMIT THE AMOUNT OF WATER used in a closed circuit in our heating and cooling networks, we carry out continuous monitoring to avoid leaks.



OUR WASTE IS REDUCED, tracked and, where possible, recycled and recovered.



*“Wood is  
renewable  
energy,  
derived from  
photosynthesis”*

Stéphane Viéban | Managing Director of Alliance Forêts Bois

3.2

**MILLION CUBIC METRES  
OF WOOD are harvested  
and marketed each year.**



**ALLIANCE FORÊTS BOIS (ALLIANCE FOR FORESTRY WOOD) HAS BEEN DALKIA'S MAIN PARTNER FOR THE SUPPLY OF BIOMASS HEATING PLANTS FOR THE PAST FIFTEEN YEARS.**

**What activity is carried out by Alliance Forêts Bois?**

**Stéphane Viéban:** Our cooperative is the largest private forest operator in France, with the management of one million hectares of private forest entrusted to us by 40,000 owners. Our mission is to enhance the wood production of the members. We harvest timber, arrange its transport, optimise its recovery according to the species and qualities and ensure all forestry management and renewal operations.

**What is your relationship with Dalkia?**

**S.V.:** We are suppliers of wood fuel. Each year, more than 100,000 tonnes of PEFC-certified wood are used to fuel the biomass plants managed by Dalkia.

**How does the wood fuel industry contribute to the preservation of the planet?**

**S.V.** Our industry replaces fossil fuels with renewable energy, derived from photosynthesis. Every day, the forest absorbs carbon from the air. And when wood is burned, exactly the same amount of CO<sub>2</sub> that was captured is returned to the atmosphere. So we are operating a zero carbon cycle. We also contribute to the creation of jobs in the wood energy sector, which are local jobs. Our activities allow public institutions to be heated with wood, which is sustainable and ensures regional incomes for producers like us. This is very different from using oil as fuel.

**What are the future prospects for your sector?**

**S.V.:** They are very good. The wood fuel sector ticks all the boxes for sustainable development. We need to make this known and publicise all the forestry professions: they are at the heart of the fight against climate change and the preservation of biodiversity.

**PLANTING FOR THE FUTURE:  
A FORESTRY COOPERATIVES INITIATIVE**

'Plantons pour l'avenir' is an endowment fund that, through donations, supports reforestation, environmental education and research projects. It helps to meet the current and future challenges of forests and the forestry industry in France. Dalkia is one of its patrons.





*Through our actions, we make our customers and employees aware of the various ways in which we can contribute to the conservation of resources.*

**PROTECTING BIODIVERSITY**

**Numerous “green” actions**

Dalkia carries out many actions to promote biodiversity: establishing beehives to promote local flora; eco-grazing by sheep as an alternative to mechanical mowing of green spaces and phytosanitary treatments; and the greening of buildings to restore greenery in an urban environment. The Dalkia Group also strives to raise awareness among its customers and employees of eco-responsible actions, big or small.



**IMPROVING WASTE MANAGEMENT**

**An ecological and responsible partnership**

In the Mediterranean region, Dalkia has initiated a partnership with the Atelier du Papier Soleil. The partnership provides so-called "mobile" technicians with real flexibility in managing waste (wood, metal, and all types of waste) in three ways: by making it possible to set up a collection point on the company's site, by providing permanent skips at Dalkia's largest sites, and by deploying a mobile solution that allows waste to be collected on demand and according to the needs of personnel. As an adapted company, Atelier du Papier Soleil helps disabled people return to employment.

**PRESERVING WATER RESOURCES**

**The most environmentally friendly air conditioning systems**

Under a car park in Lyon Part-Dieu (69), groundwater is pumped constantly to avoid flooding the premises. This 10-degree water is transferred to

a district cooling plant operated by Dalkia. Without this use, the pumping water would be evacuated and its thermal potential would be lost. Now, this “fatal cooling” cools the surrounding buildings, with the advantage of not requiring heat to cool down (as is the case with conventional air conditioners), and not heating up the surface groundwater.

**ENCOURAGING THE CIRCULAR ECONOMY**

**Industrial recycling for the nuclear industry**

In the Dalkia EN (Nuclear Expertise) workshop in Thionville (57), containerised generators are being prepared to replace the backup combustion turbines of certain nuclear power plants. These containers are equipped with existing diesel engines that have been completely overhauled by the Dalkia EN teams and all the necessary means to make them self-contained mobile units.



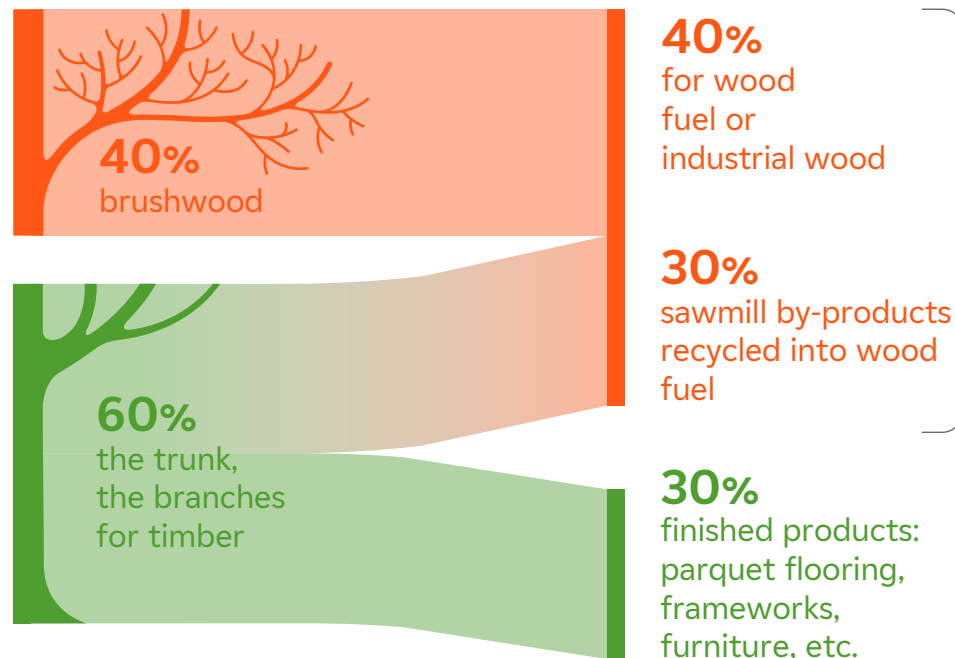
**Raising awareness and taking action**

Imtech Inviron, an English subsidiary of Dalkia, has undertaken a major campaign to raise awareness among its employees about recycling and the circular economy. And the effects have been immediate: chairs, lockers, stationery, cleaning products, displays – which would have been thrown into the waste stream – have been recovered and recycled.



# Some key figures for 2021

## Some key figures for 2021



**2 million tonnes of** wood fuel are used in biomass heating plants managed by Dalkia. A resource derived from timber cutting and forest maintenance.

**460** biomass heating plants supplied by Bois Energi France, a Dalkia subsidiary.



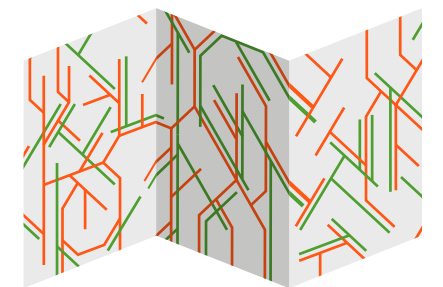
**14%** of the wood used by Dalkia in France is PEFC\* certified

**Objective 2026 > 30%**

\* Forest certification recognition programme

## BIODIVERSITY INITIATIVES

- Identify and share internal and external best practices
- Avoid areas with high biodiversity value and map protected areas
- Promote local biodiversity
- Be a player in the protection of flora and fauna by carrying out biodiversity inventories
- Manage biomass sustainably by sourcing more and more PEFC\* certified wood\*
- Raise awareness among employees and stakeholders



**Wood-fuel**  
Watch the video



**Make-up water used** in our heating networks

**Objective 2026 -10%**



**Waste produced** in our heating networks

**Objective 2026 -10%**



**Computers** refurbished or recycled

**Objective 2026 100%**





Preventive maintenance by an operations technician.

# Dalkia's human capital is our most precious asset

# 21%

of women among Dalkia's executives in 2021\*.

Target 2026 30%

\* Group scope

## 4 GOALS FOR 2026

- Ensure health and safety for all
- Guarantee and promote equality, diversity and inclusion
- Encourage the development of skills
- Combat energy poverty



WE ARE A COLLECTIVE COMMITTED to safeguarding the health and safety of all those who live and work alongside us.



THROUGH THE DENSIFICATION OF HEATING NETWORKS with renewable and recovered energy, we are fighting against energy poverty by prioritising local energy, less dependent on fossil fuels and eligible for reduced VAT.



WE PROMOTE professional equality, diversity and inclusion in the company, and we fight against all forms of discrimination.



WE DEVELOP THE SKILLS OF OUR EMPLOYEES throughout their careers, by offering them suitable career paths.



# “We build trust between employee, mentor and company”

Éva Fichaux | GEIQ Development Director, Employment and Disability, for  
Hauts-de-France and Normandy

# 137

**COMPANIES** are  
members of GEIQ  
Employment and  
Disability, from all  
sectors of activity.



**DALKIA SUPPORTS SEVERAL GEIQS\* IN FRANCE  
IN THEIR EFFORTS TO INTEGRATE DISABLED  
JOBSEEKERS INTO THE WORKFORCE.**

### What does GEIQ Employment and Disability do?

**Eva Fichaux:** GEIQ Employment and Disability is an association of 137 regional employers. We help people with disabilities to find work, whether they are long-term or short-term jobseekers, or in the process of retraining. We offer our members, such as Dalkia, support in this inclusion process.

### What do you offer to businesses and jobseekers?

**E.F.:** We have three levers: recruitment, training and coaching. Depending on the needs of the members, we pre-select candidates. We often have people who need additional training to get up to speed or to tackle a new job.

### What is the partnership developed with Dalkia?

**E.F.:** We have signed a partnership agreement between Dalkia, our GEIQ, GEIQ Eco Activities, and the cohorts of trainees who attend our training courses. We train specifically for the job of industrial technician. We hire the people and ensure their career path. We do everything we can to enable the company to plan its recruitment. Today, with Dalkia, we are achieving 90% success.

### What support do you receive from your members?

**E.F.:** Joining our association is already a form of support! Secondly, we respond to a demand from companies that wish to recruit employees. For us, it is a way of recruiting differently, of opening the door to different profiles by offering a chance to discover real potential. We build long-term partnerships because they support our actions.

# 79%

**return to  
permanent  
employment.**

\* Employer group for inclusion and certification.





*The well-being of our 19,000 employees is one of our main concerns.*

**ENSURING HEALTH AND SAFETY FOR ALL**

**A digital platform being tested to promote well-being in the workplace**

Dalkia in the Mediterranean has deployed a new system to help employees take care of themselves, particularly in the face of a difficult situation such as stress, anxiety, isolation, mental load, etc. Thanks to the services offered by Holivia, a start-up in Marseille, each person can confidentially contact a psychologist who will listen to them and provide advice.

Exercises, awareness, webinars:



everything is done to provide comfort and take action.

**COMBATING ENERGY POVERTY**

**The value of heating networks**

In 2021, Dalkia began work on extending the Cluses (74) heating network and connecting it to the Marignier incineration plant. The challenge was to provide fatal heat from waste combustion for the production of heating and domestic hot water to the equivalent of over 3,000 homes.

With more than 80% renewable energy, the grid benefits from reduced VAT and a stable tariff, unaffected by fluctuations in fossil fuel prices. It is part of the fight against energy poverty.

**DEVELOPING SKILLS**

**Welcoming and training the workforce of tomorrow**

Each year, Dalkia supports more than 400 new work-study students in their training. Guided by tutors, they learn the value of renewable energies and energy performance. In 2021, 92% of the trainees at the Dalkia Campus graduated.

Dalkia is also a partner of the Group of Employers for Inclusion and Qualification (GEIQ).

In 2021, 12 young people entering the labour market started training in the North West region.



**GUARANTEEING AND PROMOTING EQUALITY, DIVERSITY AND INCLUSION**

**Openness towards others**



Since 2011, Dalkia has been recognised for its commitment to promoting diversity, equal opportunities and preventing discrimination, with the award of the Diversity label, issued by Afnor.

**Operation Duo Day**

Dalkia in the West Central region repeated the Duo Day operation and welcomed people with disabilities for a day of learning about our businesses.





# Some key figures for 2021

## ZERO ACCIDENT AMBITION



5.2

frequency rate (Group scope)

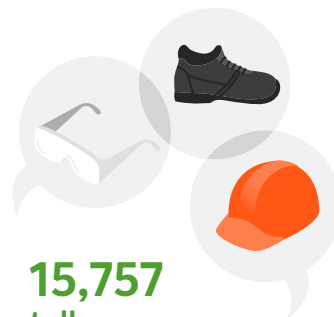
Objective 2026 < 2

Dalkia makes safety an essential asset in achieving "Zero Accidents".

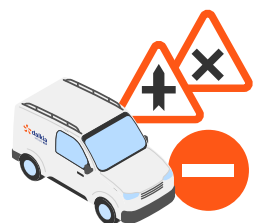
Main prevention actions carried out in France:



3,031 management safety visits



15,757 talks



9,521 employees reported a near miss via the "Echap&belle" application



3<sup>rd</sup> edition of the **Women's Energy In Transition** award which encourages women to participate in training courses or to work in technical and scientific professions related to the energy transition.

## COMBATING ENERGY POVERTY

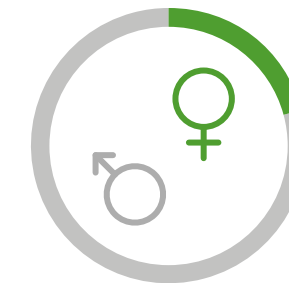
Objective 2026

500,000+ equivalent housing units will be connected to a green heating network to combat energy poverty between 2022 and 2026



4% direct employment of disabled people

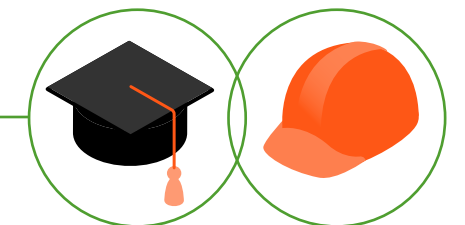
Objective 2026 6%



21% of women among our executives (Group scope)

Objective 2026 30%

1,000+ work-study students attending our sites in 2021



67.2% of work-study contracts converted to fixed-term or permanent contracts

Objective 2026 > 70%







CSR AMBITION

CARBON AND CLIMATE NEUTRALITY

CONSERVATION OF RESOURCES

WELL-BEING AND SOLIDARITY



RESPONSIBLE DEVELOPMENT



The local employment of operations technicians is a priority for Dalkia.

# We help the regions increase their attractiveness

# 63,107

DIRECT, INDIRECT AND INDUCED JOBS CREATED BY DALKIA.

For 1 Dalkia employee: 4.8 additional jobs are supported in the French economy.

## 4 GOALS FOR 2026

Ensure regular dialogue with stakeholders

Promote local employment

Prioritise local procurement

Developing digital responsibility



WE PRIORITISE DIALOGUE WITH OUR STAKEHOLDERS: our employees, our direct and indirect customers, and our partners.



OUR ACTIVITY IN THE REGIONS can be measured by the number of direct and indirect jobs we create.



WE ARE DEVELOPING RESPONSIBLE DIGITAL SOLUTIONS LOCALLY for the benefit of all citizens.



WE ARE PURSUING A LOCAL INVESTMENT AND PURCHASING POLICY, thus contributing to the development of local companies.



# “This is a great step forward in sustainably transforming our territory”

Jean-Pierre Bouquet | Mayor of Vitry-le-François (51) and Chairman of SEM Vitry Energies



# 4300

**EQUIVALENT HOUSING UNITS in Vitry-le-François heated by the biomass heating plant.**

IN DECEMBER 2021, DALKIA INAUGURATED THE NEW BIOMASS HEATING PLANT IN VITRY-LE-FRANÇOIS, WHICH PROVIDES THIS AREA WITH CHEAPER, GREEN ENERGY AND LOCAL JOBS.

### Why did you choose a biomass heating plant?

**Jean-Pierre Bouquet:** Vitry-le-François is one of the Positive Green Growth Energy Territories (TEPCV). This means that we are committed to a global approach to decarbonising the region, and therefore to controlling energy, by reducing the energy needs of its inhabitants, for construction, economic activities, transport and leisure facilities. In this work programme, we wanted a more fossil-free and energy-efficient energy generation model.

### How is the new installation performing?

**J.-P.B.:** It is an 8.5 megawatt biomass plant that supplies 4,300 equivalent housing units in the SEM Vitry Energies heating network, with more than 80% renewable energy (wood fuel). The network itself has been renovated and a remote management system has completed this “new look” for our heating network. These renovations are the first step in the territory’s decarbonisation plan and in reducing fossil fuel consumption, particularly gas.

### What are the benefits for the territory?

**J.-P.B.:** Such a project has positive effects for the whole territory, in particular increased economic activity with twelve months of works. Thanks to this achievement, 7,310 tonnes of CO<sub>2</sub> are avoided each year, the equivalent taking 4,061 cars off the road. It also means a more competitive energy price, as users benefit from a reduced VAT rate of 5.5%.

### The project is a major investment for your municipality.

**J.-P.B.:** 12.4 million euros were invested in the area, half of which was borne by Dalkia and half by SEM Vitry Énergies, not to mention the support of the Ademe heat fund, which represented 12%. This project shows the capacity of the town and its inhabitants to plan for the ecological transition and the future.





*At the heart of the regions, our projects involve many public and private partners, with whom we cultivate proximity and dialogue.*

VIEW THE VIDEO

**DIALOGUE WITH STAKEHOLDERS**

**Climate and collective intelligence**

With the Climate Fresco, Dalkia raises awareness of climate change among its employees, explaining its causes and consequences. Based on collective intelligence, this activity brings together groups of employees who are aware of the global challenges, but also of the actions to be taken personally and professionally. By mid-2022, more than 2,500 employees have already participated.



MORE INFORMATION ABOUT THIS PROJECT

**PRIORITISING LOCAL PROCUREMENT FROM SMES**

**Economic support for local communities**

Half of the 16,000 suppliers listed by Dalkia are SMEs. The development of energy efficiency and decarbonisation projects makes it possible to call on local companies to develop the dynamism of the region in which Dalkia operates. And, whenever possible, Dalkia works with ESATs (institutions or services providing assistance through work) to give disabled people preferential access to employment.

**PRACTISING DIGITAL RESPONSIBILITY**

**Moving from thinking to acting**

Digital technology is responsible for 4% of global greenhouse gas emissions. Dalkia has decided to take concrete action. The first eco-responsible website for the energy sector, Dalkia.fr is a powerful symbol of the company's approach. Raising awareness among employees is one

of the actions undertaken by the group: the e-cleaning challenge to reduce the size of mailboxes, the #DLD to indicate a "deadline" for posts on social networks and enable them to be erased... All these are ways to participate in digital responsibility.

**PROMOTING LOCAL EMPLOYMENT**

**Retraining for energy transition jobs**

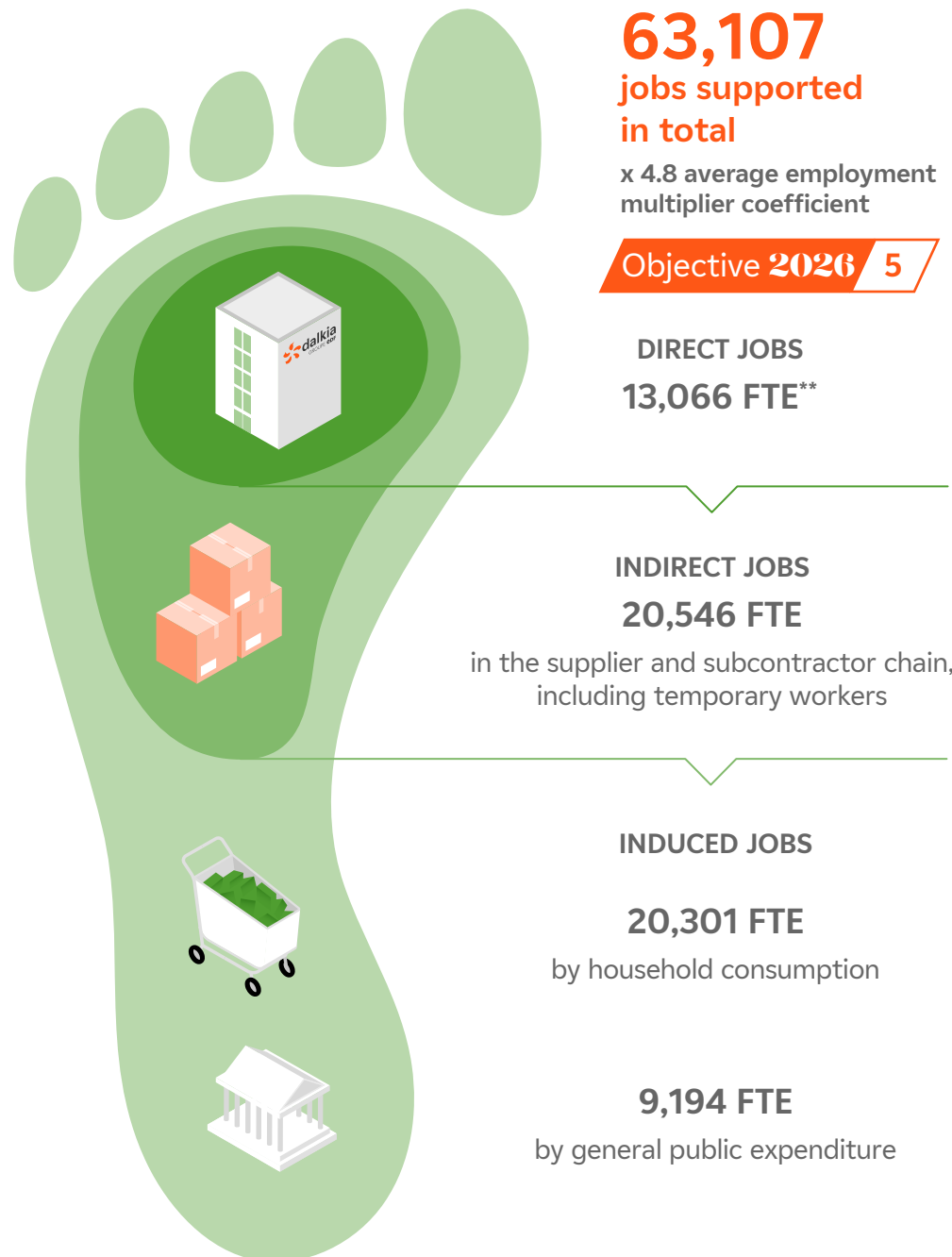
Dalkia participates in collective job preparation programmes (POEC), such as the one offered by the Istres (13) employment centre, to help people who have been out of the job market or who are undergoing professional retraining to get back into the workforce. The aim is to train future employees as operations technicians, encourage equal opportunities and promote local employment. The POEC is also deployed in the North-West, South-West and Central-East regions. Everything is done to ensure that this inclusion system leads to sustainable recruitment.





# Some key figures for 2021

## ► DALKIA'S SOCIO-ECONOMIC FOOTPRINT IN FRANCE\*



Dalkia undertakes to maintain **more than 30%** of its purchases from local SMEs.

**Objective 2026 30%**



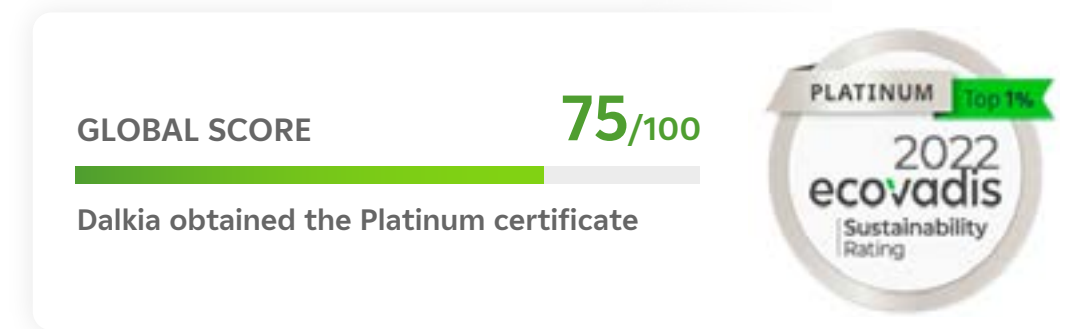
### DIALOGUE WITH STAKEHOLDERS

Every year, Dalkia measures customer satisfaction, in particular the probability of recommending its services (share of recommenders and detractors). This is the Net Promoter Score.

**Objective 2026 > 5**

## ► ECOVADIS SCORE

The overall EcoVadis score (0-100) reflects the quality of the company's CSR management system at the time of evaluation, based on global CSR standards.

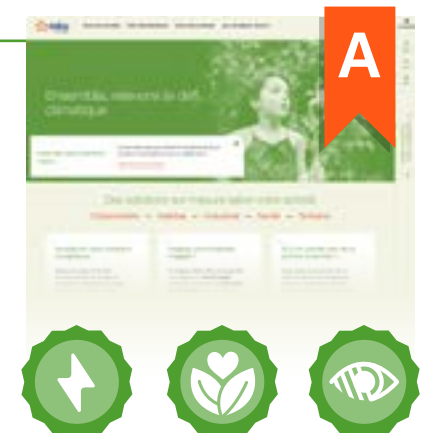


	<b>ENVIRONMENT</b>	<b>80/100</b> coef. 4
	<b>SOCIAL &amp; HUMAN RIGHTS</b>	<b>80/100</b> coef. 4
	<b>ETHICS</b>	<b>60/100</b> coef. 2
	<b>RESPONSIBLE PROCUREMENT</b>	<b>70/100</b> coef. 2

### DIGITAL RESPONSIBILITY

Share of pages on the website dalkia.fr classified A according to the Eco index

**Objective 2026 95%**



\*Local Footprint method - UTOPIES  
\*\*Full Time Equivalent