



# CSR CHAPTER



Building for every future

# 3. CORPORATE SOCIAL RESPONSIBILITY

<b>1. / CSR STRATEGY AND ORGANISATION</b>	<b>66</b>	<b>5. / OVERVIEW OF CSR COMMITMENTS FOR 2016-2020</b>	<b>111</b>
1.1. 2018 highlights	66	<b>6. / CSR COMMITMENTS FOR 2019-2022</b>	<b>114</b>
1.2. Defining new CSR commitments for 2019-2022	67	<b>7. / SUMMARY TABLES OF CSR INDICATORS</b>	<b>117</b>
1.3. CSR governance and management	70	7.1. Tables of environmental indicators of the Office Property Investment Division – EPRA format	117
1.4. An approach in tune with stakeholders	71	7.2. Tables of environmental indicators for the Corporate scope – EPRA format	120
1.5. Key CSR commitments for 2016-2020 and results	73	7.3. Tables of environmental indicators of the Healthcare Property Investment Division – EPRA format	121
1.6. External evaluation of Icade's non-financial performance	74	7.4. Classified Facilities for Environmental Protection	122
<b>2. / ENERGY TRANSITION AND PRESERVATION OF RESOURCES</b>	<b>75</b>	7.5. Carbon footprint assessment for the Property Development Division	122
2.1. Taking action to fight climate change	75	7.6. Table of HR indicators	123
2.2. Promoting biodiversity to make the assets more appealing	81	<b>8. / CONTRIBUTION TO UN SUSTAINABLE DEVELOPMENT GOALS</b>	<b>126</b>
2.3. Integrating the principles of a circular economy into the products and services	83	<b>9. / CSR RISKS AND OPPORTUNITIES AND RELATED INDICATORS</b>	<b>128</b>
2.4. Innovating for sustainable construction	85	9.1. CSR risks and opportunities	128
2.5. Integrating the best certification and labelling standards	86	9.2. Summary table of key performance indicators for the main CSR risks	130
2.6. Developing solutions for sustainable mobility	88	<b>10. / SUMMARY OF THE REPORTING SCOPE AND METHODS</b>	<b>131</b>
2.7. Maintaining a commitment to sustainable finance	89	<b>11. / NON-FINANCIAL PERFORMANCE STATEMENT, GLOBAL REPORTING INITIATIVE AND EPRA CORRESPONDENCE TABLES</b>	<b>135</b>
<b>3. / NEW HABITS AND LIFESTYLES AND PARTNERSHIP WITH LOCAL AUTHORITIES AND COMMUNITIES</b>	<b>90</b>	<b>12. / INDEPENDENT THIRD-PARTY BODY REPORT</b>	<b>139</b>
3.1. Participating in local economic and social development	90		
3.2. Innovating with employees and the ecosystem of stakeholders	92		
3.3. Improving occupants' quality of life and adapting to new habits and lifestyles	94		
3.4. Assisting customers in matters of environmental performance	97		
3.5. Reinforcing our responsible procurement policy	99		
3.6. Ensuring business ethics	100		
<b>4. / EMPLOYEE SKILLS DEVELOPMENT, WORKPLACE WELL-BEING AND DIVERSITY</b>	<b>102</b>		
4.1. Developing employee skills and reinforcing the Company's attractiveness	102		
4.2. Committed to improving the quality of life in the workplace	106		
4.3. Promoting diversity in all its forms	108		

## 1. CSR strategy and organisation

### 1.1. 2018 highlights

#### Launch of the platform Cycle Up, dedicated to materials reuse

Icade entered into a 50/50 joint venture with Egis to launch Cycle Up, a digital platform available to all industry participants dedicated to the reuse of building materials. After only ten months, Cycle Up has produced very promising results: 35 transactions have made it possible to avoid 24 tonnes of waste generation, equivalent to 125 tonnes of CO<sub>2</sub> emissions avoided, and have generated 70 hours of professional integration, with cost savings of 79% on average compared with the price of new materials.



#### Commitment to biodiversity with Act4nature

Icade has shown its commitment by participating in the Act4nature initiative. This initiative – emanating from the EpE association (Businesses for the Environment) and AFEP-MEDEF – brings together 65 participating companies in France committed to integrating biodiversity into their growth strategies.

#### Partnership with REI Habitat to develop wood-based construction projects

Icade Promotion and REI Habitat signed a co-development partnership agreement with a view to building hybrid wood and concrete structures covering 200,000 sq.m in the Paris region and major French cities.



#### Solidarity leave pioneers

In 2018, two employees participated in Icade's solidarity leave initiative and benefited from its accompanying measures, which include payment of 75% of the employee's salary and the possibility of calling upon a replacement. One chose a six-month assignment at Étoile de Martin, an association which supports childhood cancer research. The second spent six months in Mexico with the Miguel Ángel Foundation, whose aim is to raise awareness among young people of waste sorting, composting and self-consumption. He then spent time in Peru to assist the Mano à Mano association in its endeavours to promote education, health and social cohesion.

#### Third place in the ranking of women's representation in the governing bodies

In 2018, Icade took third place in the ranking of women's representation in the governing bodies of SBF 120 companies for the proportion of women on its Board of Directors, Executive Committee and Management Committee, together with its proactive gender equality initiatives.

#### CSR & innovation committees with healthcare operators

The first of the Healthcare Property Investment Division's CSR & innovation committees was held in 2018. These meetings make it possible to co-develop action plans with healthcare operators on a number of issues, including energy, air quality, community service projects, etc.



Orly-Rungis Business Park

#### All the main business parks awarded the "Business Park of Excellence" label

The Orly-Rungis and Portes de Paris business parks were awarded the "Business Park of Excellence" (*Parc d'excellence*) proprietary label which recognises the quality of life and consideration for the environment in the business parks.



Open, Issy-les-Moulineaux

#### Icade, a pioneer in new certifications and labelling

In 2018, Icade's new Open headquarters was the first office building to receive the OsomoZ label, issued by the certification body Certivéa, dedicated to the quality of living conditions. Icade is also involved in testing the R2S (Ready to Service) label, developed by the Smart Building Alliance (SBA) and the HQE-GBC association, which recognises the ability of buildings and networks to accommodate new technologies.

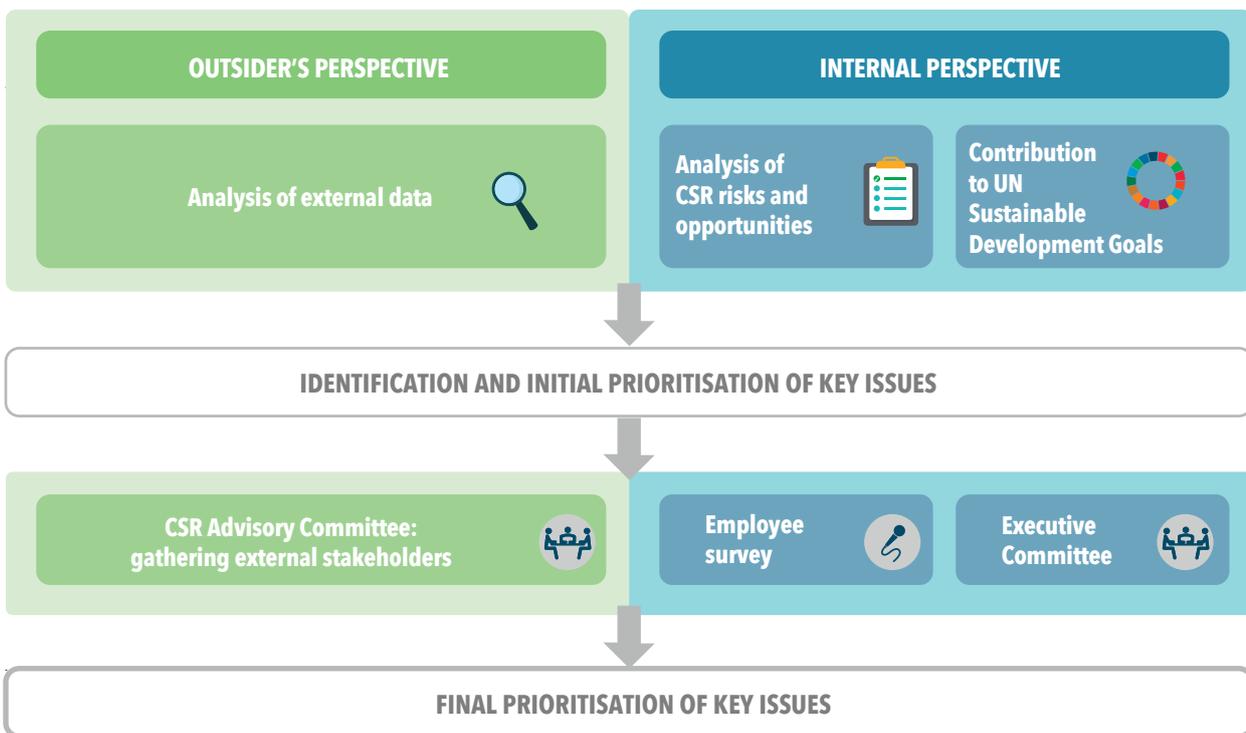
## 1.2. Defining new CSR commitments for 2019–2022

As a committed and responsible player for cities, Icade addresses the key needs of residents – better cities, better workplaces and better health care – through its various initiatives. This engagement creates value at various levels – financial, environmental, human and intellectual – for all of its stakeholders, including local authorities and communities, companies and employees, patients and healthcare operators, associations, partners, suppliers, shareholders and investors, etc. To meet the needs of new urban habits and lifestyles and offer tailored, innovative solutions, Icade develops its properties and services in conjunction with its stakeholders. In doing so, Icade helps to build cities that are more sustainable, inclusive and resilient, making Icade a partner of choice in major urban areas.

As part of its 2015-2019 plan, Icade’s CSR policy focused on three key areas:

- stepping up energy transition and saving resources;
- developing solutions that include new habits and lifestyles in partnership with local authorities and communities;
- promoting the development of employee expertise, workplace well-being and diversity.

The methodology used is described below:



As Icade’s financial and strategic objectives for 2015-2019 were met one year ahead of schedule in 2018, a new plan was drawn up for the 2019-2022 period. Under the 2019-2022 plan, new CSR commitments have been defined in order to maintain Icade’s leadership position in this area, by adhering to the following principles:

- strengthening, adapting and following through on commitments related to issues already identified in the previous plan;
- establishing new commitments on emerging issues;
- identifying the Company’s top five priorities from among all the issues and their specific objectives.

To help in this deliberative process, Icade conducted a new materiality analysis in 2018 to identify and prioritise the most relevant CSR issues in terms of its business, overall strategy and stakeholders’ expectations. Icade relied on a number of in-depth studies and a collaborative approach involving employees at every level of the Company and external stakeholders.

Ultimately, while the three key areas outlined above have been maintained, the issues and commitments have evolved.

Three in-depth studies identified and prioritised the issues:

- **analysis of external data:** analysis of thousands of data points from publications produced by Icade's competitors and stakeholders, changes to the regulatory framework, latest trends and social media by way of data analytics software, conducted with Utopies, a sustainable development consulting firm. 95 CSR issues have been identified and analysed using this collection of data, providing an outsider's perspective on major market trends and emerging CSR issues;
- **analysis of CSR risks and opportunities:** in-depth analysis by the Risk Management team of the main CSR risks and opportunities as evidenced by Icade's comprehensive risk map.  
*For further information, see § 9.1 "CSR risks and opportunities";*
- **UN Sustainable Development Goals:** analysis of the UN's 17 Sustainable Development Goals and their 169 targets in terms of Icade's potential contribution with regard to operational efficiency, the development of new products and services and societal commitment. 32 targets associated with thirteen goals – of which eight are considered a priority and five of material importance – have been chosen.

*For further information, see § 8. "Contributing to UN Sustainable Development Goals".*

This threefold analysis resulted in the first ranking of CSR issues and the identification of emerging topics, such as air quality and data protection.

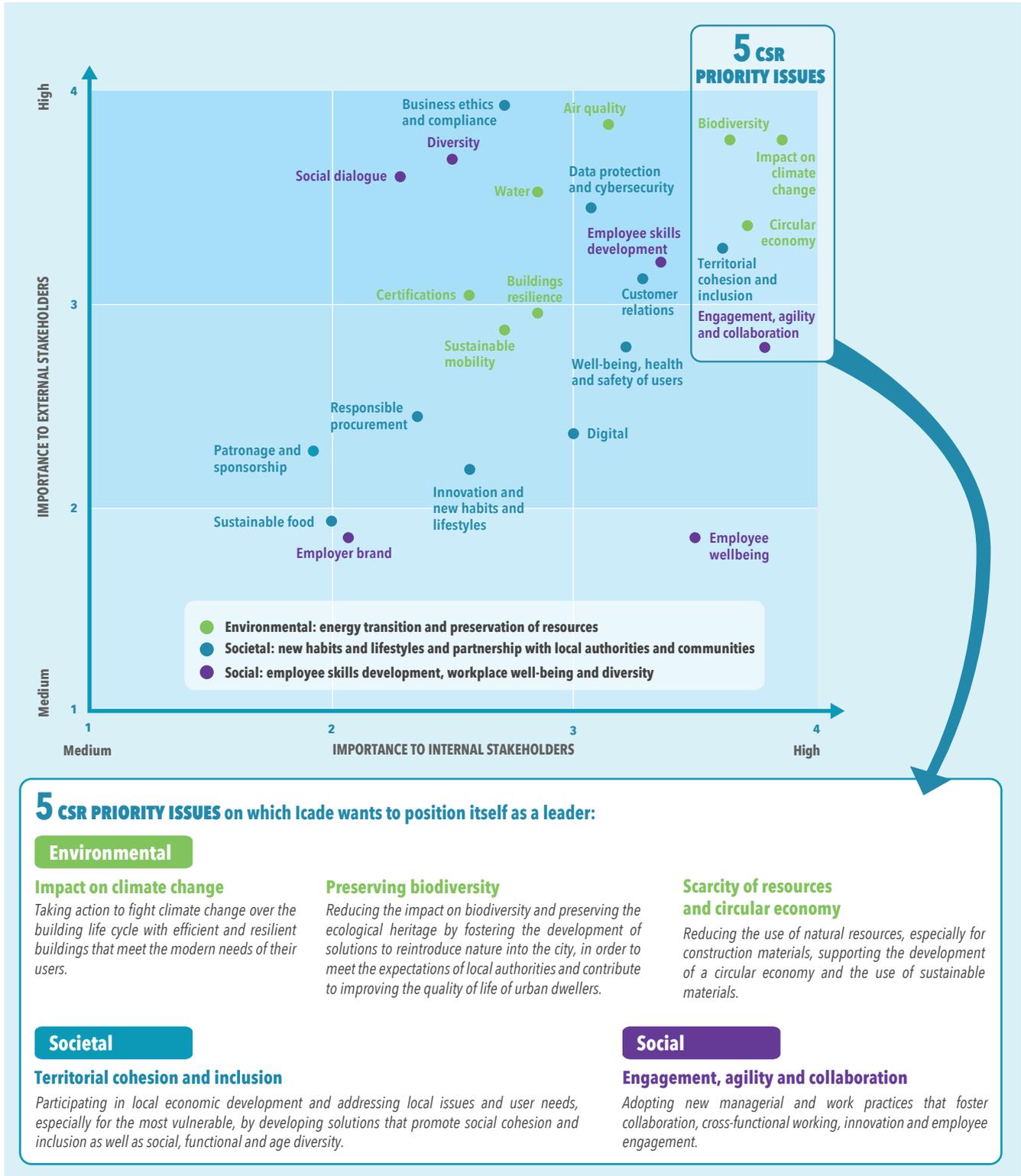
Three different types of participants – external stakeholders (CSR Advisory Committee), employees and the Executive Committee – then analysed and reassessed this ranking:

- **CSR Advisory Committee:** chosen for their expertise and commitment, this group of stakeholders – which includes CSR experts, social economy entities, scientists, entrepreneurs, urban planners, etc. – has provided a forward-looking perspective on social, societal and environmental issues. Its members have suggested refocusing the Company's strategy on five key issues for which Icade aims to become the leader;
- **employee survey:** Icade employees gave their vision thanks to an online survey that reached a response rate above 50% (vs. 34% in the 2015 survey);
- **Executive Committee:** using all these analyses, the Executive Committee compiled a final ranking of the issues, in order of priority, based on their importance for the business and its stakeholders. This ranking is reflected in the CSR Materiality Matrix.

In order to break down these issues into quantified commitments and action plans incorporated into roadmaps for the Company's business lines, the Management Committees of each division (Property Development, Office Property Investment, Healthcare Property Investment and Human Resources) organised synergetic focus groups bringing together specialists providing expertise in CSR and the Company's business divisions and operational functions.

The findings of this collaborative effort are presented as a materiality matrix.

ICADE'S CSR MATERIALITY MATRIX



All the issues plotted on the matrix will be covered by the new CSR commitments for 2019–2022. Special attention will be paid to the five key issues that were selected with high goals having been set for CSR commitments and action plans.

For further information, see § 6. "CSR commitments for 2019–2022".

### 1.3. CSR governance and management

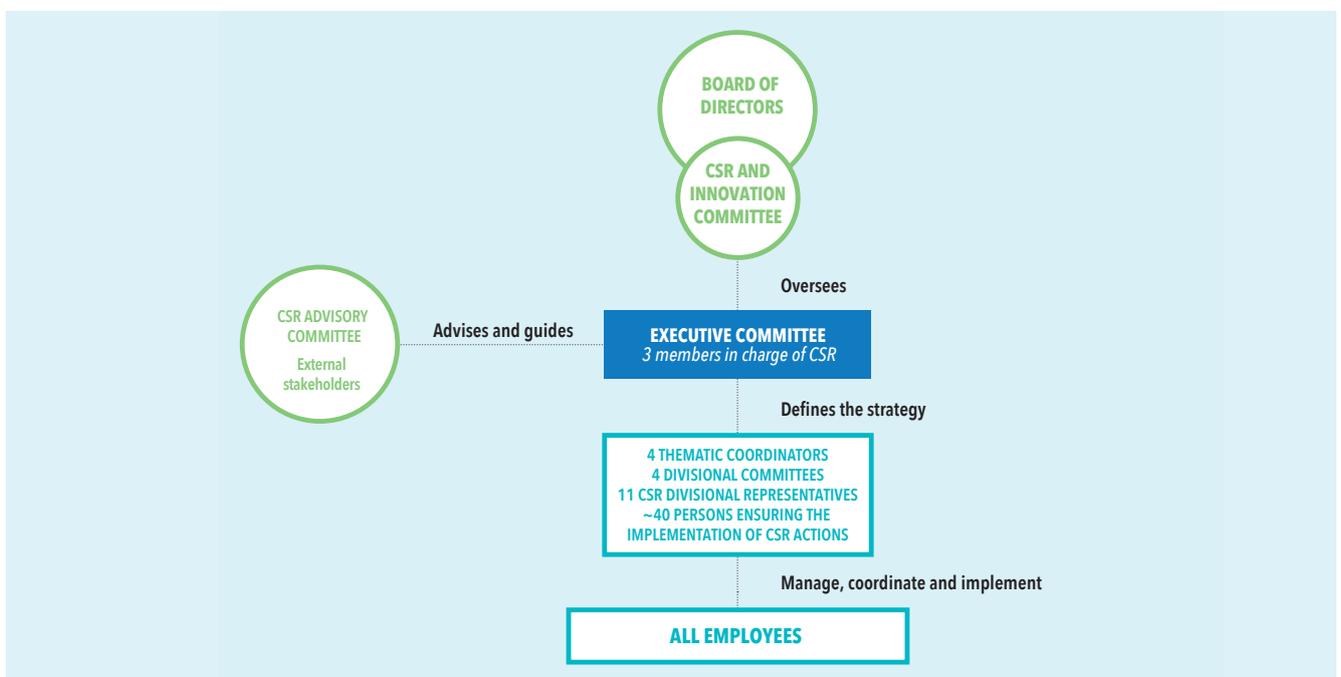
To ensure the success of its CSR policy, Icade relies on strong governance. Three governing bodies are responsible for devising and managing Icade's CSR strategy:

- the innovation and CSR Committee:** the role of this new governing body, which reports to the Board of Directors, is particularly to prioritise the innovation and CSR fields of action consistent with Icade's growth strategy. Composed of three directors <sup>(1)</sup>, including two independent Directors, the committee met once in 2018 to discuss Icade's CSR and innovation commitments and actions;
- the CSR Advisory Committee:** composed of committed individuals who are recognised in the area of CSR – experts, social economy entities, scientists, entrepreneurs, urban planners, etc. – the Executive Committee and the Chairman of the Board of Directors, the committee meets once a year to advise the Company on its CSR priorities;

- the Executive Committee:** responsible for defining Icade's CSR strategy, the Executive Committee consists of nine members <sup>(1)</sup>, including three specifically dedicated to each of the CSR components. Emmanuelle Baboulin, Head of the Office Property Investment Division, in charge of the environmental component; Marc le Blanc, Head of Human Resources, in charge of social and societal issues; Marianne de Battisti, Head of Innovation, Institutional Relations and Communication, in charge of Icade's CSR communication.

Reporting directly to the three members of the Executive Committee in charge of CSR, four thematic coordinators (environment, social, societal, communication) coordinate the implementation of CSR commitments and actions in close partnership with the business divisions' Management Committees and CSR divisional representatives in addition to a network of around forty identified CSR sponsors.

#### ICADE'S CSR ORGANISATION



Redefined in 2018 for the 2019–2022 period, CSR commitments are now applicable to the entire management structure. Integrated into the Company's overall strategy, these commitments include quantified targets and specific deadlines. In 2018, 71% of employees and 91%

of managers had individual roadmaps including CSR and innovation objectives that had to be met. Executive Committee members have CSR and innovation objectives which make up a significant portion of their variable remuneration (10%).

(1) As of December 31, 2018.

## 1.4. An approach in tune with stakeholders

Icade acts in concert with its main stakeholders. The Company has identified nine categories of key stakeholders as a consequence of their level of influence and their impact on its CSR strategy and business activities. The graph below summarises the preferred forms of dialogue for each one of these categories. *The commitments made and measures taken for these stakeholders are shown in section 5. "Overview of CSR commitments for 2016–2020".*

Icade's key stakeholders	Forms of dialogue
Customers	<ul style="list-style-type: none"> <li>■ Customer service</li> <li>■ Satisfaction surveys</li> <li>■ Thematic conferences</li> <li>■ Green Lease Committees</li> <li>■ User Clubs</li> <li>■ Periodic reports for customers on the use and environmental performance of existing properties</li> <li>■ Dedicated websites: the Office Property Investment Division's digital platform <a href="http://www.cyg-icade.com">www.cyg-icade.com</a> and the Property Development Division's website <a href="http://www.icade-immobilier.com">www.icade-immobilier.com</a></li> <li>■ Digital communication and exchange platform on innovation <a href="http://www.hub-smartcity.com">www.hub-smartcity.com</a></li> <li>■ Institutional leaflets and product leaflets</li> <li>■ Social networks: <a href="#">LinkedIn</a>, <a href="#">Youtube</a>, <a href="#">Twitter</a>, <a href="#">Instagram</a>, <a href="#">Facebook</a></li> </ul>
Employees & employee representatives	<ul style="list-style-type: none"> <li>■ Relations with social partners</li> <li>■ Annual performance reviews</li> <li>■ Campaigns to assess workplace well-being</li> <li>■ Toll-free helpline providing employee assistance</li> <li>■ Internal communication: Intranet, information screens, magazines and in-house newsletters</li> <li>■ Events: Sustainable Development Week, results presentation with employees, New Year's Reception, seminars, conferences</li> <li>■ Anonymous whistleblower reporting system, available to all employees via an online platform</li> </ul>
Financial and non-financial community: investors, institutional and individual shareholders, lenders, credit rating agencies, banks and insurance companies	<ul style="list-style-type: none"> <li>■ Signing both the French Green Business Climate Pledge and Green Bond Pledge in addition to being a founding member of the Corporate Forum on Sustainable Finance</li> <li>■ General Shareholders' Meeting</li> <li>■ Investor presentations, annual and semi-annual reports, press releases</li> <li>■ Rebroadcasting of audio presentations and webcasts</li> <li>■ Meetings with financial analysts and conferences</li> <li>■ Response to non-financial rating agency questionnaires and meetings with SRI (Socially Responsible Investments) analysts</li> <li>■ Actionaria Fair</li> <li>■ Letters to shareholders</li> </ul>
Elected officials, local authorities and communities	<ul style="list-style-type: none"> <li>■ Signing of the Climate Action Charter of the City of Paris and involvement in the Act4nature initiative</li> <li>■ Participation in drafting the Climate Plan and resilience programme for the City of Paris</li> <li>■ Participation in ALEC (Local Energy and Climate Agency for the Plaine Commune area) and the ViTeCC Club (Cities, Regions, Energy and Climate Change)</li> <li>■ Participation in several consultation bodies dedicated to local economic and social development, including Club de mobilité ADOR in Rungis, the Association for the Economic Development of the Orly-Rungis hub, the Local Energy and Climate Agency for Plaine Commune in the north of Paris and the Association of Users of La Défense.</li> <li>■ Three charters signed with the Plaine Commune local administrative body, encompassing nine municipalities in the north of Paris: local development charter, circular economy and sustainable development charter and major projects charter</li> <li>■ Signing of a partnership with Réseau Entreprendre Val-de-Marne and Seine-Saint-Denis</li> <li>■ Signing of local employment and integration charters</li> <li>■ Partner of Arc de l'Innovation, an initiative aimed at stimulating the eastern part of the Greater Paris Metropolis</li> <li>■ Provision of a toll-free numbers and suggestion boxes for local residents near construction sites</li> </ul>
Business partners & suppliers: architects, builders, contractors, providers of intellectual services, service providers, Caisse des dépôts group, start-ups and industrial partners	<ul style="list-style-type: none"> <li>■ Signing of responsible procurement charters and clean construction site charters</li> <li>■ Regular supplier assessments</li> <li>■ Development of joint projects with start-ups and industrial partners (Philips, Veolia, etc.)</li> <li>■ Development of joint projects with subsidiaries of the Caisse des dépôts group (CDC Habitat, Transdev, Egis, CDC Biodiversité, etc.)</li> <li>■ Joint research and innovation project with Art &amp; Design Lab by Icade, an artist residency created by Icade</li> </ul>

**CORPORATE SOCIAL RESPONSIBILITY**  
CSR strategy and organisation

**Icade's key stakeholders**

**Forms of dialogue**

Professional sector: certifiers and labellers, professional associations and regulatory authorities

- ▣ Development of the new "Smart and connected buildings" label of the HQE certification framework
- ▣ Participation in the Certification Committee of the NF Housing and NF Living Environment (Cerqual) brands
- ▣ Participation in discussions on the drafting of a neighbourhood-wide E+C- label with Ademe
- ▣ Participation in designing an HQE standard for sustainable buildings in the healthcare sector
- ▣ Active member of several trade groups: EPRA (European Public Real Estate Association), Alliance HQE-GBC, Smart Building Alliance, FPI (French Federation of Real Estate Developers), FSIF (French Federation of Real Estate and Property Investment Companies), OID (Sustainable Real Estate Forum), C3D (Council of Heads of Sustainable Development), IVD (Institute for Sustainable Cities) and Airparif
- ▣ Founding member of ADIVbois, BBKA (low carbon building association) and Airlab
- ▣ Signing of the energy charter of the French "Sustainable Building Plan"

Associations and NGOs

- ▣ Partnerships with associations on the topic of integration: *Les jeunes talents de Plaine Commune* (Young talent from Plaine Commune), *Nos quartiers ont des talents* (Our neighbourhoods have talent)
- ▣ Employee involvement in community projects through solidarity days off and solidarity leave (*La Cravate Solidaire*, UNICEF, etc.)
- ▣ Partnership agreement with LPO (League for the Protection of Birds) that resulted in the adaptation of several sites of the Office Property Investment Division
- ▣ Participation in the Nature 2050 programme to restore biodiversity, led by CDC Biodiversité in partnership with the Nicolas Hulot Foundation for Nature and Humanity, the France Nature Environment association, LPO (League for the Protection of Birds) and the National Natural History Museum
- ▣ Patronage, mainly supporting community projects and local cultural activities
- ▣ Founder of the Palladio Foundation, dedicated to taking public interest into account when building the city of the future

Media and events

- ▣ Press releases, press kits, press briefings, articles
- ▣ Events: Official opening of Black Swans in Strasbourg, foundation stones (Take Off in Toulouse, Quintessence in Nanterre, etc.), trade shows (SIMI, MIPIM), etc.

Universities and schools

- ▣ Partnerships specialised in recruitment with ESSEC, ESTP and HEC
- ▣ Participating in research on green roofs with the Institute of Ecology and Environmental Sciences of Paris and CDC Biodiversité
- ▣ Providing support for innovative projects from schools (Centrale Supélec; École nationale supérieure de création industrielle; Chair in Entrepreneurship, Regional Development and Innovation)
- ▣ Partnership with CEEBIOS (the European Centre of Excellence in Biomimetics of Senlis)

## 1.5. Key CSR commitments for 2016–2020 and results

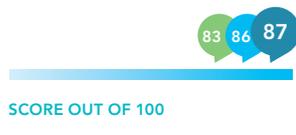
In 2015, Icade structured its CSR policy around three key areas with 15 priority issues and quantified commitments for each business division. These three key areas include: energy transition and preservation of resources; changing habits and lifestyles and territorial integration; the development of employee expertise, workplace well-being and diversity. As the objectives of Icade’s strategic plan were met in 2018 – one year ahead of schedule – a new plan with new CSR commitments will be launched starting in 2019. As a result, in 2018, Icade made an overall assessment of its main CSR commitments and progress towards their implementation. A breakdown of all the commitments and results is included in section 5. “Overview of CSR commitments for 2016–2020”.

### KEY CSR COMMITMENTS FOR 2016–2020 AND RESULTS

COMMITMENTS	RESULTS
<b>ENERGY TRANSITION AND PRESERVATION OF RESOURCES</b>	
<b>IMPACT ON CLIMATE CHANGE</b>	
<b>Office Property Investment:</b> -40% in CO <sub>2</sub> emissions between 2011 and 2020 (in kg CO <sub>2</sub> /sq.m/year), i.e. a 5.5% reduction per year.	 <b>34%</b> reduction between 2011 and 2018, i.e. a 5.8% reduction per year.
<b>PRESERVING BIODIVERSITY</b>	
<b>Property Development:</b> Biodiversity assessments for all new projects, starting in 2016.	 <b>100%</b> of new projects are subject to a biodiversity assessment.
<b>SCARCITY OF RESOURCES AND CIRCULAR ECONOMY</b>	
<b>Office Property Investment:</b> Recycle or recover 100% of controlled operational waste by 2020.	 <b>72.3%</b> of controlled waste was recycled or recovered in 2018.
<b>CERTIFICATIONS AND LABELS</b>	
<b>Healthcare Property Investment:</b> Obtain HQE certification for all new-build projects with a floor area above 10,000 sq.m.	 <b>100%</b> of the Healthcare Property Investment Division’s new-build projects above 10,000 sq.m are HQE-certified.
<b>NEW HABITS AND LIFESTYLES AND PARTNERSHIPS WITH LOCAL AUTHORITIES AND COMMUNITIES</b>	
<b>TERRITORIAL COHESION AND INCLUSION</b>	
<b>Property Development:</b> Include professional integration commitments in all major construction projects.	 <b>100%</b> of major construction projects include professional integration commitments.
<b>IMPROVING OCCUPANTS’ QUALITY OF LIFE</b>	
<b>Office Property Investment:</b> Launch the “Business Park of Excellence” label in all business parks by 2018.	 <b>100%</b> of business parks have received the “Business Park of Excellence” label.
<b>EMPLOYEE SKILLS DEVELOPMENT, WORKPLACE WELL-BEING AND DIVERSITY</b>	
<b>ENGAGEMENT, AGILITY AND COLLABORATION</b>	
Fill 25% of positions internally on average over the 2016-2018 period.	 <b>34%</b> of positions were filled internally on average between 2016 and 2018.
<b>DIVERSITY</b>	
Have 15% of permanent positions filled externally by people under 26 years old, on average, over 2016-2018.	 The proportion of permanent positions filled by people under 26 years old was <b>17%</b> on average over 2016–2018.
 Objective achieved	 Objective partially achieved
 In progress	 Objective not achieved

## 1.6. External evaluation of Icade's non-financial performance

Every year, non-financial rating agencies analyse Icade's CSR performance in the light of industry best practices. Icade uses these evaluations to track its performance and continuously improve its CSR policy. The table below shows Icade's scores in the main non-financial classifications.

	SCORES	RANKING
	 <p>SCORE OUT OF 100</p>	<p><u>2018</u> "Green Star" status</p>
	 <p>PERFORMANCE SCORE FROM E TO A</p>	<p><u>2018</u> Among the 18% highest scoring companies (world) Performance above sector average of B-</p>
	 <p>SCORE FROM CCC TO AAA</p>	<p><u>2018</u> Score of AA (on a scale ranging from CCC to AAA) <sup>(1)</sup></p>
	 <p>SCORE OUT OF 100 (inverted scale: 0 = negligible risk, 100 = severe risk)</p>	<p><u>2017</u> Among the 6% highest scoring listed companies in the real estate investment sector (world)</p>
	 <p>SCORE OUT OF 100</p>	<p><u>2017</u> 6<sup>th</sup> out of 37 companies in the real estate sector (Europe)</p>
	 <p>SCORE FROM D- TO A+</p>	<p><u>2018</u> Among the 5% highest scoring companies in the real estate sector (world) "Prime" status</p>
	 <p>SCORE FROM 1 TO 5</p>	<p><u>2018</u> Among the 16% highest scoring companies in the real estate sector (world)</p>
	 <p>SCORE OUT OF 100</p>	<p><u>2018</u> 6<sup>th</sup> out of 230 companies on the Gaïa index (all sectors, France)</p>

● 2016 ● 2017 ● 2018

(1) The use by Icade of any MSCI ESG research LLC data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of Icade by MSCI or any of its affiliates. MSCI services and data are the property of MSCI or its information providers. MSCI and MSCI ESG research names and logos are trademarks or service marks of MSCI or its affiliates.

Icade's CSR ratings continued to improve in 2018:

- GRESB (Global Real Estate Sustainability Benchmark), a leading international organisation specialised in the assessment of CSR policies implemented by real estate companies, has awarded Icade a rating of 82/100 in 2018, up compared to 2017. Icade continues to be classified as a "Green Star", the highest category;
- Icade obtained a score of A-, reflecting the "leadership" level granted by the Climate Disclosure Project (CDP) in 2018, for its policies and efforts toward climate protection. This score places it above the industry average of B- and among the 18% of the highest scoring companies from CDP worldwide. CDP is a non-profit organisation dedicated to assessing the impact of companies on climate change;
- in 2018, Icade received a rating of AA (on a scale ranging from AAA to CCC) in the MSCI ESG Ratings assessment. MSCI is an American research company providing ESG assessments and indices;
- in 2017, Icade ranked fifteenth out of 289 listed real estate investment companies according to Sustainalytics, a leading global provider of company ESG assessments. Sustainalytics changed its methodology which explains the absence of comparative data for this agency. According to its new risk-based methodology, the lower the score is, the lower is the risk to which the Company is exposed. Consequently, with a score of 12.3/100, Icade has low ESG-risk exposure and is among the 6% highest scoring companies in the industry. As a result, Icade kept its place in the STOXX® Global ESG Leaders index, which is based on Sustainalytics ratings. This score will be updated in 2019;
- Icade ranked sixth out of 37 European real estate companies according to Vigeo Eiris – a European agency specialised in rating companies on their ESG performance – with a score of 59/100 in 2017, i.e. ten points more than in 2015. Its assessment is updated every two years;
- in 2018, Icade once again received "Prime" status awarded to leading companies in their industries by ISS-Oekom, an international ESG rating agency. In addition, Icade improved its score from C in 2017 to C+ and is now among the top 5% highest scoring companies in the industry in 2018. Icade's Green Bond was also rated by ISS-Oekom in 2018 and received "Approved" status and a score of B (on a scale ranging from D- to A+);
- Icade remains a constituent of the FTSE4Good Developed Index in 2018, provided by FTSE Russell and designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. With a score of 3.6 out of five according to this index in 2018, Icade is among the 16% highest scoring companies in the real estate sector;

- in 2018, Icade ranked in sixth place on the Gaïa index developed by Ethifinance, a French non-financial research agency. This index measures the degree of involvement of 230 French small and mid caps in dealing with CSR issues.

Icade also received several trophies and awards in 2018:

- for the fourth year running, the quality of Icade's environmental reporting was rewarded with a Gold Sustainability Award issued by EPRA (European Public Real Estate Association). In 2018, Icade was one of 50 companies to receive this distinction out of the 139 companies tracked by the FTSE EPRA Nareit Developed Europe index. In addition, Icade once again won a Gold Award in the financial category for the quality and transparency of its reporting;
- Icade's Green Bond reporting obtained the top score (25/25) given by the Climate Bonds Initiative on its "Post-issuance Reporting in the Green Bond Market" report released on March 2019. Icade has led the global Top 10 reporting issuers ranking for its comprehensive post-issuance and impact reporting disclosure. The Climate Bonds Initiative is an international not-for-profit organisation promoting investment in projects and assets necessary for a rapid transition to a low carbon and climate resilient economy;
- in 2018, Icade took third place in the ranking of women's representation in the governing bodies of SBF 120 companies, recognising the proportion of women on its Board of Directors, Executive Committee and Management Committee and its proactive gender equality initiatives. This ranking was compiled by Ethics & Boards, an independent, international monitoring unit dedicated to tracking the corporate governance of listed companies for the French Junior Ministry in charge of gender equality;
- in 2018, Icade received several awards for its policy relating to the quality of life in the workplace. Icade took second place at the *Victoires des Leaders du Capital Humain* awards, organised by the Leaders League and *Décideurs Magazine*, for its Open ID project. This project features new open and flexible space that promotes efficiency, cooperation, creativity and well-being. Icade also won the *Mieux Vivre en Entreprise* Trophy, awarded by the MVE Institute, for launching a telemedicine booth at its headquarters. Icade's health policy was also recognised at the fourth edition of the *Lauriers de la Prévention* awards, organised by *Service aux Entreprises pour la Santé au Travail* (a French association dedicated to occupational health and safety): Icade was awarded first place by internet users and a second-place jury prize in the "Quality of life in the workplace" category.

## 2. Energy transition and preservation of resources

The real estate sector has a major impact on climate change and the use of natural resources. To face these challenges while at the same time developing effective solutions for its clients, Icade has set three priorities

with ambitious commitments – to fight against climate change, promote biodiversity and support initiatives in favour of the circular economy.

### 2.1. Taking action to fight climate change

On December 12, 2015, the twenty first session of the UN Conference of the Parties (COP 21) reached a historic agreement to keep global temperatures from rising more than 2°C, with an ideal target of 1.5°C, by 2100. This objective, coupled with the urgent need to take action, was reaffirmed by the latest IPCC special report published in October 2018<sup>(1)</sup>.

Recognising that the real estate sector is responsible for 25%<sup>(2)</sup> of greenhouse gas emissions in France and that energy efficiency is a tool to create buildings of enduring value, Icade has taken steps to reduce its emissions and adapt its assets to the consequences of climate change.

(1) [https://www.climat.be/files/4115/3900/0027/181008\\_IPCC\\_sr15\\_spm.pdf](https://www.climat.be/files/4115/3900/0027/181008_IPCC_sr15_spm.pdf)

(2) French Ministry for Ecological and Inclusive Transition, 2016, <https://www.ecologique-solidaire.gouv.fr/exigences-reglementaires-construction-des-batiments>

2016–2020 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Reduce CO<sub>2</sub> emissions by 40% in offices and business parks between 2011 and 2020 (in kg CO<sub>2</sub>/sq.m/year).</li> <li>● Reduce energy consumption by 30% in offices and business parks between 2011 and 2020 (in kWh<sub>PE</sub>/sq.m/year).</li> <li>● Reach 20% of renewable energy in the portfolio's energy mix by 2020.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Reduce CO<sub>2</sub> emissions related to grey energy from new builds by 12% between the end of 2015 and 2020 (in kg CO<sub>2</sub>/sq.m/year).</li> <li>● Develop 100% of offices in the Paris region and 25% of homes with an energy performance 10% better than that required by Thermal Regulation RT 2012, starting in 2016.</li> <li>● Develop at least five positive energy projects per year with the BEPOS label starting in 2017.</li> </ul>	    	<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● CO<sub>2</sub> emissions were reduced by 34% between 2011 and 2018.</li> <li>● Energy consumption was reduced by 14% between 2011 and 2018.</li> <li>● The proportion of renewable energy reached 19% in 2018.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Carbon intensity related to grey energy was reduced by 12.8% between 2015 and 2018, ahead of its scheduled goal.</li> <li>● 100% of offices in the Paris region and 73% of homes surpassed Thermal Regulation RT 2012 by at least 10% in 2018.</li> <li>● With only one BEPOS project completed, the goal could not be reached in 2018. Feedback shows that the financial and architectural constraints imposed by the BEPOS label hinders the emergence of this type of construction. In addition, Icade currently aims to focus on the implementation of the E+C- label, which covers the whole life cycle of buildings and manages a building's overall carbon performance.</li> </ul>

 Objective achieved    
  Objective partially achieved    
  In progress    
  Objective not achieved

### 2.1.1. A property portfolio fully committed to energy transition

The fight against climate change is closely related to a building's energy and carbon performance during both the construction and operational phases.

#### Office Property Investment Division

Icade's carbon policy covers existing buildings in their entirety, including both common areas, over which it has complete control, and private areas in collaboration with tenants.

Energy and carbon efficiency relies heavily on using appropriate measurement and management tools. To this end, Icade mapped the energy consumption of 87% of its buildings, using automated reporting on its portfolio as a whole. As regards buildings, energy audits are conducted and, since 2018, an energy management system has monitored and managed building consumption in real time and made it possible to respond quickly to any anomalies.

Icade has implemented a proactive action plan with a budget of €50 million over three years (2017–2019) in order to meet its goal of reducing its energy intensity by 30% and its carbon intensity by 40% between 2011 and 2020. The key measures taken include:

■ **Improving energy equipment and renovating the assets:**

Icade has gradually replaced its least energy-efficient equipment with high-efficiency boilers and air conditioners. In addition, Icade has promoted the widespread use of LED lighting, to be installed in

over 75% of the portfolio by the end of 2019. For the private areas, Icade offers its tenants tailored LED lighting solutions, using up to 80% less energy.

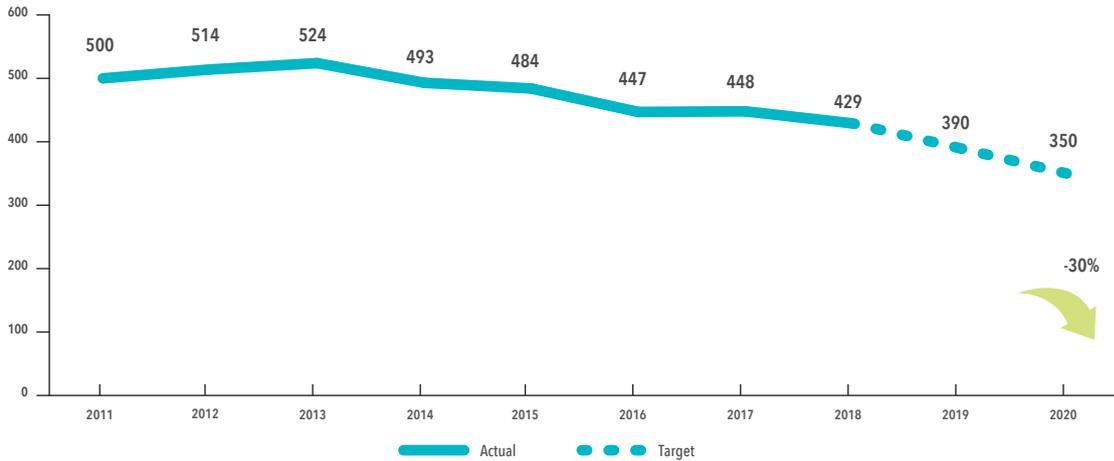
- **Introducing energy performance contracts (EPCs):** 77% of property managers of buildings over which Icade has operational control were subject to energy performance contracts at the end of 2018. These contracts set an energy performance objective for property managers as regards common areas coupled with financial incentives.
- **Increasing the share of renewable energy in the energy mix:** In 2018, the percentage of renewable energy in Icade's energy mix stood at 19% (8% in 2015), compared with a target of 20% by 2020. The purchase of green certificates – for a total of 45,951 MWh, i.e. 23% of electricity consumption in 2018 – is one way to meet this goal. Other ways to improve energy efficiency include connecting buildings to heat networks, including 25% of their consumption from renewable energy, and on-site energy generation (geothermal energy and solar photovoltaic panels). In 2018, Icade installed several photovoltaic shade structures totalling 4,500 sq.m in the Orly-Rungis business park. Lastly, Icade continues to raise the environmental awareness of tenants in its business parks through a number of installations, including the "Smartflower" solar module and the "Wind Tree" wind turbine.
- **Green lease committees:** through these committees, Icade educates and assists tenants by implementing action plans with goals for reducing the consumption of energy, water, carbon and waste production. *For further information, see section 3.4. "Assisting customers in matters of environmental performance".*

**A neighbourhood serves as a testing ground for a smart grid and the E+C- label:** Icade and Efficacy (Institute for Urban Energy Transition) signed an R&D partnership agreement for the use of smart grids in collaboration with the City of Paris. Launched in 2018 in the Portes de Paris business park, this pilot project aims to show how a multi-energy smart grid serving the park can reduce energy intensity and make use of renewable energy. This same business park is also the site of one of the eight pilot research projects for the "E+C- neighbourhood" (positive energy and low-carbon buildings). This initiative was one of the winners of the "Towards Responsible

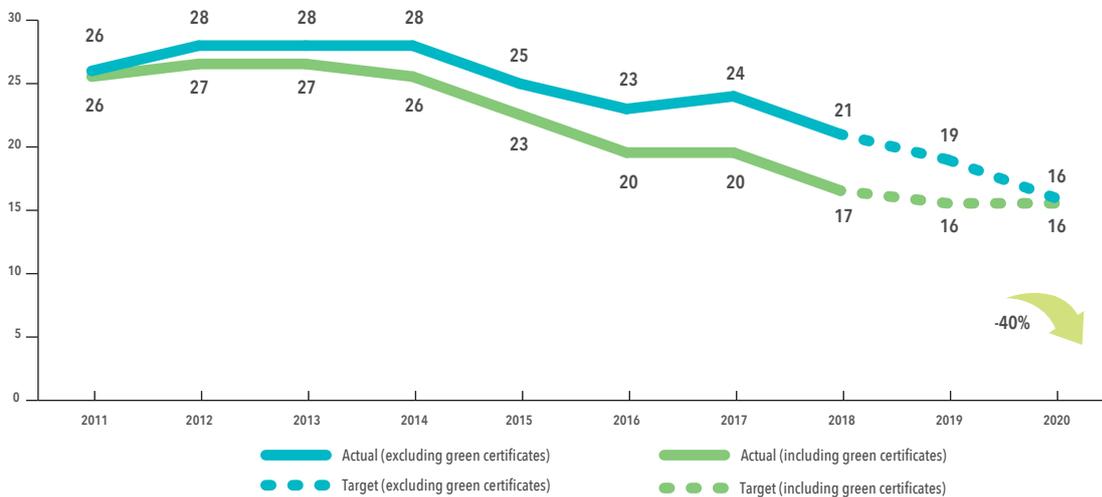
Buildings by 2020" competition sponsored by Ademe in partnership with CSTB (French Scientific and Technical Centre for Construction) and Alliance HQE-GBC.

In 2018, 37% of emissions mapped by the Office Property Investment Division, i.e. 7,099 tonnes of CO<sub>2</sub>, were offset through the purchase of certified emission reductions (CERs). As an example, they have helped to fund renewable energy projects in Pakistan and develop waste composting in Nigeria. These offset emissions were not deducted from Icade's CO<sub>2</sub> emission calculations.

**ENERGY CONSUMPTION OF OFFICES AND BUSINESS PARKS** (in kWh<sub>PE</sub>/sq.m/year adjusted for unified degree days)



**GREENHOUSE GAS EMISSIONS FROM OFFICES AND BUSINESS PARKS** (in Kg CO<sub>2</sub>e/sq.m/year)



Weather-adjusted energy consumption decreased by 14% between 2011 and 2018. In addition, Icade's carbon intensity plunged by 34% between 2011 and 2018 (-19% excluding green certificates). Between 2017 and 2018, energy intensity dropped by 4% while carbon intensity dropped by 14% (including green certificates). This downward trend over the past year can partially be explained by the sale of assets whose energy and carbon intensity was higher than the average for Icade's property portfolio. It is also attributable to energy efficiency measures (energy performance contracts, LED installations, green lease committees, etc.) and the higher percentage of renewable energy in the energy mix.

**Healthcare Property Investment Division**

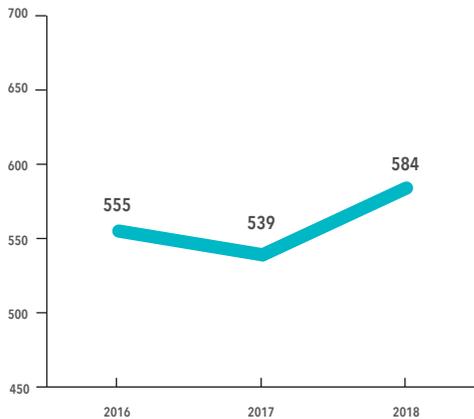
Although healthcare operators are fully responsible for managing their energy consumption, Icade Santé helps them improve their performance through:

- mapping the properties' energy consumption and CO<sub>2</sub> emissions: the Healthcare Property Investment Division has automated the collection and management of environmental data. It has significantly increased the mapping of energy consumption from 51% to 72% of the floor area between 2017 and 2018;
- providing operators with reports on their energy performance, including comparative data and recommendations for corrective actions;

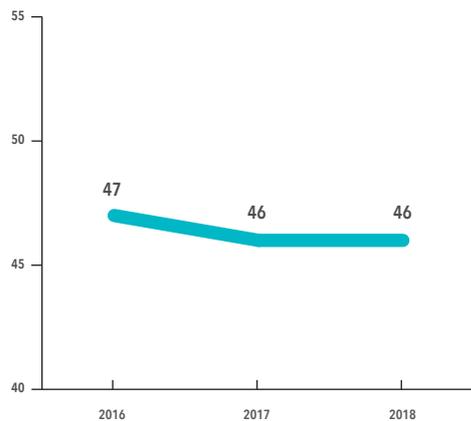


- CSR & Innovation Committees: since 2018, the Healthcare Property Investment Division has organised meetings with operators to exchange ideas and facilitate adoption of best practices, especially with regard to energy efficiency.

**ENERGY CONSUMPTION OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION** (in kWh<sub>FE</sub>/sq.m/year adjusted for unified degree days)



**GREENHOUSE GAS EMISSIONS FROM THE HEALTHCARE PROPERTY INVESTMENT DIVISION** (in kg CO<sub>2</sub>e/sq.m/year)



The energy intensity of the Healthcare Property Investment Division increased by 5% while greenhouse gas emissions were slightly down between 2016 and 2018 on a like-for-like basis. Although Icade does not have operational control over healthcare facilities, it shares best practices with its operators and recommends appropriate measures aimed at improving their performance.

For further information on the Healthcare Property Investment Division's environmental indicators, see section 7.3. "Table of environmental indicators of the Healthcare Property Investment Division – EPRA format".

**Property Development Division**

As both a property developer and property manager, Icade is in a position to implement a sustainable energy performance strategy throughout a building's life cycle, in line with new environmental regulations scheduled for 2020. Predated by the E+C- ("positive energy and lower carbon

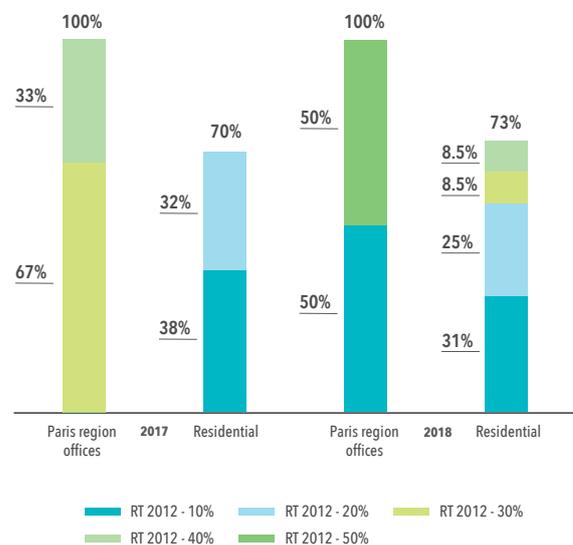
intensity") pilot project, Icade's strategy pays particular attention to the carbon footprint of building materials in addition to energy efficiency and renewable energy use in the operational phase. To measure its overall impact, comprehensive carbon assessments are routinely conducted on each and every one of Icade's new buildings:

**Construction phase: greenhouse gas emission assessment for new projects**

Icade has recruited a sustainable materials specialist and stepped up its efforts in this area. The increasing number of wood-based buildings led to a 12.8% drop in carbon intensity from grey energy between 2015 and 2018, two years ahead of schedule.

**Operational phase: energy consumption and carbon footprint assessments for new projects**

**PERCENTAGE OF OFFICES (PARIS REGION) AND HOMES SURPASSING THERMAL REGULATION "RT 2012" IN 2017 AND 2018**



The carbon intensity related to building operations decreased by 2.4% between 2017 and 2018. This is due to two factors – the improved energy performance of the buildings and increased reliance on renewable energy:

- Icade surpassed its energy performance objectives in 2018 – 100% of office property developments in the Paris region and 73% of residential development projects have outperformed the energy performance thresholds as stipulated in the French Thermal Regulation "RT 2012". For all its development projects combined, average energy consumption decreased by 9% between 2017 and 2018, for a total of 63.4 kWh<sub>FE</sub>/sq.m/year;
- in 2018, 49% of constructed area was supplied with renewable energy (vs. 25% in 2017), including 12% through solar thermal power, 53% through heat networks (geothermal energy, biogas, etc.) and 35% through photovoltaic solar energy.

For further information about CO<sub>2</sub> emissions, see section 7.5. "Carbon footprint assessment for the Property Development Division".

Starting in 2019, Icade will record construction-related and operational consumption over 50 years to gain a long-term perspective on its carbon footprint as part of a life-cycle approach. See *New commitments for 2019–2022 at the end of section 2.1.2. "The necessary adaptation to climate change"*.

**2.1.2. The necessary adaptation to climate change**

Icade evaluates the risks associated with the consequences of climate change on its property assets in order to adapt them and strengthen their resilience, namely their ability to withstand extreme weather events and then recover their operational ability.

2016–2020 COMMITMENT	RESULT	COMMENT
<p><b>OFFICE PROPERTY INVESTMENT AND PROPERTY DEVELOPMENT DIVISIONS:</b></p> <ul style="list-style-type: none"> <li>Evaluate the risks related to adapting all the property assets and strategic property development projects to climate change in 2016. If necessary, adapt assets, land selection and project design.</li> </ul>		<p><b>OFFICE PROPERTY INVESTMENT AND PROPERTY DEVELOPMENT DIVISIONS:</b></p> <ul style="list-style-type: none"> <li>A first study was conducted in 2016 to assess the risks for the Office Property Investment Division’s portfolio in its entirety. A benchmark of all the existing solutions to protect against these risks, together with an estimate of the cost required for their implementation, was established with the aim of progressively adapting the property assets.</li> </ul>

 Objective achieved    
  Objective partially achieved    
  In progress    
  Objective not achieved

**Office Property Investment Division**

The specialised Carbone 4 firm analysed the impact of the risks associated with climate change on Icade’s property assets based on location, age of the properties, type of construction and the environment. Four climatic hazards were identified: heat waves, drought, rising average temperatures and floods. Icade then mapped the gross risks facing its property portfolio. In 2019, measures already put in place for existing buildings will be detailed in order to determine the net risks. To reduce such risks and progressively adapt the property assets, a benchmark listing the various ways to adapt to climate change was established. In 2019, these efforts will be extended to property assets newly acquired through the merger of ANF Immobilier.

Icade is also working with CDC Biodiversité in its business parks to create green spaces with plant species selected to reduce urban heat islands and avoid stormwater runoff due to flooding.

**Property Development Division**

Icade sees to it that the new property assets it develops are resilient. Icade has taken part in discussions on the new “resilience” section that was added to the NF Living Environment HQE certification and has applied this section in its new builds. As a result, Icade guarantees that its buildings have a satisfactory level of resilience to the main natural hazards through the proactive implementation of NF Living Environment and NF Living Environment HQE certifications – composed of a set of prerequisites, including hazard identification and procedures laid down, tenant information booklets, etc. – for 83% of its residential property developments.



## NEW COMMITMENTS FOR 2019–2022

As part of its new CSR commitments for 2019–2022, Icade commissioned Carbon 4, a consulting firm specialised in climate action strategy, to assess the level of commitment and effort that would be required to be on a 2°C trajectory. Icade based itself on the ambitious scenarios from SBT/SDA 2DS <sup>(1)</sup> for the “Services Buildings” segment and from the French National Low-Carbon Strategy <sup>(2)</sup> (SNBC) for the Construction segment. As a result, the Office Property Investment Division has defined goals consistent with a 2°C or 1.5°C trajectory. The Property Development Division is awaiting information about the threshold values for the E+C- label expected to be released in 2019 in order to bring its commitments into line with an ambitious climate scenario.

### OFFICE PROPERTY INVESTMENT DIVISION

- **Reducing carbon intensity by 45% and energy intensity by 30% between 2015 and 2025.**  
This objective implies a 5.8% reduction each year, as compared with 5.5% in the previous plan. Icade has modelled the impact of its future measures, such as installing more energy-efficient equipment, replacing energy sources (switching from one energy source to another) in addition to the impact of its acquisitions, disposals and new property assets under development. A tool has been developed to measure the carbon footprint before any investment or disposal decisions are made.
- **Gradually adapting the portfolio by making it more resilient in the face of climate change and including a climate risk assessment in the asset acquisition policy by 2022.**

### HEALTHCARE PROPERTY INVESTMENT DIVISION

- **Broadening the scope of energy performance monitoring to 75% of the property assets and offering solutions to improve energy performance starting in 2019.**

### PROPERTY DEVELOPMENT DIVISION

- **100% of offices measuring over 5,000 sq.m and 33% of homes to be E+C- certified by 2022:** The experimental E+C- label, whose energy/carbon performance values will be announced in 2019, is a precursor of the upcoming regulations and covers the whole life cycle of buildings. For this reason, the label is replacing Icade’s previous commitments that covered all stages of a building’s life cycle (surpassing Thermal Regulation RT 2012 by at least 10%, BEPOS-certified and wood-based construction, and LCAs). Starting in 2019, Icade will measure the overall carbon footprint of its projects in the construction phase and during a 50-year operational phase. A modelling tool for assessing carbon performance and a solution catalogue have been introduced to assist the operational staff in making the best possible choices (materials, type of equipment, etc.). Icade also developed a “low-carbon laboratory” to assess, for each project, the investment required for the various levels of carbon performance and to provide financial support for improved performance.

(1) The sectoral decarbonisation approach (SDA) makes it possible to align emission reduction targets with a 2°C pathway scenario, set by the Science Based Targets initiative.

(2) In construction, the SNBC aims to reduce emissions by 54% between 2013 and 2028 and 87% between 2013 and 2050. For Icade, this scenario means reducing its carbon intensity by 41% between 2015 and 2025, by 55% by the end of 2030 and 83% by the end of 2050.

## 2.2. Promoting biodiversity to make the assets more appealing

On the cusp of the sixth mass extinction of wildlife and considering that 60% of vertebrates have already become extinct over the past forty years <sup>(1)</sup>, protecting biodiversity has become an imperative, as reflected in the 2018 Biodiversity Plan of the French Ministry for Ecological and Inclusive Transition <sup>(2)</sup>. Given the significant impact of the real estate sector on biodiversity, Icade has implemented a strategy in favour of a net positive impact on biodiversity and that improves the environment and

well-being of its inhabitants. Icade once again showed its commitment to biodiversity through its participation in the Act4nature initiative. This initiative, launched by the EpE association (Businesses for the Environment) and AFEP-MEDEF <sup>(3)</sup>, brings together 65 participating companies in France committed to integrating biodiversity into their growth strategies <sup>(4)</sup>.

2016–2020 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION/ PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Achieve a net positive impact on biodiversity in 25% of business parks and new builds by 2020.</li> <li>● Conduct biodiversity assessments for all new projects, starting in 2016.</li> <li>● Ensure that 100% of the business parks are covered by the Écojardin label until 2020.</li> </ul>	<p></p> <p></p> <p></p>	<p><b>OFFICE PROPERTY INVESTMENT DIVISION/ PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● The first indicators analysed as part of the biodiversity performance contract for business parks were mostly stable or improving. 15% of new builds have a net positive impact on biodiversity in 2018.</li> <li>● All new projects in the design phase are subject to a biodiversity assessment.</li> <li>● 100% of the business parks with green space are covered by the Écojardin label in 2018.</li> </ul>
<p> Objective achieved     Objective partially achieved     In progress     Objective not achieved</p>		

### 2.2.1. Icade's impact on biodiversity

A number of Icade's business activities impact biodiversity, including land selection and acquisition, building design and construction in addition to building operations and green space management. Potential damage could stem from light and sound pollution, fragmented habitats, soil sealing, the introduction of invasive species and soil pollution. Icade's activities may impact ecosystem diversity, wildlife mobility, genetic mixing of species, and the emergence of new species. This could reduce the size or change the structure of populations with an expansion of pest species and disrupt natural cycles in ecosystems.

Icade makes every effort to prevent, reduce and offset any adverse impacts on biodiversity over the building life cycle. It is not only a question of creating green space in an urban setting for the sake of landscaping, but also of preserving biodiversity in addition to enhancing and creating new urban ecosystems. Introducing nature into the city also benefits its residents by reducing the urban heat island effect, providing direct access to fresh produce, optimising air, waste and water treatment and creating green recreation areas.

### 2.2.2. Innovative tools to prevent, reduce and offset any adverse impacts on biodiversity

#### Integrating biodiversity into new developments

The first way to protect biodiversity consists in preventing impacts during the buildings' design and construction phases: Icade is aiming for 25% of its new builds to have a net positive impact on biodiversity by 2020. The Property Development Division measures the net positive impact on biodiversity through a higher Biotope Area Factor <sup>(5)</sup> between the pre-project and post-project periods.

To meet this objective that has been set to satisfy the growing demand from local authorities, property development projects will systematically include a biodiversity assessment along with proposals to improve the projects from their design phase.

In addition, Icade has implemented the BiodiverCity label for some projects, such as the refurbishment of Ateliers Vaugirard (in the 15<sup>th</sup> district of Paris). To be completed between 2021 and 2023, the project features a rooftop vegetable farm and close to 1,000 sq.m of green surfaces. In 2018, 15% of new builds had a net positive impact on biodiversity.

(1) WWF, Living Planet Report® 2018: Aiming higher. Grooten, M. and Almond, R.E.A. (Eds). WWF, Gland, Switzerland.  
<https://www.wwf.no/assets/attachments/LPR2018-Full-Report.pdf>

(2) [https://www.ecologique-solidaire.gouv.fr/sites/default/files/18xxx\\_Plan-biodiversite-04072018\\_28pages\\_FromPdf\\_date\\_web\\_PaP.pdf](https://www.ecologique-solidaire.gouv.fr/sites/default/files/18xxx_Plan-biodiversite-04072018_28pages_FromPdf_date_web_PaP.pdf)

(3) French Businesses for the Environment association (Entreprises pour l'Environnement, EpE); French Association of Private Companies (Association française des entreprises privées, AFEP); and National Confederation of French Employers (Mouvement des entreprises de France, MEDEF).

(4) [http://www.act4nature.com/wp-content/uploads/2018/11/act4nature\\_version-en.pdf](http://www.act4nature.com/wp-content/uploads/2018/11/act4nature_version-en.pdf)

(5) The Biotope Area Factor expresses the ratio of the ecologically effective surface area to the total land area.

## The Office Property Investment Division's business parks aim to achieve a net positive impact on diversity

A net positive impact on biodiversity in the business parks is defined as positive change in a set of ecological criteria relating to plant and animal life, soil, water and green space management. In order to meet its objective of 25% of its business parks having a net positive impact on biodiversity by 2020, Icade has introduced a biodiversity performance contract with CDC Biodiversité. Icade has also played a role in developing a standardised indicator to measure the net positive impact on biodiversity with the B4B+ Club:

### ■ Biodiversity performance contracts:

In 2016, Icade signed the first biodiversity performance contract with CDC Biodiversité for a period of three years. Biodiversity performance contracts were extended to 97% of the business parks' surface area in 2018 (33% in 2017). Based on both resource and performance indicators, this innovative initiative aims to introduce nature into cities while improving the quality of life of Icade's business park users. The contract features measurable performance indicators with respect to plant and animal life, biological diversity, lower chemical inputs and water use.

In conjunction with CDC Biodiversité's ecologists, Icade has defined net positive impact on diversity as an improvement (or stabilisation at optimal level) in 100% of resource indicators and 50% of performance indicators which are measured under a biodiversity performance contract. The detailed methodology is available on the Icade website.

Based on the latest study conducted in 2018, more than half of the resource indicators showed positive change, including tree species diversity and organic amendments for soil improvement. The trend is less clear-cut for performance indicators, with additional measurements expected in 2019. Increased resources will be mobilised to achieve a net positive impact on biodiversity on these sites by 2020: creating green spaces, land earmarked for mowing, etc.

Since 2016, Icade has integrated specific criteria into its green space management contracts. This ecological management approach was awarded the Écojardin label for 100% of Icade's business parks that have green spaces.

### ■ Moving towards a common indicator to measure a company's biodiversity footprint:

With the Business for Positive Diversity Club (B4B+ Club) led by CDC Biodiversité, Icade has been involved in creating a standardised indicator to quantify a company's impact on biodiversity, in collaboration with companies, associations and researchers.

This indicator, called the global biodiversity score (GBS) scheduled for 2020, seeks to measure the biodiversity footprint of companies regardless of their business sector. These efforts are consistent with the French government's 2018–2024 Biodiversity Plan which incites companies to quantify their biodiversity footprint.

This new indicator will improve the measurement method implemented in connection with the biodiversity performance contract.

### ■ Developing urban agriculture:

Farmhouse Millénaire, inaugurated in 2017 in the Portes de Paris business park, is one of the urban agriculture projects developed by Icade. Featuring 1,000 sq.m of space, this aquaponic farm combines vegetable growing and trout farming in a closed-loop ecosystem. The farm hosts events and organises the sale of local products on a regular basis. Vegetable gardens accessible to tenants are present in other business parks, Orly-Rungis for example, and some buildings, such as Pulse. Icade employees also have access to urban vegetable gardens and gardening classes.

### ■ Innovative green roofs:

Icade has conducted a two-year research project on green roofs in the Millénaire business park with CDC Biodiversité, in partnership with the Institute of Ecology and Environmental Sciences of Paris. This study made it possible to create a numerical model of the many environmental benefits of new-generation green roofs, which include reducing urban heat island effects, capturing soil pollutants, reducing rainwater runoff, etc. Icade is also working on the "Dessus Dessous" project, which aims to combine green roofs and solar panels. The panels create shade for the plants while the vegetation has a cooling effect on the panels and, as a consequence, extends their lifespan. This project will be tested in one of the Orly-Rungis business park's buildings in 2019.

## Nature 2050: restoring the most fragile ecosystems

Icade is participating in Nature 2050, a programme that seeks to protect and adapt particularly vulnerable ecosystems and natural habitats to climate change. The programme sponsors 26 projects, including ten new projects launched in 2018, over more than 6,000,000 sq.m, including the ecological restoration of Baie de l'Aiguillon.

To support Nature 2050, Icade is committed to funding the restoration and preservation of 1 sq.m of natural habitat for 1 sq.m of land developed by the Property Development Division on behalf of the Office Property Investment Division and for the Healthcare Property Investment Division's development projects with surface area over 10,000 sq.m until 2050. With the help of Icade, 33,225 sq.m were thus restored and maintained in 2018.

## NEW COMMITMENTS FOR 2019–2022

### OFFICE PROPERTY INVESTMENT DIVISION

- Achieve a net positive impact on biodiversity in 50% of business parks by 2022.
- Ensure that 100% of the business parks are covered by the Écojardin label until 2022.

### OFFICE PROPERTY INVESTMENT AND HEALTHCARE PROPERTY INVESTMENT DIVISIONS

- Fund the restoration and preservation of 1 sq.m of natural habitat for 1 sq.m built for the Property Investment Divisions as part of developing new projects starting in 2019.

### PROPERTY DEVELOPMENT DIVISION

- Maintain the objective of achieving a net positive impact on biodiversity in 25% of new builds between 2020 and 2022.

## 2.3. Integrating the principles of a circular economy into the products and services

In anticipation of the objectives of the 2018 Roadmap for a Circular Economy unveiled by the French Ministry for Ecological and Inclusive Transition, Icade implemented a pioneering initiative dedicated to the reuse and recycling of building materials over the building life cycle.

Through this initiative, Icade is able to improve its resilience by reducing its exposure to materials price volatility and sets itself apart with its innovative solutions while at the same time generating wealth locally.

2016–2020 COMMITMENTS	RESULTS	COMMENTS
<b>OFFICE PROPERTY INVESTMENT DIVISION:</b>		
<ul style="list-style-type: none"> <li>Recycle or recover 100% of controlled operational waste by 2020.</li> </ul>		<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>The proportion of controlled waste which was recycled or recovered was 72.3% in 2018.</li> <li>100% of business parks were covered at the end of 2018.</li> <li>Several partnerships were initiated and Icade launched Cycle Up with Egis, a platform dedicated to the reuse of building materials.</li> <li>Water consumption was reduced by 8% between 2011 and 2018. These measures will be reinforced to achieve the Company's objectives.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure the collection of used objects by government-approved waste collection and treatment companies for all business parks by 2017.</li> </ul>		
<ul style="list-style-type: none"> <li>Launch local partnerships on the circular economy.</li> </ul>		
<ul style="list-style-type: none"> <li>Reduce water consumption in the buildings by 25% between 2011 and 2020 (<math>m^3/sq.m/year</math>).</li> </ul>		
<b>PROPERTY DEVELOPMENT DIVISION:</b>		
<ul style="list-style-type: none"> <li>Recover 60% of construction waste for all HQE-certified offices starting in 2016.</li> </ul>		<p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>80% of HQE-certified office property developments met the objective, which is a positive performance, although below the target.</li> <li>7% of projects were developed with a rainwater collection system in 2018, which is below the target. As this costly solution has been met with weak demand, Icade has set a new objective of compiling a catalogue of water management solutions to identify and implement effective solutions that are both good for the environment and more economical.</li> </ul>
<ul style="list-style-type: none"> <li>Develop at least 25% of projects with a rainwater collection system starting in 2016.</li> </ul>		

 Objective achieved     Objective partially achieved     In progress     Objective not achieved

### 2.3.1. Reducing, reusing, recycling and recovering waste along the whole value chain

According to the French Environment and Energy Management Agency (Ademe), the construction industry accounts for close to 50% of natural resource consumption and nearly 40% of waste production in Europe. With a view to reducing, reusing and recycling waste, Icade is committed to optimising the use of natural resources and systematising the recycling and reuse of building materials from a building's design to its demolition.

#### Launch of Cycle Up with Egis

Icade entered into a 50/50 joint venture with Egis to launch Cycle Up, a digital platform available to all participants in the construction industry dedicated to the reuse of building materials. All the available building materials on a construction site are ranked according to their degree of reusability. Cycle Up also provides consulting and diagnostic services. After reusing materials to build its Pulse building in the Portes de Paris business park, Icade intends to continue this practice for the 007 building in the Pont de Flandre business park (to be completed in 2019). Committed to improving its social impact, Cycle Up has signed a partnership with the professional integration specialist Ares, responsible for transporting, selectively removing and warehousing Cycle Up's building materials. In 2018, a partnership was also signed with Samu Social to create emergency accommodation centres.

After only ten months, Cycle Up has shown very promising results. Through the platform's 35 transactions, the reuse of building materials avoided 24 tonnes of waste generation, cutting CO<sub>2</sub> emissions by 125 tonnes, ultimately reducing costs by an average of 79% compared

with the price of new materials. Lastly, the platform totalled 70 hours of professional integration. As a result, Cycle Up meets the economic demands of its clients while at the same time fulfilling its commitments to protect the environment and promote local social development.

#### Office Property Investment Division

In 2018, the Office Property Investment Division refined its method for assessing waste management. In the past, it monitored the proportion of recyclable waste (source separation). It now tracks the proportion of recycled or recovered waste which provides much more detailed information on its final treatment. This indicator breaks down the percentage of waste recycled, recovered through composting or biogas production, or through incineration. In 2018, 72.3% of controlled operational waste was recycled or recovered, including 38.4% recycled, 33.7% recovered through incineration, and 0.3% recovered through composting and/or biogas production.

Icade aims to recycle or recover 100% of its controlled operational waste by 2020. To accomplish that goal, Icade is implementing a variety of measures, including recovering waste on-site, improving sorting techniques and educating tenants:

#### ■ Setting up waste sorting units in office buildings and business parks:

The initiatives primarily focus on the sorting and recovery of five types of waste (paper/cardboard, metal, plastic, glass and wood). Icade has set up an "Ecobase" managed by Semardel in its Orly-Rungis business park, dedicated to waste sorting and recovery. Other on-site sorting solutions have also been implemented on a

number of buildings not part of any building park. Icade plans to organise donation collections with local authorities and to set up a waste collection and sorting area in each building not part of any building park.

**Collecting used items:**

Icade has put in place recycling schemes for about ten types of used items (batteries, electronic appliances, toys, etc.) in its business parks, in collaboration with government-approved waste collection and treatment companies and associations. The introduction of new recycling schemes (books, cigarette butts, etc.) is currently being studied.

**Green Lease Committees gain traction:**

Accompanied by action plans and targets for improvement, these committees meet to exchange ideas with tenants which enable them to improve their waste management performance.

**Property Development Division**

The HQE certification framework sets out stringent requirements in terms of reducing waste, and recovering and treating hazardous waste during the construction and operational phases. Icade aims to ensure that all HQE-certified new builds obtain the level of “very efficient” for “low-disturbance construction site” and “operational waste management”. In 2018, 80% of HQE-certified development projects recovered at least 60% of their construction waste.

**Employee awareness**

Icade employees have been made aware of the importance of reducing their waste and use of paper as part of the Open ID project and the introduction of a paperless office policy. Since relocating to Icade’s new headquarters in Issy-les-Moulineaux, paper consumption has been slashed by more than 60%. This policy will be implemented in all of Icade’s regional offices starting in 2019.

**2.3.2. Reducing water consumption**

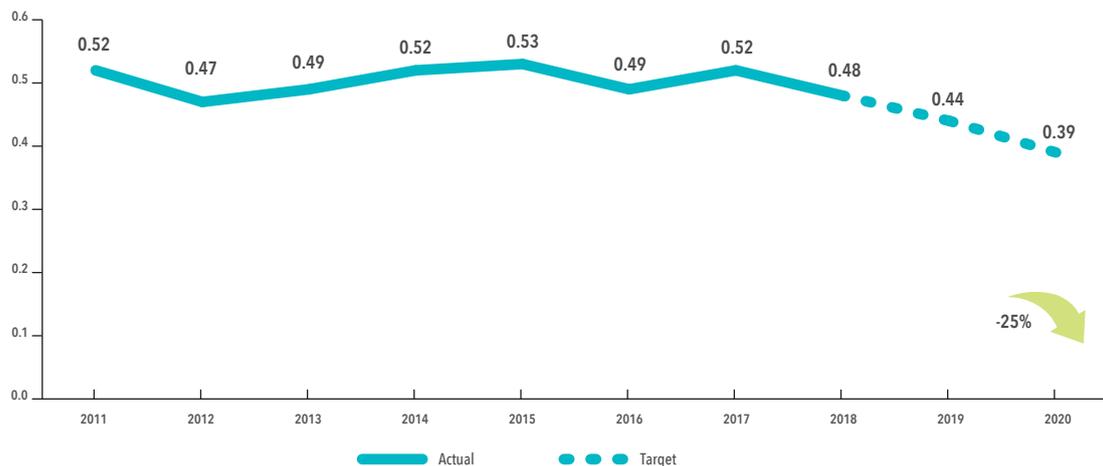
Even though Icade is not subject to water restrictions, it has nonetheless implemented a strategy to minimise its impact on this natural resource.

**Office Property Investment Division**

Various tools for measuring and managing water consumption have been implemented, including:

- mapping the water distribution network combined with monthly meter readings of usage to identify possible leaks and monitor the condition of the equipment in office buildings. In addition, since 2017, Icade has automated the collection and analysis of data to better manage its consumption;
- the installation of retention basins in certain business parks to reduce rainwater runoff and avoid saturating sewage treatment plants during periods of heavy rainfall, rainwater collection systems for watering and sanitary facilities, less automatic watering and using plants that require little water;
- through green lease committees, Icade encourages tenants to adopt water management best practices, including the installation of water-efficient fixtures, metre readings, etc.;
- in 2018, Icade launched the innovative Bocage Urbain project as part of Urban Lab, Paris&Co’s urban experimentation laboratory in the Portes de Paris business park. This modular urban landscaping solution is designed to manage urban runoff – rooftop rainwater is collected in watertight, plant-filled containers at the base of the buildings. This approach offers many advantages, including reduced runoff, irrigation water autonomy, enhanced biodiversity, etc. Elodie Stephan, the project’s designer, is one of the ten Women4Climate Tech Challenge finalists, organised by the Cities Climate Leadership group (C40).

**WATER CONSUMPTION IN OFFICES AND BUSINESS PARKS** (in m<sup>3</sup>/sq.m/year)



Water consumption decreased by 8% between 2011 and 2018 and in the same proportion between 2017 and 2018. This is partially due to the sale of assets whose water intensity was higher than the average for Icade’s property portfolio in 2018 and implementation of the measures referred to above (water leak detection system, retention basins, rainwater collection, less automatic watering, etc.).

For further information about water consumption and waste production, on a total and like-for-like basis and by asset class, see 7.1. “Tables of environmental indicators of the Office Property Investment Division – EPRA format”.

**Property Development Division**

All of Icade’s new construction systematically obtains NF certification, which implies stringent water management requirements for both water consumption in the operational phase and the impact on the soil during construction. In addition, in 2018, 7% of projects were developed with a rainwater collection system.



NEW COMMITMENTS FOR 2019–2022

OFFICE PROPERTY INVESTMENT DIVISION

- Continue to recycle or recover 100% of controlled operational waste until 2022.
- Reduce water consumption below 0.4 m<sup>3</sup>/sq.m/year by 2022, i.e. a 25% reduction between 2015 and 2022.

HEALTHCARE PROPERTY INVESTMENT DIVISION

- Implement a reuse process for refurbishments over 3,000 sq.m starting in 2021.

PROPERTY DEVELOPMENT DIVISION

- Implement a reuse process for demolitions over 5,000 sq.m starting in 2020.
- Compile a solution catalogue for improved water management in 2019 to be incorporated into residential property developments and offices by 2022.

## 2.4. Innovating for sustainable construction

Due to improvements brought about by French Thermal Regulations, in the operational phase, grey energy now represents most of a new building's carbon emissions over a 50-year horizon <sup>(1)</sup>. As a result, Icade is working to reduce its carbon footprint starting, as far as possible, from the design phase through life-cycle assessments and the use of sustainable materials.

2016–2020 COMMITMENTS	RESULTS	COMMENTS	
<p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>• Systematically carry out a life-cycle assessment (LCA) for projects over 10,000 sq.m starting in 2016.</li> <li>• Develop at least five wood-based buildings per year starting in 2017.</li> </ul>	  	<p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>• The proportion of major projects for which a life-cycle assessment was performed increased sharply from 22% in 2016 to 78% in 2018. This type of analysis will be expanded through implementation of the experimental E+C- label, which is the precursor of the new 2020 French Environmental Regulations.</li> <li>• Six wood-based buildings were developed in 2018.</li> </ul>	
 Objective achieved	 Objective partially achieved	 In progress	 Objective not achieved

By hiring a sustainable materials specialist in 2017, Icade's Property Development Division reaffirmed its commitment to strengthening its approach to more sustainable buildings. Icade has also conferred with others on the topic: it is a founding member of BBCA (low-carbon building association) and a member of the Board of Directors of ADIVbois (association for the development of wood-based residential buildings). Icade participated in the pilot phase of the "Biosourced Building", BBCA (low-carbon building) and E+C- (positive energy and low-carbon buildings) labels.

For its projects, Icade performs life-cycle assessments (LCAs) to measure and improve a building's environmental impact from its design to the end of its useful life. In 2018, 78% of large-scale new projects (>10,000 sq.m) were subject to life-cycle assessments, including the Origine building in Nanterre. This project, featuring a hybrid wood and concrete structure scheduled to be completed in 2020, will strive to obtain the highest environmental certifications and labels (HQE, BREEAM, LEED, BiodiverCity, E2C2 rating from the E+C- label). Sustainable materials are being used more and more: Icade built six wood-based projects in 2018, with 24% of the joinery for new projects made out of

wood in 2018, vs. 1% in 2016. In addition, materials are systematically purchased respecting environmental performance criteria in mind (emission of volatile compounds, environmental quality labels, etc.). For further information, see section 3.5. "Reinforcing our responsible procurement policy".

Icade has developed a tool allowing it to take into account the environmental impact of materials starting from the design phase. This tool will be based on data from the Environmental and Health Declaration Sheets available on the INIES database <sup>(2)</sup>. It will ensure that carbon-conscious decisions are made from the design phase to facilitate the implementation of the E+C- label, which takes into account the carbon footprint over the whole life cycle.

The co-development partnership agreement signed with REI Habitat in March 2018 will also increase the number of wood-based construction projects. The objective is to complete 200,000 sq.m of hybrid wood and concrete buildings in the next few years.

New sustainable construction commitments for 2019–2022 are included in 2.1. "Taking action to fight climate change".

(1) It represents around 50% of a new building's greenhouse gas emissions in the residential segment and 75% in the office segment (Source: Carbone 4 study conducted for Icade).

(2) National reference database for environmental and health requirements for buildings.

## 2.5. Integrating the best certification and labelling standards

As a pioneer in environmental labels and certifications, Icade considers them to be strategic tools that enable the Company to develop its business activities. By anticipating these standards, Icade is able to meet the needs of its clients, clarify its commitments and prepare for future regulations.

2016–2020 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Increase in-use certified office space by 5% per year through to 2020.</li> <li>Obtain ISO 14001 certification for all business parks in 2018.</li> </ul> <p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Obtain HQE certification for all new-build projects with a floor area above 10,000 sq.m.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Obtain HQE certification for 100% of offices and 35% of homes starting in 2018.</li> </ul>	<p>Objective achieved</p> <p>Objective achieved</p> <p>Objective achieved</p> <p>Objective partially achieved</p>	<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>In-use certified office space increased by 9% in 2018 compared to 2017 on a like-for-like basis.</li> <li>100% of business parks have been ISO 14001-certified since 2016. Icade intends to maintain this performance.</li> </ul> <p><b>HEALTHCARE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>All the major projects of the Healthcare Property Investment Division aim to obtain HQE certification.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>The objective to obtain HQE certification for 100% of offices and 34% of homes in 2018 has almost been reached.</li> </ul>

Objective achieved    Objective partially achieved    In progress    Objective not achieved

### 2.5.1. Icade, a pioneer in new certifications and labelling

Icade has a pioneering spirit when it comes to certification. Icade was the first player to receive HQE certification for office buildings in 2005. The Company continued along this path by obtaining the BiodiverCity® label in 2014 and the “Biosourced Building” label in 2015. More recently, the Thémis office building completed in 2017 in Paris was one of the first office property developments to obtain the BBCA (low-carbon building) label and the French government’s experimental E+C- label (positive energy and low-carbon buildings) with the highest rating (E2C2). As regards the well-being and comfort of occupants, the Sky 56 building in Lyon obtained the Well label in 2017 and Open, Icade’s headquarters, was the first building to obtain the OsmoZ label (by Certivéa) in France in 2018.

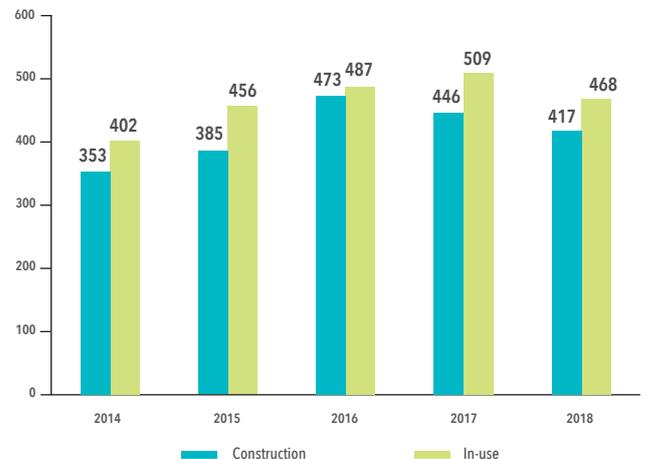
Icade is also involved in developing new standards related to building connectivity. The PB5 tower in La Défense obtained one of the first WiredScore labels in France, with a Gold rating, and two other sites are experimenting with the new R2S (Ready to Service) label developed by Smart Building Alliance (SBA), with a framework shared by the HQE-GBC association.

### 2.5.2. Developing environmental certifications for existing properties and new builds

#### Office Property Investment Division

Eager to see its entire property portfolio receive environmental certification – including existing assets, development projects and acquisitions – Icade has obtained HQE and/or BREEAM certification for ever-increasing number of properties. The criteria for assessing external growth projects and asset disposals take into account certifications and labels. As a result, despite the decrease in certified floor space in 2018 related to asset disposals, the proportion of certified floor space increased. In 2018, 61% of the property portfolio is certified (construction and/or in-use) vs. 41% in 2015.

#### OFFICE AND BUSINESS PARK FLOOR SPACE CERTIFIED HQE/ BREEAM (in thousands of sq.m)



All business park floor space was ISO 14001-certified in 2018. Through this initiative, the Office Property Investment Division ensures the implementation of an environmental management system for its parks and buildings.

#### Healthcare Property Investment Division

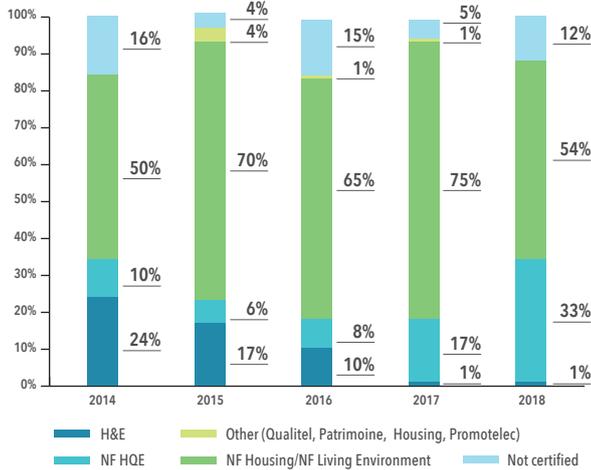
Icade Santé has set an ambitious goal to obtain HQE certification for all its construction or extension projects with total floor area over 10,000 sq.m. That represents close to 86% of the total floor area completed between 2018 and 2020, certified with a Very Good or Excellent rating. As an example, the Croix du Sud polyclinic, developed with the Capio group and completed in 2018, recovered 89% of its construction waste, features solar thermal panels and has implemented sustainable green space management, which made it possible to obtain HQE Excellent certification.

Icade Santé is currently working with Certivéa on the new HQE standard for sustainable buildings applicable to healthcare facilities.

**Property Development Division**

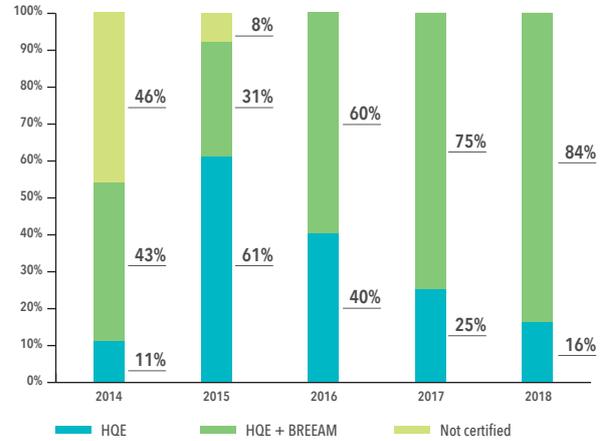
In 2018, 87% of residential projects obtained one of the NF certifications (HQE/Housing/Living Environment) and 34% obtained NF HQE and H&E (living environment and environmental quality) certifications.

**CERTIFICATIONS OF RESIDENTIAL PROJECTS**



Regarding office starts, 100% of the projects have obtained HQE certification and 84% have obtained both HQE and BREEAM certification.

**CERTIFICATIONS OF OFFICE PROJECTS**



**NEW COMMITMENTS FOR 2019-2022**

**OFFICE PROPERTY INVESTMENT DIVISION**

- Continue to increase in-use certified office space by 5% per year through to 2022.
- Ensure that 100% of business parks are ISO 14001-certified each year.

**HEALTHCARE PROPERTY INVESTMENT DIVISION**

- Obtain HQE certification for all new-build projects with a floor area above 7,500 sq.m each year (vs. 10,000 sq.m in previous years).

**PROPERTY DEVELOPMENT DIVISION**

- Obtain HQE certification for 100% of offices and 35% of homes each year.



## 2.6. Developing solutions for sustainable mobility

At a time when 70% of French commuters drive to work <sup>(1)</sup>, Icade – a key player dedicated to both office and residential real estate – sees to it that its buildings are located close to public transport networks.

In addition, Icade makes every effort to develop innovative sustainable mobility solutions. These initiatives contribute to both the greater comfort of users and the increased value of its assets.

2016–2020 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Equip 100% of the business parks and offices with charging stations for electric vehicles by 2018.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Develop at least 75% of projects less than a five-minute walk from public transport starting in 2016.</li> <li>Provide a car-sharing service in at least five development projects per year starting in 2017.</li> </ul>	<p></p> <p></p> <p></p>	<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>With 96% of business parks and offices equipped at the end of 2018, the objective has almost been met. Icade maintains this commitment for 2019.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>80% of projects were located less than a five-minute walk from public transport in 2018.</li> <li>Two property development projects introduced a car-sharing service in 2018. Icade has brought its objective in line with its new plan which includes a full range of sustainable mobility solutions as car-sharing is too restrictive and not always the most appropriate solution.</li> </ul>
<p> Objective achieved     Objective partially achieved     In progress     Objective not achieved</p>		

### Office Property Investment Division

Icade has adopted a proactive eco-mobility strategy, based on a wide range of transport solutions. It also sees to it that its assets are less than 400 metres (a five-minute walk) from public transport. Main initiatives being proposed include:

- electric shuttle boats and buses:** some business parks are equipped with all-electric shuttle boats for the tenants and all of the parks offer private electric shuttle buses with connection to public transport;
- electric vehicles, car sharing, ride sharing and bicycles:** Icade promotes and facilitates the use of these means of transport. 96% of the business parks and offices operated by Icade are now equipped with charging stations for electric vehicles. In addition, ride-sharing solutions are available in 97% of the parks and 42% of the parks offer a bicycle-sharing service;

- autonomous shuttle tested by Caisse des dépôts, Icade and Transdev:** unprecedented in France on public streets, this autonomous electric shuttle service has been tested by Orly-Rungis business park employees.

In 2018, greenhouse gas emissions related to transport used by business park and office users stood at 37,733 tonnes of CO<sub>2</sub> (scope 3).

### Property Development Division

The Property Development Division also promotes sustainable mobility. In 2018, 80% of the projects were located less than 400 metres (a five-minute walk) from public transport. The Property Development Division routinely examines all-electric, car-sharing solutions for its new-build schemes. Icade also offers innovative mobility solutions for major project calls, such as making an autonomous vehicle available in the new residential Terres de Versailles neighbourhood, awarded in 2018.

## NEW COMMITMENTS FOR 2019–2022

### OFFICE PROPERTY INVESTMENT DIVISION

- Equip 100% of the business parks and offices with charging stations for electric vehicles by 2019.
- Implement at least one ecomobility solution in addition to the existing charging stations for electric vehicles in all business parks and offices by 2021.

### PROPERTY DEVELOPMENT DIVISION

- Continue to develop at least 75% of projects less than a five-minute walk from public transport between 2019 and 2022.
- Routinely add a sustainable mobility solution to all new office and residential developments by 2022.

(1) Source: <https://presse.ademe.fr/2018/03/plans-de-mobilite-le-rac-lademe-et-cci-france-aident-les-entreprises.html>

## 2.7. Maintaining a commitment to sustainable finance

Aware of the major impact of the real estate sector on climate change, Icade has set ambitious goals to reduce its greenhouse gas emissions. As part of its commitment, Icade issued its inaugural green bond for €600 million in September 2017. It has been a resounding success, especially with socially responsible investors (SRI), who represented 59% of the Green Bond's investors.

Following this bond issue, Icade became involved in the Corporate Forum on Sustainable Finance alongside 15 other European issuers of green bonds in January 2019. This commitment followed on from the Green Bond Pledge signed in December 2017 in connection with Climate Finance Day. It aims to put together a working group of European companies whose objective is to actively contribute to the development of financial instruments under the umbrella of sustainable finance.

[For further information, see the press release.](#)

### A rigorous selection process for green assets and projects

The proceeds from the Green Bond are used to finance or refinance green assets and projects for the Office Property Investment Division. The projects due to be financed have been selected based on stringent criteria to reflect Icade's environmental strategy, which covers the entire life cycle of the properties.

The proceeds from this green issue are used for:

- the construction and renovation of "green" office buildings in France (green assets), meeting the following criteria:
  - HQE Certification (construction or renovation) "Very Good" minimum level and/or BREEAM "Very Good" minimum level;
  - Distance to public transport not exceeding 400 metres;
  - Green Lease Committees organised by Icade with tenants to share best practices and draft action plans to reduce energy and water consumption and improve waste management;
- investments in favour of environmental transition made in the existing property portfolio (green projects), meeting the following criteria:
  - energy efficiency equipment: projects enabling energy savings of at least 20% and/or reducing CO<sub>2</sub> emissions by 20% compared to the previous level. This mainly involves replacing existing light bulbs with LED ones, which represents one of the best ways to save energy in buildings,
  - renewable energy: this mainly involves the installation of solar photovoltaic panels, wind power and geothermal energy. These installations will help Icade meet its goal of 20% of renewable energy in its mix by 2020,
  - ecomobility: this involves the installation of charging stations for electric vehicles or any other equipment promoting the use of low-carbon urban transport systems. This initiative aims to help Icade meet its goal of equipping 100% of its offices and business parks with charging stations for electric vehicles.

This green bond complies with "Green Bond Principles 2017" issued by the International Capital Market Association (ICMA). It has been subject to an independent second party opinion provided by ESG rating agency Sustainalytics, available on Icade's website.

### Cross-functional approach and reporting commitments

This cross-cutting project brought together teams with diverse expertise (Finance, CSR, Office Property Investment, Portfolio Management, Investment and Legal), bolstering collegiality within the Company to better manage its projects and the inclusion of environmental criteria in Icade's investment policy.

Every year, a Green Committee, composed of several Executive Committee members and representatives of the business divisions involved, evaluates and selects the assets and projects associated with the green bond. Icade's second Green Committee, held in June 2018, approved the asset portfolio, projects, their respective allocation and first annual report.

The annual report on monitoring the allocation of proceeds and compliance with the eligibility criteria is reviewed by an independent third party, PricewaterhouseCoopers. This includes:

- the allocation of the proceeds;
- the list of assets and projects financed;
- the environmental benefits of the assets and projects financed, measured by output and impact indicators, in addition to a methodological guide for quantifying greenhouse gas emissions avoided.

The main results (as of December 31, 2017) from the first Green Bond report published in 2018 are as follows:

- in 2017, eight HQE/BREEAM certified assets totalling 167,700 sq.m and three types of green projects were financed or refinanced by the Green Bond. They account for 773 tonnes of CO<sub>2</sub> emissions avoided (74% from the green assets' energy performance and low-impact transport services and 26% from green projects);
- in 2017, 20% of the proceeds were allocated to financing activities. One-third of the proceeds will ultimately be dedicated to financing, with the remaining two-thirds used for refinancing.

In 2018, the quality of Icade's Green Bond was recognised by the ESG rating agency ISS-Oekom, with Approved status and the grade of B (on a scale ranging from D- to A+). Moreover, Icade has been ranked at the top of the global Top 10 for the quality of its Green Bond reporting according to the Climate Bonds Initiative on its "Post-issuance Reporting in the Green Bond Market" report released on March 2019.

All documentation relating to the green bond is available on Icade's website: <http://www.icafe.fr/en/finance/financing/bond-issue>

### 3. New habits and lifestyles and partnership with local authorities and communities

Icade contributes to the development and quality of life of the regions in which it operates. To anticipate changes in society and meet the needs of all its stakeholders, Icade develops new, innovative real estate solutions and services in partnership with them. Such solutions

include more flexible uses, ensure comfort and well-being and foster social cohesion. In addition, Icade has strengthened its ties to local communities through community activities that promote the inclusion of vulnerable populations.

#### 3.1. Participating in local economic and social development

Forging strong ties to local communities is key to the success of a property development project – whether it involves access to land or the project’s relevance and acceptability. Such involvement in the community is increasingly expected by stakeholders <sup>(1)</sup> in addition to

being one of the Company’s unwavering commitments. For this reason, Icade is committed to local hiring, professional integration, urban diversity, local partnerships, community activities and skills sponsorship.

2016–2020 COMMITMENTS	RESULTS	COMMENTS
<p><b>ICADE:</b></p> <ul style="list-style-type: none"> <li>Develop integration and local employment partnerships and involve employees in partnerships with associations.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>Include professional integration commitments in all major construction projects.</li> </ul>	<p></p> <p></p>	<p><b>ICADE:</b></p> <ul style="list-style-type: none"> <li>A number of measures have been proposed to employees: partnerships with NQT (Our Neighbourhoods Have Talent) and the Plaine Commune Young Talent Club, a skills sponsorship agreement with Samusocial of Paris, solidarity days and solidarity leave, donation collections.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>100% of major construction projects included professional integration commitments.</li> </ul>

 Objective achieved     Objective partially achieved     In progress     Objective not achieved

#### 3.1.1. Dialogue and partnerships with local players

##### Office Property Investment Division

Icade engages with local authorities on the ground through various local bodies, dedicated to economic and social development, including the Association for the Economic Development of the Orly-Rungis hub, the Local Energy and Climate Agency for Plaine Commune and the Association of Users of La Défense. Icade has developed a particularly close relationship with Plaine Commune, a local administrative body which includes nine municipalities in the north of Paris representing nearly half of Icade’s business park floor area and many of the Office Property Investment Division’s development projects. A local development charter, signed in 2005 and renewed in 2018, provides for employment and local training initiatives. Two other charters have been signed, including a circular economy and sustainable development charter and the “Major Projects” charter, which sets out professional integration initiatives for projects over 30,000 sq.m. Completed in January 2019, the Pulse building in Saint-Denis illustrates Icade’s commitment to these local communities. It totalled close to 57,000 hours of professional integration over the construction period, exceeding the initial objective of 50,000 hours. The project benefited from the “Reinventing the Forest in the City” initiative, composed of eight projects conducted in 2018 with a number of local players (schools, associations, museums, etc.). This initiative has provided training courses to about ten long-term unemployed young adults looking to work in the wood industry.

In 2018, Icade also signed a partnership with the “Réseau Entreprendre Val-de-Marne” and the “Réseau Entreprendre Saint-Denis” networks. These networks aim to support and finance entrepreneurs and business buyers most likely to create jobs locally. They will also assist companies from Grow Up, Icade’s start-up accelerator.

In addition to these initiatives, Icade organises a number of community events each year which strengthen the ties between business park tenants and local communities. These events include charity runs, blood donations, donation collections, Children’s Week, etc.

##### Property Development Division

The Property Development Division supports local economic development by signing charters targeting local employment and integration and engaging with local communities. As a consequence, integration clauses have been introduced for all work sites over €50 million in work costs. In 2018, 15 projects included integration clauses, representing 38% of floor area being constructed (for all of its development projects combined). In accordance with French law, Icade also conducts social and environmental impact assessments for all its development projects over 10,000 sq.m. and encourages feedback from local residents by setting up a toll-free line and making a suggestion box available on each site. Local integration plays a key role in the success of a property development project, as reflected in the Terre de Versailles project, carried out with the City of Versailles, which will start in 2019 and be completed in 2025. This mixed-use project (housing units, green spaces, shops, schools, businesses) aims to create a next-generation garden city, a source of social cohesion for its inhabitants. It includes a micro-farm, permaculture training centre and 150 shared gardens.

(1) In France, 87% of mayors believe that partnerships between businesses and local players are necessary to reduce the vulnerability of local communities. Source: “Vers une responsabilité, territoriale des entreprises” (Social responsibility of businesses towards local communities), France Stratégie, 2018 ([https://www.strategie.gouv.fr/sites/strategie.gouv.fr/files/atoms/files/2018\\_07\\_12\\_-\\_rse-vers\\_une\\_responsabilite\\_territoriale\\_des\\_entreprises\\_finalweb.pdf](https://www.strategie.gouv.fr/sites/strategie.gouv.fr/files/atoms/files/2018_07_12_-_rse-vers_une_responsabilite_territoriale_des_entreprises_finalweb.pdf))

### 3.1.2. Employees actively involved in local initiatives

At Icade, employees may also forge close ties to local communities. They have the option of getting involved in community projects and/or integration initiatives backed by the Company. This involvement is both meaningful and a source of motivation for the employees.

#### ■ Sponsoring young people from deprived urban areas:

Introduced in 2010 by Icade and Klépierre in conjunction with "Plaine Commune Maison de l'emploi" (an employment resource centre), "Les jeunes talents de Plaine Commune" association (Young talents from Plaine Commune), is responsible for assisting young people in Seine-Saint-Denis with their search for training or a job. Based on a week-long training course and meetings with representatives of some of the 100 partner companies, this initiative has assisted 249 young people since 2010. It has been a resounding success, with 83% of the participants having signed permanent or fixed-term employment contracts or received vocational training.

In addition, Icade has supported "Nos quartiers ont des talents" (Our Neighbourhoods Have Talent) since 2016. This association assists young college graduates (three years of university study or more) from modest social backgrounds or priority neighbourhoods, through a sponsorship programme with the participation of currently employed, experienced managers. Since this initiative was launched, 18 Icade employees have participated and 64 young graduates have benefited from their advice.

#### ■ Skills sponsorships:

A strong driver of employee engagement, Icade signed its first skills sponsorship agreement with Samusocial of Paris in 2016, as part of an overall sponsorship initiative conducted by C3D (College of Sustainable Development Directors). The agreement involves the creation of an accommodation and healthcare centre at Charles-Foix Hospital in Ivry-sur-Seine with the participation of Icade's Healthcare Property Development Division. Icade's Healthcare Property Development Division provides project management support covering all the technical, legal and financial aspects of the project, which will be dedicated to providing 190 isolated individuals with lodging in a 4,000-sq.m facility. In total, 625 hours of sponsorship have been devoted to the project, which is scheduled for completion in 2019.

#### ■ Solidarity leave:

Employees have been able to take a solidarity leave, ranging from one day to six months, while continuing to receive 75% of their salary. They also have the option of calling upon a replacement for the full duration of the leave. At the beginning of 2018, one of Icade's employees chose to spend her solidarity leave on a six-month assignment at Étoile de Martin, an association which supports childhood cancer research. A second employee followed suit and left for Mexico and then Peru to support initiatives related to raising awareness among young people of the environment, education, health and social cohesion.

#### ■ Solidarity days:

In 2018, Icade continued its solidarity day policy in regions in which it operates. Around 50 employees participated in four solidarity days organised both inside and outside the Paris region. As an example, a creative workshop and museum visit were organised for the children of the families housed by Samusocial in Paris. In Toulouse, employees sorted 8 tonnes of food collected by the Food Bank.

#### ■ Donation collections:

Several donation collections were organised throughout France. They collected 420 kilos of toys, clothing and books for the Rejoué, La Cravate Solidaire and Recyclivre associations.

### 3.1.3. Functional, social and age diversity

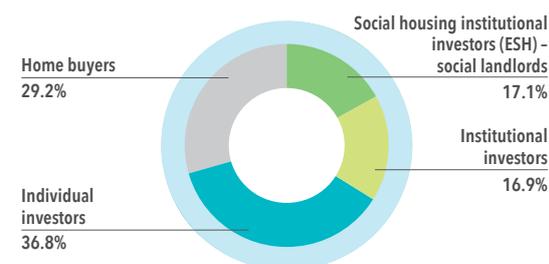
For Icade, diversity – whether social, functional or age – is both a societal commitment and a key factor in urban development.

#### Property Development Division

The Property Development Division endeavours to develop neighbourhoods which play a role in shaping the city of tomorrow by taking into account diversity criteria to foster social cohesion. As a result, 20% of the 85 projects under construction in 2018 included social diversity measures, 19% included functional diversity measures and 7% included age diversity measures. Icade has become even more involved in large-scale, mixed-use projects through the creation of Synergies Urbaines, which designs neighbourhoods for the city of tomorrow. It brings together diverse expertise in office real estate, housing, infrastructure, medical-social facilities, etc. The Quai Bercy project in Bercy-Charenton – for which Icade was awarded a contract as part of the "Inventing the Greater Paris Metropolis" call for projects – is one example. This 50,000-sq.m project, whose completion is scheduled in 2023, includes offices, hotels, co-living housing units, shops, business premises, sport facilities, an event venue and logistics facility.

Icade markets its homes to future buyers having socially diverse profiles. Social housing accounts for 17.1% of the properties built by Icade.

#### BREAKDOWN OF ORDERS BY TYPE OF CUSTOMER IN 2018



Stemming from Icade's intrapreneurial approach, the Mix'Cité project contributes to strengthening its diversity policy. Mix'Cité aims to develop medical-social projects that meet a range of interrelated needs and promote interaction between residents of different ages. These projects include housing for people with disabilities, social housing, low-cost ownership units, residences for students and seniors, etc. Mix'Cité optimises operating costs through the pooling of space and services (eating areas, activities organised by local associations, gardens and outdoor areas, etc.) as well as staff. Built in Montaigu (Vendée) in 2015, the first Mix'Cité initiative has since led to other similar projects. An illustration of this is a project currently being developed in the town of Canohès (Pyrénées-Orientales), which will include a nursing home and a seniors' residence with services that includes shared common areas. This project is scheduled for completion in 2020. Several projects in the bidding phase include housing for people with disabilities and low-cost ownership units.

### 3.1.4. Sponsorships and patronage

In 2018, Icade allocated a budget of €1.2 million to sponsorship and patronage, which it considers to be an important driver of local development. These funds are primarily used to support sporting, cultural and community activities.

Icade thus contributes to the cultural development of the regions in which it operates through a number of initiatives. After the first season of its nomad artist residency in the IcadeStore in Paris-Aubervilliers, Icade has launched the creation of Art&Design Lab by Icade. This place offers artists, designers and architects a work environment that has been designed with creativity in mind. It encourages artists to work together on one or more innovative projects led by Icade on new urban habits and lifestyles.

Icade is committed to sponsoring 14-year-old Prithika Pavade from Saint-Denis until 2024, in preparation for her participation in the Olympic Games. Icade also supports the Saint-Denis Table Tennis Club where she trains.

Since 2017, Icade has also supported a sporting challenge which encompasses ecomobility and raises the public's awareness of climate change – the "Arctic Solar by Icade" expedition led by the French sailor Anne Quéméré. Her goal was to cross the Northwest Passage in the Arctic alone in a solar-powered boat. Forced to abandon halfway through due to particularly harsh weather, the experience offered rich insights into pushing past one's limits and this fragile corner of the world.

#### NEW COMMITMENTS FOR 2019–2022

##### ICADE

- Offer participation in solidarity initiatives to all employees starting in 2019.

##### OFFICE PROPERTY INVESTMENT DIVISION

- Increase the number of local and community partnerships in business parks by 2022.

##### HEALTHCARE PROPERTY INVESTMENT DIVISION

- Adapt real estate solutions to help healthcare operators improve the quality of patient care.
- Develop a Code of Ethics setting out the quality requirements for investing in nursing homes.

##### PROPERTY DEVELOPMENT DIVISION

- Include integration clauses for all work sites with work costs over €20 million starting in 2020 and promote local job creation.

## 3.2. Innovating with employees and the ecosystem of stakeholders

Against the backdrop of intense competitive pressure and continually changing habits and lifestyles, innovation is a key driver of business success which makes it possible to set oneself apart, create value and actively contribute to developing more responsible ways of life. Whether

it involves winning a bid to develop large-scale urban projects or coming up with new real estate solutions, Icade works in close collaboration with all of its internal and external stakeholders.

2016–2020 COMMITMENT	RESULT	COMMENT
<ul style="list-style-type: none"> <li>● Propose 20 new solutions resulting from the innovation process that contribute to customers' well-being and environmental performance by 2018.</li> </ul>		<ul style="list-style-type: none"> <li>● The objective was met one year ahead of schedule in 2017. In 2018, 27 solutions resulting from the innovation process are available to customers, including 10 that were developed by Icade's intrapreneurs, four from industrial partnerships and 13 from partnerships with start-ups.</li> </ul>

 Objective achieved    
  Objective partially achieved    
  In progress    
  Objective not achieved

### An open and collaborative structure

In 2015, Icade created a department dedicated to innovation, composed of four employees and, since 2018, four young graduates enrolled in the Graduate Programme. This department features collegial governance:

- an Advisory Board, made up of in-house and outside experts, meets once a year. In 2018, the “impact of digital giants on the real estate business” was the topic of their annual meeting;
- an Innovation Council, made up of a representative from each business division, meets once a month;
- an Innovation Commitments Committee overseen by the Executive Committee, having a €2 million annual budget, allocates resources to innovation projects led by employees.

For Icade, innovation serves various purposes:

- to set itself apart to be more competitive: improve existing products and services to increase their appeal and stand out in the bidding process;
- create new business opportunities: identify new market trends and businesses and test new solutions.

Icade’s innovation strategy and CSR strategy benefit each other. As such, Icade offers a range of 27 solutions resulting from this innovative process which contribute to its customers’ well-being and environmental performance.

Icade’s innovative process is based on three pillars: monitoring, intrapreneurs and outside partnerships:

#### ■ Developing monitoring processes for employees:

- Hub Smart City [www.hub-smartcity.com](http://www.hub-smartcity.com) serves as a standard bearer for real estate innovation initiated by Icade. It has been open to the general public since late 2015;
- Hub: devoted to co-working, exhibitions and conferences, it hosted 15 meetings open to the general public in 2018 on urban agriculture, organic architecture, the contribution of neuroscience to new work practices, etc.
- innovation library: this database includes close to 800 start-ups and innovative solutions, a list of ongoing real estate projects in addition to a list of suppliers and operators. The library is used by the operational teams during the bidding process.

#### ■ Develop and support an intrapreneur community:

The Innovation Department supports projects led by employees and coordinates this intrapreneur community.

In total, 15 projects were supported and financed by the Innovation Commitments Committee in 2018. Some of them may also receive support from Lab CDC – Caisse des dépôts’ business incubator – or outside entities such as design agencies and schools such as CentraleSupélec.

Some examples include:

- Imagin’home: this solution enables Icade home buyers to co-design their homes on an online platform;
- Ambu’Stage: led by Icade Santé employees and Icade Promotion’s Healthcare Expertise Department, it was developed in collaboration with start-up partners. This application for the geolocation of outpatients has already been implemented by Reims-Bezannes Polyclinic. Ambu’Stage optimises patient monitoring and care;
- Bocage Urbain: tested in the Portes de Paris business park, this modular urban landscaping solution manages urban runoff.

#### ■ An Open Innovation approach:

Icade has put an Open Innovation approach in place with its outside partners:

- a network of start-ups and incubators: Icade is a founding partner of the “Real Estate of the Future” incubation programme supported by Paris&Co. It is experimenting solutions with start-ups such as La Belle Friche (making space available to associations and cultural organisations) and Pricehubble (specialised in big data and predicting the value of real estate assets);
- partnerships with large groups, such as Philips, on innovative lighting solutions; Transdev, on autonomous vehicles; Veolia and Airparif to test indoor air quality sensors; a joint venture with Egis to launch Cycle Up; and REI Habitat to develop wood-based construction projects;
- partnerships with higher education institutions, researchers and artists: with CEEBIOS (the European Centre of Excellence in Biomimetics of Senlis), Icade is developing a biomimetical approach to design environment-friendly, bio-inspired real estate projects. Signed in 2018, Terres de Versailles is the first project that resulted from this partnership. Other examples include partnerships with “École nationale supérieure de création industrielle” (organising workshops with students on a variety of topics), the Chair in Entrepreneurship, Local Development and Innovation, of which Icade is one of the founding members and Art&Design Lab by Icade, an artist and designer residency associated with the group’s innovation process;
- solutions developed with and for local authorities and communities: As part of a working group with the City of Paris “mission for a smart and sustainable city” (Mivida), Icade has participated in discussions on the new profession of eco-friendly property manager, in charge of coordinating shared services at neighbourhood level. Icade is also a partner member of Paris&Co’s Urban Lab, with which it is testing innovations in the Paris region with the support of the Paris City Council.

### 3.3. Improving occupants' quality of life and adapting to new habits and lifestyles

Changes in habits and lifestyles have permanently transformed the real estate market. This is evidenced by the continued rise in shared and modular housing, digitalisation, the growing demand for wellness, the growth in mobile working and the use of hybrid spaces. As a result,

the multiplicity of solutions and services within buildings has become a key factor in the valuation of property assets. In response to this trend, Icade has devised new products and services.

2016–2020 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Create a “Business Park of Excellence” proprietary label and launch this label in all the main business parks by 2017.</li> <li>● Set up “User Clubs” in all the main business parks by 2017.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Increase the customer satisfaction index on construction completion to 8.5/10 for the Property Development Division in 2018.</li> <li>● Systematically use 3D building information modelling (BIM) for 75% of homes and 100% of offices starting in 2016.</li> </ul>	<ul style="list-style-type: none"> <li>● </li> <li>● </li> <li>● </li> <li>● </li> </ul>	<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● The label's standards were finalised with an external certifying body in 2017 and 100% of the main parks were awarded this label in 2018.</li> <li>● The objective was met and Icade hired two happiness managers to build ties between the various communities in the main business parks.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● The customer satisfaction index increased by 5% between 2015 and 2018 as a result of the efforts undertaken to improve customer relations. However, the very ambitious objective set for 2018 has not been met and measures to improve customer relations continue to be strengthened.</li> <li>● Icade has taken significant steps internally to deploy BIM, but ran up against the lower readiness level of some of its partners. 12% of homes and 80% of offices were using BIM in 2018. While this represents a good performance, it remains below the targets that were set. Icade strengthened its support measures, but extended the deadline for meeting this objective to 2022 due to the slower pace of its partners.</li> </ul>

 Objective achieved     Objective partially achieved     In progress     Objective not achieved

#### 3.3.1. Adapting to changing habits and ways of life to better meet our tenants' needs

##### Office Property Investment Division

##### New real estate solutions and services

###### ■ New services:

In addition to concierge services and access to fitness centres (available in nearly two-thirds of the business parks and offices), Icade has developed a wide array of services that help enhance CSR excellence, the quality of life in the workplace and the growth of a business community. The roll-out of new services contributes to improving the quality of life in the business parks – whether they be the various eating areas, outdoor sports facilities, shared gardens, ride-sharing or online platforms allowing occupants to participate in business clubs. Through these initiatives, the occupancy rate for the business parks was 89% in 2018 vs. 84% in 2015. Icade thus successfully met its objective to increase its occupancy rate by 5 percentage points compared with 2015.

Efforts had been reinforced as early as 2017 through the hiring of two happiness managers, whose role is to organise and to build ties between the various communities. In 2018, new spaces were inaugurated in the parks. For example, the Orly-Rungis business park now includes a Discovery Square (with a yoga studio, pop-up stores, collaborative working space, etc.) and hosts many community events that strengthen the ties between park tenants (donation collections, workshops, forum for associations, etc.).

To support this initiative and ensure its level of quality, Icade called in an external certifying body to draft its new proprietary label. This new “Business Park of Excellence” label encompasses more than 60 requirements and close to 200 performance indicators (green spaces, connectivity, wellness, etc.). All the main business parks were awarded this label in 2018. The satisfaction survey addressed to Orly-Rungis business park tenants shows that 75% of them believe that the services available on-site increase the satisfaction of their employees.

###### ■ New real estate solutions:

Icade also offers new real estate solutions tailored to changing business needs, such as flexible workspaces and living arrangements:

- GrowUp (formerly “Maison des Start-up”): located in the Portes de Paris business park since 2015, this 1,000-sq.m site hosts five start-ups, allowing them to take advantage of business opportunities with local players and companies present in the park. A similar space with 50 workstations will open its doors in the Orly-Rungis park in 2019;
- Smartdesk: these offices for mobile workers available in four cities (Paris, La Défense, Nanterre, Rungis) are co-working areas tailored to various uses (teleworking area, meeting rooms, creativity workshops). They regularly host networking events;
- Smartroom: this 880-sq.m area in the Orly-Rungis business park is designed to accommodate meetings and events that are conducive to creativity and exchanging ideas. Services may be provided in situations where work sessions need to be organised as a workshop, seminar or other type of event.

### Customer service that meets tenants' needs in the parks:

The quality of the business parks' customer service is regularly monitored. In 2018, for example, the call centre's response time was eight seconds on average. 88% of requests were answered in less than 24 hours.

### Healthcare Property Investment Division

Due to the progress in medical and anaesthetic techniques, outpatient care has been growing. Icade Santé assists healthcare operators in adapting to these changing techniques allowing for a better organisation of surgical services and improved patient care. This is demonstrated by the Domont surgery private hospital, designed by Icade with its partner Capio, which opened in November 2016. All medical care is provided on an outpatient basis in an innovative setting that features optimised space ensuring patient comfort. In 2018, Icade Santé also innovated by developing the Ambu'Stage app, the first service for the geolocation of patients and their portable lockers. Outpatients receive smart wristbands that allow caregivers to locate them in the unit, track their movements and keep their families informed and reassured while they are at the hospital. Ambu'Stage was implemented in the Courlancy Santé group's Reims-Bezannes Polyclinic which opened in May 2018.

To further support operators, the Healthcare Division introduced CSR & innovation committees in 2018. These committees make it possible to co-develop action plans promoting innovation, patient wellness and the facilities' environmental performance in partnership with their operators. Already in place for some operators, these committees will be introduced on a broader scale starting in 2019.

### Property Development Division

Improving customer satisfaction is one of Icade's top priorities. The customer satisfaction index on construction completion stood at 6.7/10 in 2018, up slightly compared to 2015 (+5%). Despite implementing a dedicated action plan, Icade's objective of scoring 8.5/10 was not reached in 2018. As a result, the action plan was significantly reinforced and will focus more on human assistance aided by digital tools and new, innovative service solutions:

#### Focus on customers in the IcadeStore:

Located in the Millénaire business park area in the north of Paris, IcadeStore is seen as a next-generation showroom. IcadeStore is where property is sold and potential customers are informed and advised. Its showroom of home interiors and materials aims to facilitate the property acquisition process so as to provide a successful customer experience. Starting in 2019, customers may also visit their future home through virtual reality. All of Icade's local offices will feature this store at the entrance of the premises.

#### A digital and personalised customer journey:

In order to accompany customers throughout their residential journey, the Residential Property Development Division provides a 100% digital journey, which makes it possible for future home owners to sign an electronic reservation agreement in the showroom or reserve directly online, track the progress of their construction project and customise the interior of their future dwelling before completion using an online 3D home design program. Intended for use before applying for a building permit, buyers will soon be able to co-design a bespoke home using Imagin'home, a digital platform which has already been tested on several projects.

#### Punch list clearance processed electronically:

Icade proposes a mobile app which simplifies customer relations during site visits. It facilitates punch list clearance by providing customers with a dedicated space where they can declare any items that need correcting and track their resolution. This system is currently being implemented throughout France.

## NEW COMMITMENTS FOR 2019-2022

### OFFICE PROPERTY INVESTMENT DIVISION

- Ensure that 100% of the main business parks are covered by the proprietary "Business Park of Excellence" label.

### HEALTHCARE PROPERTY INVESTMENT DIVISION

- Set up CSR & innovation committees with at least 70% of healthcare operators by 2020.

### PROPERTY DEVELOPMENT DIVISION

- Have a positive Net Promoter Score on construction completion by 2020 and an improved score between 2020 and 2022.

### 3.3.2. Digital technologies at the heart of Icade's products and services

As the digital revolution is turning the business world upside down, Icade is making every effort to integrate digital technology into its organisation and solutions to improve efficiency and meet its customers' expectations. Icade is an honorary member of the Smart Building Alliance (SBA), an organisation which contributes to the development of smart buildings for all stakeholders and brings together 253 participants.

#### Development: digital tools for land sourcing

To improve the efficiency of their efforts to find sites suitable for development, property developers use digital tools which identify all the urban and economic data relating to an area or a given market.

#### Design and construction: building information modelling (BIM), a tool that promotes the sustainable city

Icade is actively involved in the BIM approach. For example, the Property Development Division signed the French government's "Plan BIM 2022" charter of voluntary commitment in 2017 for digital transition in the construction industry. In addition, several of the Office Property Investment Division's projects have already implemented BIM and use it in the operational phase to improve performance. By using a collection of building data to digitally create a 3D model that covers from the building's design to its future use by the occupants, BIM helps reduce costs, optimises the resources used and facilitates the flow of information between the project's various participants. Icade is currently developing its own BIM charter to help its employees and partners adopt this process and to harmonise its practices.

**Marketing and services: a digital journey**

Personalised digital tools have been developed by all of Icade's divisions to foster relationships between all the stakeholders involved at various levels. Examples include: Imagin'home, a dedicated portal and platform available to future home buyers; a platform that makes it possible to book rooms and co-working spaces and promote interaction among user communities in the business parks; the new Ambu'stage app, a service dedicated to outpatient care intended for the personnel of private healthcare facilities, etc.

**New habits and lifestyles: 100% smart and connected homes and business parks**

Since 2016, all new homes completed by the Property Development Division have been equipped with fibre optic broadband service so buyers have internet access from the very first day. Since 2018, smart homes have been equipped with Néo-Logis solutions, which include a "home automation pack" featuring remote control of a home's internet-connected devices. In addition, the Office Property Investment Division deployed WiFi in 100% of its business parks in 2018, meeting its objective two years earlier than expected.

**Certifications and labels:**

Icade is actively involved in testing and creating new labels. For example, several Icade buildings have already obtained WiredScore certification, which evaluates the quality of the connectivity provided to occupants. Icade has also participated in the pilot phase of the "Smart and connected buildings" label, issued by the certification body Certivéa. It is based on the R2S (Ready to Service) label, which Icade developed and tested with members of the Smart Building Alliance and HQE-GBC associations to demonstrate the ability of buildings and networks to accommodate new technologies (connected objects, home automation) in a secure manner. Icade also signed the charter of voluntary commitment on "connected, socially responsible and humane buildings" drafted by the SBA and HQE-GBC associations and supported by France's Ministry of Territorial Cohesion.

**Data protection:**

Icade undertakes to comply with data protection regulations when it collects and processes personal data in the course of its business (for further information, see section 3.6. "Ensuring business ethics"). For example, the Office Property Investment Division plans to include an "e-clause" in commercial leases which will establish a legal, digital trust framework between landlords and tenants.

**NEW COMMITMENTS FOR 2019–2022**

**OFFICE PROPERTY INVESTMENT DIVISION**

- Include "e-clauses" in 90% of new-build leases starting in 2020.

**PROPERTY DEVELOPMENT DIVISION**

- Ensure that 100% of housing units are both smart and connected starting in 2019.
- Develop 100% of new offices and homes using BIM in 2022.

**3.3.3. Guaranteeing the health and safety of occupants**

On the important issues of the health and safety of occupants, Icade has implemented a comprehensive strategy that includes performance indicators, improvement programmes and testing new solutions. In 2018, for example, Icade's Open headquarters was the first building in France to obtain the OsmoZ label, a label dedicated to the quality of living conditions.

**Office Property Investment Division**

- **An air quality pilot project:** As a partner of Airparif – a French association approved by the French Ministry for Ecological Transition responsible for monitoring air quality in the Paris region – Icade is also a founding member of Airlab, an ecosystem of players called upon to find innovative air quality solutions. In 2018, Airparif launched the first "Microsensor Challenge" to identify the best solutions available on the market for measuring air quality. Starting in early 2019, the challenge's two winning solutions in the "indoor air quality" category will be tested at Icade's headquarters for one year in partnership with Veolia. This pilot project will test the real-life reliability of the microsensors and improve both air quality management and the occupants' comfort. It will determine whether this type of solution should be implemented on a larger scale.
- **Green walls to reduce pollution in cities:** Two "urban trees", consisting of moss walls that act as a natural filter which purifies the air, were installed in the Eqho tower in La Défense. This solution, tested in partnership with the start-up Green City Solution, will be implemented on a larger scale after feedback has been received.

- **Health and well-being:** Sports and wellness facilities (yoga studios, outdoor areas, etc.) and an online sporting community are available to business park tenants.
- **Health and safety:** Icade's Health and Safety Department is dedicated to the Office Property Investment Division's assets. In addition, it is involved in development, construction and acquisition projects across departments that are carried out by Icade's other divisions. The health and safety policy includes a security system as well as fire safety systems. The most sensitive high-rise buildings and strategic assets are subject to strict security measures (access controls, video surveillance and additional agents). Similarly, all the business parks meet safety requirements. They are all equipped with video surveillance systems. In 2018, a flood risk assessment was conducted in three business parks and twelve buildings not part of any building park that were identified as being at risk. As part of this assessment, the vulnerability of the sites exposed to the River Seine overflowing and groundwater flooding was determined and prevention measures specific to each building were put in place.
- **ISO 14001 and HQE In-Use certifications,** which cover most (89%) of the property assets whose operation is controlled by Icade, provide for additional measures to ensure the occupants' health and safety. They particularly cover pollution (air, water and soil), contamination, operating incidents (fires, floods, etc.), comfort (hygrothermal, sound and visual), emergency situation management, accessibility, etc. Icade has improved accessibility: 100% of the business parks have been retrofitted to ensure access for those with limited mobility or who are visually impaired.

In 2018, Icade reported ten health and safety incidents. They mainly related to power outages and AC failure, minor environmental pollution, heat waves and an extreme cold weather alert. These incidents had no major impact on the tenants or Icade. Icade was properly prepared for the power outages and heat waves. In addition, the tenants will be made aware of the pollution incident and the extreme cold weather alert made it possible to foresee the need to install equipment suitable for cold temperatures.

**Property Development Division**

- The Property Development Division also put a series of measures in place to improve air quality and reduce noise pollution, issues which are key to the health and well-being of its occupants. For its HQE and H&E certified projects, Icade has complied with the maximum noise levels set in its green work site charters. Its new builds offer a satisfactory level of acoustic comfort in the operational phase, with noise levels two times lower than the regulatory thresholds. As regards the air quality of its NF Living Environment-certified projects, Icade has routinely used low-polluting materials (ranked A or A+), installed ventilation systems and conducted on-site inspections to assess their effectiveness.

**NEW COMMITMENTS FOR 2019–2022**

**ICADE**

- Compile a catalogue of solutions to measure and manage indoor air quality and improve communication with users by 2020.

**OFFICE PROPERTY INVESTMENT DIVISION**

- Implement campaigns to analyse air quality in multi-tenant buildings over 15,000 sq.m by 2022.

**HEALTHCARE PROPERTY INVESTMENT DIVISION**

- For HQE-certified projects, ensure that at least 75% of floor space is composed of low-emitting materials starting in 2020.

**PROPERTY DEVELOPMENT DIVISION**

- Implement measures to improve indoor air quality in at least 75% of residential development projects starting in 2019.

**3.4. Assisting customers in matters of environmental performance**

A building’s environmental performance largely depends on the behaviour and habits of its users. For this reason, Icade helps them better control their consumption and reduce the use of natural resources.

2016–2020 COMMITMENTS	RESULTS	COMMENTS
<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Reach 100% of green lease committees in 2018.</li> <li>● Sign 100% of regulatory green leases in 2018.</li> <li>● Sign 100% of green leases in HQE- or BREEAM In-Use-certified buildings in 2020.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Systematically provide user guides to help raise awareness about eco-friendly practices in new builds.</li> </ul>	<p>     </p>	<p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● The goal of 100% of green lease committees was reached in 2018.</li> <li>● The goal has almost been reached with 99% of regulatory green leases signed in 2018. The deadline for meeting this goal of 100% was extended to 2019.</li> <li>● The participation of tenants renting space of less than 2,000 sq.m remains difficult to obtain.</li> </ul> <p><b>PROPERTY DEVELOPMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● This guide is systematically issued to home and office buyers.</li> </ul>
<p> Objective achieved</p> <p> Objective partially achieved</p> <p> In progress</p> <p> Objective not achieved</p>		

**Office Property Investment Division**

Since 2010, Icade’s leases have systematically included green lease clauses which provide for the measurement of energy and water consumption and the amount of waste produced and recycled by the tenants. This initiative has been reinforced by the introduction of green lease committees. These regular meetings make it possible for landlords and tenants to co-develop action plans to reduce the consumption of

resources. All tenants subject to regulatory requirements are assisted through green lease committees, in line with the objective Icade set for itself. Since the introduction of these committees, considerable improvement has been made. For example, Coopérative U, a tenant in one of buildings in the Orly-Rungis business park, reduced its energy consumption by 13% between 2017 and 2018. This resulted from the implementation of an action plan co-developed by a green lease



committee with initiatives such as installing LED lighting and motion detectors.

Regulatory green lease clauses – required for commercial space over 2,000 sq.m, i.e. 58% of the Office Property Investment Division’s total floor area – covered 99% of the office properties having this requirement in 2018. In addition to those required to do so, 9% of tenants with In-Use certification not subject to green leases signed green lease clauses in 2018.

**PROPORTION OF THE FLOOR AREA COVERED BY REGULATORY GREEN LEASE CLAUSES AND GREEN LEASE COMMITTEES**



“Nudges” are another way to encourage tenants to adopt eco-friendly practices. This fun, innovative approach consists in introducing visual supports to encourage eco-friendly behaviour on topics such as waste sorting and low-impact transport. The practice has been implemented at the Orly-Rungis business park and Icade’s headquarters.

**Healthcare Property Investment Division**

Eager to help its customers improve their environmental performance, Icade Santé widened the scope of monitoring its portfolio’s energy consumption indicators. 72% of floor areas were covered in 2018 compared to 51% in 2017. On this basis, Icade provides operators with reports on their energy performance, including comparative data, and recommendations for corrective action.

In 2018, Icade stepped up its efforts through the introduction of CSR & innovation committees with its healthcare operator partners. They make it possible to implement co-developed action plans on a variety of topics, including energy, air quality, innovation, the circular economy, etc.

Lastly, Icade has expanded its initiative by offering to provide assistance in the operational phase of some development projects. For example, Icade will work with the Reims-Bezannes polyclinic, completed in 2018, for the first three years of its operation, focusing on three main areas: consumption monitoring, maintenance interventions and user satisfaction.

**Property Development Division**

Reducing the operational energy use of buildings is a main concern of Icade’s customers. In addition to its role as a property developer, Icade provides various other services, such as project commissioning. This quality assurance process ensures that the resources that would be required to meet performance targets set during the construction and handover phases are provided. The process covers several areas including energy and acoustic performance and ventilation. HQE- and BREEAM-certified office property developments systematically provide an energy performance guarantee. For residential property developments for which Icade systematically ensures NF Living Environment certification, a performance guarantee plan for energy, acoustics and ventilation has been implemented. In addition to these certifications, the Property Development Division systematically distributes a user guide to home and office buyers containing information and practical advice on energy performance. Now available in electronic form, buyers can access this guide via Gisele, a homeowner extranet, proposed by the Qualitel association. This extranet allows access to all the information relevant to gradually improving a building’s energy performance.

**NEW COMMITMENTS FOR 2019–2022**

**OFFICE PROPERTY INVESTMENT DIVISION**

- Reach 100% of green lease clauses and maintain its goal of 100% of green lease committees each year.

**PROPERTY DEVELOPMENT DIVISION**

- Offer an e-learning module on eco-friendly practices and the building’s proper handling to all buyers starting in 2020.

### 3.5. Reinforcing our responsible procurement policy

In view of the large volumes it purchases, Icade makes every effort to improve its responsible procurement policy. Icade’s main suppliers are construction service providers, including general contractors and separate contractors specialised in structural works, plumbing, excavation and electricity in addition to architecture firms. Icade’s initiative aims to

involve its suppliers and service providers in its CSR ambitions by taking into account the challenges they are facing and the expectations of its stakeholders. Icade’s procurement policy is managed by the Procurement Department created in 2018. It is responsible for the standardisation, coordination and monitoring of the procurement function.

2016–2020 COMMITMENTS	RESULTS	COMMENTS
<p><b>ICADE:</b></p> <ul style="list-style-type: none"> <li>● Implement responsible procurement charters on 100% of the new-build construction sites of the Property Development Division and 100% of the new service provision contracts of the Office Property Investment Division.</li> <li>● Increase procurement from the sheltered work sector by 30% by 2016 and 50% by 2018.</li> </ul> <p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● Conduct a CSR assessment of the main suppliers under service provision contracts with the Office Property Investment Division.</li> <li>● Incorporate respect for biodiversity into procurement.</li> </ul>	<p></p> <p></p> <p></p> <p></p>	<p><b>ICADE:</b></p> <ul style="list-style-type: none"> <li>● The goal was achieved for both divisions. In 2018, the responsible procurement charter was updated to include new regulatory requirements.</li> <li>● Procurement from the sheltered work sector sharply increased in 2017 (+50% compared to 2015) due to several large, one-time purchases associated with Icade’s move to its new headquarters. In 2018, the procurement volume was close to the one recorded in 2015. The commitment was extended as part of the 2019-2022 plan.</li> </ul> <p><b>OFFICE PROPERTY INVESTMENT DIVISION:</b></p> <ul style="list-style-type: none"> <li>● All the main suppliers were reviewed in 2018.</li> <li>● Clauses pertaining to respecting biodiversity were included in the service provision contracts for green space maintenance.</li> </ul>
<p> Objective achieved     Objective partially achieved     In progress     Objective not achieved</p>		

#### 3.5.1. Responsible procurement charters and assessment of suppliers and subcontractors

Since 2015, all new service provision contracts for the Office Property Investment Division and construction projects for the Property Development Division (excluding joint development projects whose administrative and/or technical management is not controlled by Icade) are governed by Icade’s responsible procurement charter. By signing this charter, suppliers agree to comply with the clauses relating to employment and integration, respect for human and labour rights, prevention of environmental risks and pollution, etc. It was updated in 2018 to include compliance with new ethical business regulations, the French Anti-Corruption Sapin II law and the EU General Data Protection Regulation, as well as some social issues, such as the freedom of association and harassment prevention. Compliance with the charter is fully part of the supplier’s contractual obligations. The scope of this charter will be extended to cover the Healthcare Property Investment Division’s construction projects starting in 2019.

In 2018, 100% of the main suppliers of Icade’s Office Property Investment Division were evaluated by the specialised agency EcoVadis based on the charter’s criteria. This review process has been in place since 2016. Suppliers with a score below 50/100 are asked to draft an action plan in partnership with Icade to improve their practices related to each category being evaluated.

#### 3.5.2. Stricter requirements relating to sustainable materials, respecting biodiversity, employing vulnerable people, and complying with labour laws

Icade has set out a series of specific requirements in connection with social and environmental elements:

**■ Sustainable materials and systems:**

New builds are required to use materials and products that comply with the rigorous standards regarding the protection of health and the environment – Class A or A+, Ecolabel and/or NF Environment labels for adhesives, FSC® or PEFC labels for wood, etc.

**■ Protecting the environment and biodiversity:**

Icade provides specific clauses to encourage its service providers for green space maintenance to use techniques and products that respect the environment.

**■ Employing vulnerable workers:**

Procurement from the sheltered work sector was stable between 2015 and 2018, despite a sharp increase in 2017 (+50% compared to 2015). This reflects the efforts made on one-time purchases associated with Icade’s relocation to its new headquarters. Icade’s objective has been carried over (+50% between 2018 and 2022) and measures to assist buyers have been reinforced. In addition, professional integration is systematically used for major construction projects (above €50 million in work costs).



**■ Fight against illegal employment**

By requiring subcontractors and service providers to register on a supplier compliance platform, Icade's three divisions ensure that the companies working for Icade comply with the French Labour Code.

**■ Safety requirements for suppliers and subcontractors**

In accordance with the French Labour Code and for all of Icade's construction projects, health and safety coordination will be carried out by an independent specialist who will monitor the extent of compliance with safety rules.

In 2018, the Procurement Department incorporated a CSR criterion into the multi-criteria analysis used to select suppliers. The requirements detailed above will be expanded and strengthened over time.

**NEW COMMITMENTS FOR 2019–2022**

**ICADE**

- Implement responsible procurement charters on 100% of the new service provision contracts for the Office Property Investment Division, 100% of the construction contracts for the Healthcare Property Investment Division and 100% of the new-built construction sites of the Property Development Division (excluding jointly developed projects) starting in 2019.
- Increase procurement from the sheltered work sector by 50% between 2018 and 2022.
- Continue efforts to integrate CSR criteria into the procurement process starting in 2019.

**OFFICE PROPERTY INVESTMENT DIVISION**

- Conduct a CSR assessment of 100% of the main service providers and co-develop an action plan in partnership with all the suppliers with scores below 50/100 starting in 2019.

### 3.6. Ensuring business ethics

A thorough understanding of regulatory, reputational and social responsibility issues that relate to business ethics is essential for Icade and its stakeholders. Icade has taken a proactive approach to ensure compliance with these rules of good conduct.

2016–2020 COMMITMENTS	RESULTS	COMMENTS
<ul style="list-style-type: none"> <li>● Bring the Code of Ethics into compliance with the French Anti-Corruption Sapin II law and make the Code of Ethics available on Icade's website in 2018.</li> </ul>		<ul style="list-style-type: none"> <li>● These objectives were met in 2018.</li> <li>● The whistleblower system is accessible to all employees.</li> <li>● 97% of the employees most exposed to corruption and AML/CFT risks received dedicated online training in 2018. Face-to-face training was gradually put in place for these same employees and will be completed in 2019.</li> </ul>
<ul style="list-style-type: none"> <li>● Set up a whistleblower system, outsourced to an external party, guaranteeing the protection of the whistleblower's identity in 2018.</li> </ul>		
<ul style="list-style-type: none"> <li>● Provide training concerning the fight against corruption, money laundering and the financing of terrorism to 100% of employees identified as "at risk" by the end of 2019.</li> </ul>		

 Objective achieved    
  Objective partially achieved    
  In progress    
  Objective not achieved

#### Managing the business ethics policy

Created in 2017 within the Audit, Risk, Compliance and Internal Control Department, the Compliance Department has implemented measures to prevent money laundering and the financing of terrorism in addition to an anti-corruption policy. The Audit and Risk Committee, which reports to the Board of Directors, oversees compliance action plans and ensures that the measures are properly implemented. An independent compliance officer is responsible for assisting employees in implementing the rules of conduct laid down in the Code of Ethics and related procedures.

#### Code of Ethics and whistleblower system

Since 2018, the Code of Ethics has incorporated the regulatory changes brought about by requirements in the French Sapin II law and has been made available on Icade's website. Available to all employees via the intranet and distributed to all new hires and temporary staff, this charter sets out Icade's commitments and principles that help to build a culture of compliance, ethics and integrity. An awareness module with respect to this new charter and whistleblower system was made available to all employees and completed by 89% of them in 2018.

More specifically, the Code of Ethics governs:

- ❑ dealings with customers, suppliers, intermediaries, shareholders and interest representatives;
- ❑ the fight against money laundering and the financing of terrorism (AML/CFT);
- ❑ the fight against corruption;
- ❑ fraud;
- ❑ competition-related matters and intellectual property;
- ❑ the financing of political life;
- ❑ patronage and sponsorship;
- ❑ gifts and invitations, received or given;
- ❑ conflicts of interest;
- ❑ sensitive, inside information and insiders;
- ❑ labour relations;
- ❑ respect for fundamental rights;
- ❑ protection of persons: health and safety, the fight against discrimination and harassment;
- ❑ protection of confidential data and privacy;
- ❑ protection of the environment.

Any employee having observed a violation of these rules can report it to an independent, external party via a secure, anonymous online platform available 24/7. This tool aims to report any risk of non-compliance and ensures that the whistleblower's identity is kept confidential. Icade undertakes to ensure that no employee is discriminated or retaliated against for having reported a violation.

### Measures to prevent and fight against money laundering and the financing of terrorism

As regards the fight against money laundering and the financing of terrorism (AML/CFT), Icade has taken steps to control these risks through:

- ❑ AML/CFT risk mapping;
- ❑ documentation on the policy and procedures of each business division;
- ❑ a risk assessment process for both customers and transactions ("KYC");
- ❑ online training for 97% of the employees identified as being the most "at risk" in 2018 who will also receive face-to-face training by the end of 2019.

### Measures to prevent and fight against corruption (French Sapin II law)

Icade has implemented a series of initiatives to prevent and fight against corruption and meet the requirements set out in the French Sapin II law:

- ❑ compliance risk mapping;
- ❑ online training completed by 92% of the employees;
- ❑ an accounting control procedure;
- ❑ using a tool to perform integrity due diligence on third parties.

An evaluation of these measures has been conducted both internally and externally by an independent firm.

### Fight against tax evasion

A team dedicated to taxation ensures the use of best practices in both domestic and international contexts. As such, Icade complies with the OECD BEPS (Base Erosion and Profit Shifting) Project which aims to counter tax optimisation strategies. In accordance with applicable rules on tax transparency, Icade will file an annual "Country-by-Country" reporting form (No. 2258) with French tax authorities. Icade conducts no business with Non-Cooperative Countries and Territories.

### Protection of personal data

Icade undertakes to comply with the EU General Data Protection Regulation (GDPR) on the collection and processing of personal data<sup>(1)</sup> in the course of its business. Icade makes every effort to collect personal data that is adequate, relevant and not excessive in relation to the purposes for which they are processed and to maintain the confidentiality and security of any such data.

Icade appointed a data protection officer responsible for informing and advising employees about their data protection obligations. A GDPR awareness module was completed by 87% of employees in 2018.

### Monitoring compliance with rules of professional conduct and business ethics

In 2018, Icade identified 29 incidents relating to attempted external fraud. These attempts were detected before fraud was actually committed and therefore had no impact on Icade.

In addition, internal control conducted an audit to assess ethics-related compliance and no violations were found. No legal proceedings relating to corruption or AML/CFT are pending. In addition, Icade was not found guilty of any business ethics violations during the year.

Lastly, no breach or violation of rules of professional conduct was reported through the whistleblower system in 2018.

## NEW COMMITMENTS FOR 2019–2022

- Provide training concerning the fight against corruption, money laundering and the financing of terrorism to 100% of employees identified as "at risk" by the end of 2019.
- Provide fraud risk training to 100% of employees identified as "at risk" by the end of 2020.
- Provide training in the best practices for personal data protection to 100% of employees identified as "at risk" by the end of 2022.

(1) Personal data means any information relating to an identified or identifiable natural person. An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an electronic address, an identification number, location data, an IP address, an online identifier or to one or more factors specific to the physical, physiological, genetic, psychological, economic, cultural or social identity of that natural person (Source: CNIL).

## 4. Employee skills development, workplace well-being and diversity

As new technologies and changing ways of living and working revolutionise the real estate industry, Icade is making every effort to anticipate and respond to these trends by fostering the agility and engagement of its employees and attracting talent in line with its new needs. Developing the business expertise of all employees in an ever

more collaborative and stimulating work environment, offering a healthy work-life balance, stepping up measures promoting diversity: all these initiatives make up an ambitious human resource management policy, a key factor in Icade's success.

### 4.1. Developing employee skills and reinforcing the Company's attractiveness

Attentive to new ways of working and changing business practices, Icade seeks to offer employees a stimulating career path with opportunities for advancement, based on upward mobility and employee skills

development. This policy, which plays a key role in Icade's success, has also gained momentum through Icade's employer brand which is able to attract new talent.

2016-2020 COMMITMENTS	RESULTS	COMMENTS
<ul style="list-style-type: none"> <li>● Fill 25% of positions internally on average over the 2016-2018 period.</li> </ul>		<ul style="list-style-type: none"> <li>● 34% of positions were filled internally on average between 2016 and 2018.</li> </ul>
<ul style="list-style-type: none"> <li>● Train at least 80% of employees on average over the 2016-2018 period.</li> </ul>		<ul style="list-style-type: none"> <li>● On average, 92% of employees received training between 2016 and 2018.</li> </ul>
<ul style="list-style-type: none"> <li>● Train 80% of employees identified as eligible for the asset management and property management training programmes by 2017.</li> </ul>		<ul style="list-style-type: none"> <li>● 100% of asset managers and 87.5% of property managers were trained in 2016 and 2017.</li> </ul>
<ul style="list-style-type: none"> <li>● Make 80% of employees aware of CSR issues by 2018.</li> </ul>		<ul style="list-style-type: none"> <li>● 61% of the employees participated in CSR awareness training in 2018 vs. 22% in 2017. The goal of 80% has been maintained but extended to 2019.</li> </ul>
<ul style="list-style-type: none"> <li>● Integration of CSR and innovation objectives into the individual roadmaps of senior executives and managers.</li> </ul>		<ul style="list-style-type: none"> <li>● CSR and innovation objectives have been integrated into the individual roadmaps of senior executives and managers since 2016 and are being gradually extended to all employees. At the end of 2018, 71% of the employees and 91% of managers had a CSR and innovation objective.</li> </ul>

 Objective achieved    
  Objective partially achieved    
  In progress    
  Objective not achieved

## 4.1.1. Workforce

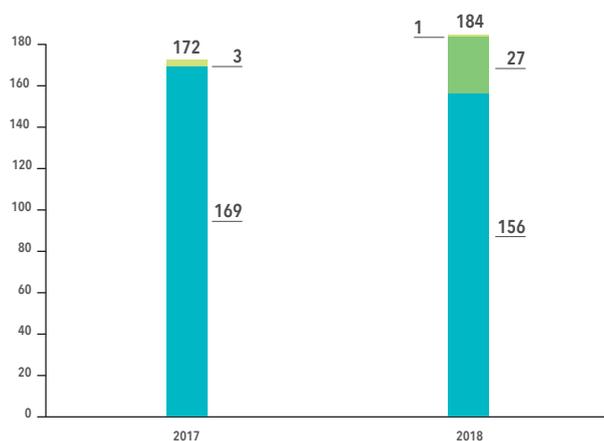
### WORKFORCE BY CATEGORY AND TYPE OF CONTRACT

	2018	2017
<b>TOTAL REGISTERED WORKFORCE AT THE END OF THE PERIOD (EXCLUDING INTERNS)</b>	<b>1,186</b>	<b>1,129</b>
Year-on-year change	5.1%	2.3%
Like-for-like change	2.7%	2.3%
<b>WORKFORCE BY CATEGORY (EXCLUDING INTERNS)</b>		
Women	323	299
Men	467	432
<b>Executives</b>	<b>790</b>	<b>731</b>
Women	298	296
Men	98	102
<b>Non-executives</b>	<b>396</b>	<b>398</b>
<b>WORKFORCE BY CONTRACT TYPE (INCLUDING INTERNSHIPS AND TEMPORARY CONTRACTS)</b>		
Permanent contract	1,131	1,084
Fixed-term contract	20	18
Work-study/apprenticeship	35	27
Internship	4	5
Temporary (annual FTE)	11	10
<b>ORGANISATION OF WORKING TIME</b>		
Number of part-time employees	72	71

Icade's workforce grew by 5.1% in 2018 largely due to the transfer of 27 employees through the merger of ANF Immobilier. The workforce increased by 2.7% (like-for-like change) due to the reinforcement of the teams of the Property Development and Healthcare Property Investment Divisions.

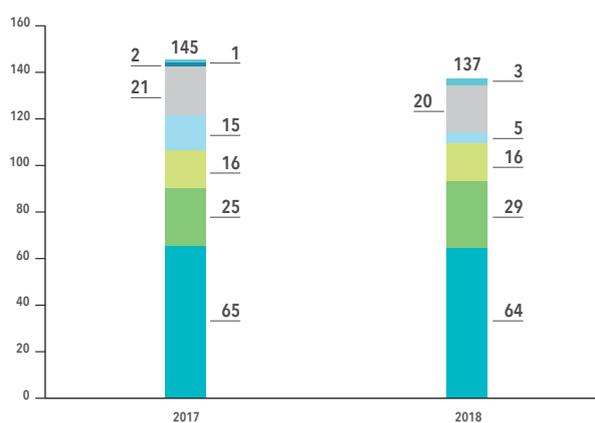
### Hires and departures (by reason) in 2017 and 2018

#### NUMBER OF HIRES – PERMANENT EMPLOYMENT CONTRACTS



■ Permanent hires  
■ Acquisitions - Mergers  
■ Transfer to Caisse des dépôts and its subsidiaries

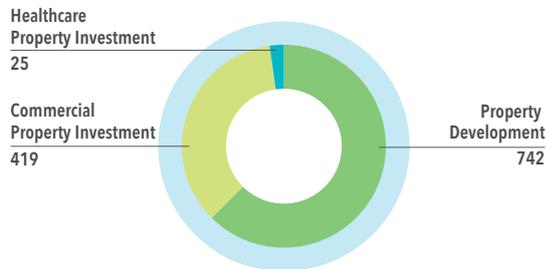
#### NUMBER OF DEPARTURES – PERMANENT EMPLOYMENT CONTRACTS



■ Resignations  
■ Dismissals  
■ Departures by mutual agreement  
■ Probation period termination  
■ Retirements  
■ Deaths  
■ Transfer to Caisse des dépôts and its subsidiaries  
■ Asset disposals

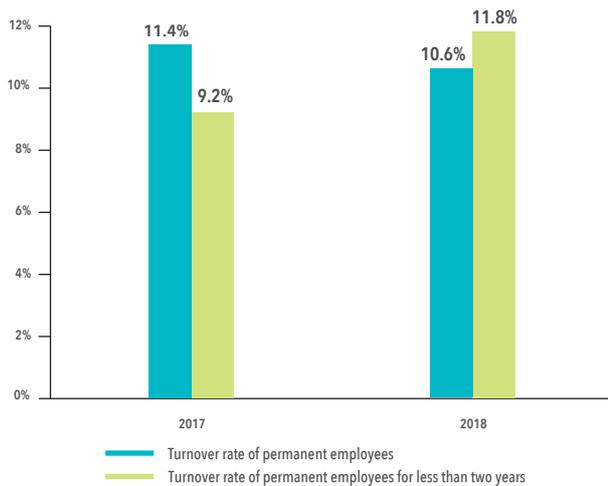
The Property Development Division has the largest share of the workforce (63%).

**WORKFORCE BY DIVISION IN 2018**



The employees are all located in France, with 64% in the Paris region ("Île-de-France") and 36% outside the Paris region. 97% of the employees outside the Paris region are from the Property Development Division.

**TURNOVER RATE FOR PERMANENT EMPLOYMENT CONTRACTS AND TURNOVER RATE FOR PERMANENT EMPLOYMENT CONTRACTS SIGNED LESS THAN TWO YEARS AGO IN 2017 AND 2018**



The turnover rate for permanent employment contracts signed less than two years ago was up in 2018, largely due to a dynamic job market. However, Icade's overall turnover rate remains low and decreased slightly.

**4.1.2. A dynamic policy for skills management**

Skills management has been key to Icade's success. In 2018, 100% of the employees received at least one form of training, with an average of 16 hours of training per employee. The total budget allocated to training represented 3.3% of the total payroll.

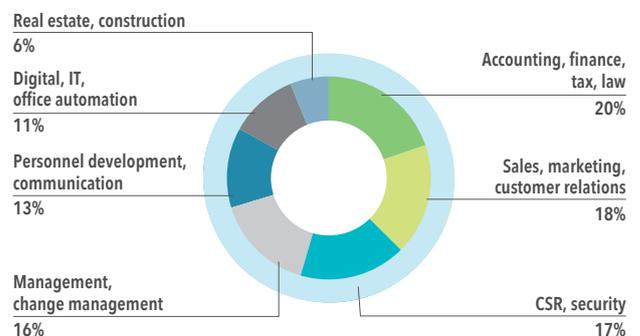
This policy is based on several principles:

- promoting new ways of working and collaborating and adapting managerial practices:** since 2017, employees in the Paris region (64% of the employees) have enjoyed a new, dynamic work environment, as part of the Open ID transformation project implemented in connection with the relocation of Icade's headquarters to Issy-les-Moulineaux. Collaborative work, internal mobility and the quality of IT and digital tools have all been on the rise (see the update in section 4.2.2. "Well-being and quality of life at work"). The Open ID project will be gradually implemented in all the regional

branches starting in 2019 by capitalising on feedback from the Paris region. To support these transformations, managers will receive training in change management and in the role of Positive Energy Manager (MEPOS). This new management philosophy is based on performance, self-awareness and awareness of one's teams to create a more stimulating and collaborative work environment. The first component of the MEPOS approach was launched through a personal development questionnaire, helping managers to better understand their own role and to adapt themselves to their various subordinates for a better work experience;

- anticipating changes in the business environment:** Icade promotes the increased digitalisation of its business activities to allow its employees to devote more of their time to high value-added activities, especially those related to customers. Happiness managers, technical assistants and sales managers are specifically targeted by this digitalisation process. As such, the Property Development Division is developing a project to improve customer relations management by having employees become accustomed to a customer-centric approach and new digital tools to make it easier to forge ties with customers. In addition, dedicated training programmes are available for professions offering clear opportunities for career advancement, specifically for sales managers in 2018 and the Property Development Division's regional managers and developers in 2019;
- encouraging employees to become actively involved in their development:** an increasing number of modules has been developed for Icade's online training platform which is available to all employees on a variety of topics, such as project management and building information modelling (BIM), making it possible to acquire new skills with total autonomy. In addition, Icade organises "Rencontres du Hub" (thematic conferences) which enable employees to discover new market trends;
- assisting intrapreneurs:** Icade encourages its employees to develop their skills through intrapreneurship using the many tools that the Innovation Department has made available to assist them. For example, these tools include design thinking sessions to promote new projects, external partnerships with schools and start-ups, a database called the innovation library, financial support for projects and involving young hires in the Innovation Graduate Programme;
- raising employee awareness and commitment in favour of CSR and business ethics:** implemented in 2017, 61% of the employees participated in awareness training modules and CSR information sessions as of the end of 2018. To ensure compliance with business ethics and new regulations, employees have also completed awareness training modules on the Code of Ethics, the fight against corruption (French Sapin II law) and the EU General Data Protection Regulation (GDPR).

**BREAKDOWN OF TRAINING HOURS PER AREA IN 2018**



In 2018, the first area of training involved the "Accounting, finance, taxation and law" module, due to the many training sessions on new ethical business regulations and the fight against corruption which are relevant to both the most "at risk" employees and employees

as a whole (French Sapin II law, GDPR, Code of Ethics, etc.). Training relating to sales, marketing and customer relationship represents the second area of training, due in particular to a programme dedicated to sales managers.

### 4.1.3. Promoting internal mobility and improving the Company's employer brand

Internal mobility allows Icade, which has a dynamic policy in place in this area, to keep pace with change: 34% of recruitment was conducted internally on average between 2016 and 2018, above the target of 25% which was set by the Company.

These results were achieved through an approach based on various measures:

- ❑ **annual performance review:** in 2018, 99% of the employees met with their managers to take stock of their performance and anticipate how their role could change;
- ❑ **career interviews:** in 2018, 123 career interviews were conducted by HR teams including 34 on professional mobility;
- ❑ **a process for the "forward planning of jobs and skills" (GPEC):** introduced in 2015 and complemented by an agreement signed in 2016, it includes a set of tools that promotes mobility (financial support measures, dashboards, etc);
- ❑ **opportunities at Caisse des dépôts:** HR teams can, via the online platform "mobil'idées", identify new mobility opportunities;
- ❑ **talent pools managed by Caisse des dépôts:** Icade participates in these pools to select high-potential managers capable of assuming managerial positions in the Group;
- ❑ **"Open Cafés" for professions:** to be organised starting in 2019, these meetings will enable employees to explain their professions to their colleagues with the aim of strengthening social interaction and encouraging mobility.

In addition, Icade is committed to developing its employer brand through a number of initiatives, especially when its needs cannot be filled internally:

- ❑ **employee referral programme:** employee referral campaigns and bonuses were introduced in 2018 to diversify Icade's recruitment sources for some professions;
- ❑ **recruiting chatbots:** launched in 2018, this interactive tool accessible via Facebook allows candidates to quickly get their questions answered about the Company and its activities and to facilitate the recruiting process;
- ❑ **employee advocacy:** in order to attract new talent and to showcase its employees, this programme encourages employees to spread Icade's messages on social networking sites for business professionals;
- ❑ **onboarding:** in 2018, two employee onboarding seminars allowed about 120 newly hired employees to discover the Company, its culture and activities and to develop their internal network.

### 4.1.4. Employees committed to a socially responsible company that is respectful of the environment

Icade employees play an active role in its CSR policy. Their annual objectives take into account this involvement: in 2018, 71% of the employees and 91% of the managers had a CSR/innovation objective integrated into their individual roadmaps. In addition, since 2016, 10% of the variable remuneration of Executive Committee members has been contingent upon meeting CSR and innovation objectives.

CSR training sessions and awareness modules have been made available to employees to improve their CSR literacy: CSR Passport, Hub thematic conferences on topics related to sustainable development, zero waste and permaculture workshops, etc.

At the same time, employees are involved in associations through various initiatives, including skills sponsorships, solidarity leave and solidarity days, a partnership with the "Nos quartiers ont des talents" (Our Neighbourhoods Have Talent) association and donation collections.

Lastly, the Open ID project made it possible to reinforce employee awareness of eco-friendly practices (paperless office policy, reuse, measures that promote low-impact transport, etc.) and the impact of construction on sustainable development.

### 4.1.5. Sharing the earnings

Employees receive incentive remuneration that is closely linked to the Company's performance. It includes individual variable remuneration, employee savings schemes and bonus share plans.

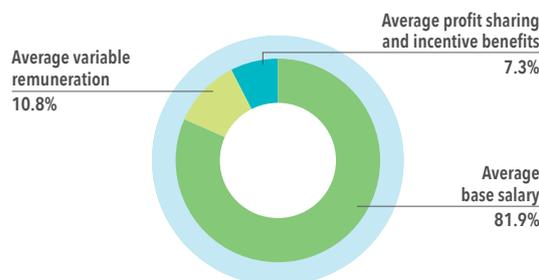
In 2018, the average salary of permanent employees stood at a gross amount of €54,791, i.e. up 3.5% compared to 2017, assuming staff numbers remain unchanged.

77% of the employees received individual variable remuneration. Calculated based on the Company's earnings and whether the employee's specified goals have been reached, average variable remuneration accounts for 10.8% of total remuneration.

Performance incentives accounted for 7.3% of total remuneration in 2018 (vs. 5.8% in 2017). Social partners have entered into a new, more advantageous incentive agreement for the 2017–2019 period. Employees have the opportunity to invest their performance incentives in a Group Savings Plan (PEG) or a Group Retirement Savings Plan (PERCOG) with Icade matching 200% of employee contributions up to the maximum amounts determined according to seniority.

In October 2018, Icade's Board of Directors approved the grant of 40 bonus shares to all permanent employees. The Board also approved a performance share plan for some of Icade's key employees and those of its subsidiaries, subject to service and performance conditions based on Icade's strategic objectives. These new plans aim to better align company and employee interests.

#### BREAKDOWN OF AVERAGE TOTAL REMUNERATION IN 2018



**NEW COMMITMENTS FOR 2019–2022**

- Train at least 90% of employees each year.
- Train at least 90% of the employees eligible to receive job-specific training courses.
- Make 80% of employees aware of CSR issues by 2019.
- Provide training in the role of Positive Energy Manager (MEPOS) to at least 90% of the managers by 2020.
- Fill 25% of positions internally each year.

## 4.2. Committed to improving the quality of life in the workplace

As an office property player, Icade is well aware of the close relationship between working conditions and employee well-being. Armed with this knowledge, the Company has developed a proactive approach

that promotes the quality of life in the workplace and the health of its employees. This policy makes it possible to experiment with new services and, as a result, make its workspaces a showcase for its expertise.

2016–2020 COMMITMENT	RESULT	COMMENT
<ul style="list-style-type: none"> <li>• Conduct a telework experiment with 10% of Icade's employees in 2016.</li> </ul>		<ul style="list-style-type: none"> <li>• The objective was met in 2016 and the experiment produced satisfactory results. Teleworking was expanded and involved 33% of the workforce in 2018.</li> </ul>

 Objective achieved    
  Objective partially achieved    
  In progress    
  Objective not achieved

### 4.2.1. Health and safety at work

In 2018, the absenteeism rate was stable. Accidents occurred more frequently but were less serious in 2018 than in 2017.

#### HEALTH AND SAFETY AT WORK INDICATORS

	2018	2017
Frequency rate	5.26	1.64
Severity rate	0.13	0.37
Number of fatal accidents	0	0
Number of illnesses reported during the year	0	0
Absenteeism rate <sup>(a)</sup>	3.42%	3.42%

(a) Absenteeism includes all the days of absence for illness (occupational disease, other illness), days of absence for work/commuting accidents, absences for family events (special days off) and days of absence for other reasons (unpaid absences, authorised unpaid absences, unjustified absences, short-term leave without pay, paid holiday leave based on prorated 13th month pay)

#### Workplace safety

The Health, Safety and Working Conditions Committees (CHSCT) are actively involved in Icade's health and safety policy. In particular, they have been consulted in connection with the planned relocations and rollout of new work environments in the Paris region in 2017 and, starting in 2019, in the regional offices. In accordance with Ordinance No. 2017-1386 of September 22, 2017 on the "new organisation of social and economic dialogue in businesses and favouring the exercise and promotion of union responsibilities", all of Icade's CHSCTs will become a single entity called the Health, Safety and Working Conditions Commission (CSSCT) starting in 2019.

A "single risk assessment document", which details professional risks, provides a framework for Icade's health and safety policy. It has been regularly updated to take into account changes in work environments. To counter any related risks, an overall plan for the prevention of professional and psychosocial risks was implemented together with a comprehensive support programme for managers and employees (workshops, toll-free lines, etc.).

These measures accompany a more comprehensive plan for managing psychosocial risks which includes workplace harassment prevention measures, a toll-free line managed by PSYA (a firm specialised in the prevention of psychosocial risks and improving the quality of life in the workplace) and the availability of a social worker.

Beyond the statutory requirements, Icade is committed to raising employee awareness of lifesaving techniques through fire safety and first aid training.

#### Promoting health at work

Through the Lyfe platform, Icade's employees benefit from simplified access to care and caregiver support. Provided in partnership with CNP Assurances, the platform added a new telemedicine service in 2018 which is available to all employees with Icade covering the costs. Icade's headquarters offers extensive on-site health services, including a telemedicine booth (in partnership with H4D and Ipsec). This booth makes it possible for employees to perform their own check-ups or consult a physician via videoconferencing. It also provides osteopathy and massage services. The latter two services will be available outside the Paris region in 2019. Since introducing the telemedicine booth in 2016, 66% of headquarters staff has consulted a physician via videoconferencing with a satisfaction rate of 100%. In 2018, Icade won the "Mieux Vivre en Entreprise" Trophy, awarded by the MVE Institute, for launching this healthcare innovation. In addition to its other initiatives, Icade makes sports activities available (running coach, discounted membership fees at sports clubs, etc.) as well as conferences on a variety of topics such as naturopathy and skin health.

#### 4.2.2. Well-being and quality of life at work

As part of its Open ID project – including both the relocation to the new Open headquarters and the reorganisations and moves outside the Paris region – the emphasis has been on creating open, flexible spaces that promote efficiency, teamwork, creativity and well-being. There is one unique feature outside of the Paris region – the porosity between the workspaces and the Icade Store, which welcomes prospective buyers and customers as it is strategically located at the entrance. These spaces, which are showrooms for Icade's products and services, have taken second place at the "Victoires des Leaders Capital Humain" awards. This event, organised by the Leaders League and Décideurs magazine, recognises the top performing, most innovative companies and HR Departments.

A first survey conducted in 2018 to assess Icade's relocation to its new Open headquarters both before and after the move had a 63% response rate (vs. 45% in 2016). While there are still challenges to be faced before fully adjusting to the new ways of working arising from this new setting, especially for managers, several positive developments should be noted: 61% of the employees say they are proud of their new workplace (vs. 55% in the past). Satisfaction regarding collaborative work, digital tools and flexible workspaces is growing. 90% of the respondents are happy to be able to adopt a more mobile way of working. This feedback will benefit the rollout outside the Paris region where special attention has been paid to assisting managers.

#### Measures to promote a healthy work-life balance and social ties

Icade has made a number of services and benefits available to its employees to help them better balance their personal and professional lives, such as concierge services, videoconferencing, telemedicine consultations, leisure activities, etc.

Telework, which was the subject of a collective agreement signed in July 2017, is currently offered to all employees, with 33% participating in 2018. Employees may also use one of the four co-working areas provided by Icade in Paris and on its outskirts. To further promote work-life balance, Icade drafted a charter on the "right to disconnect" in 2018.

In addition, Icade is committed to making fun group activities available in the workplace through the Meet'Icade initiative. Created and implemented by the Company's employees, Meet'Icade brings together employees of all ages and roles through cultural and sporting activities (yoga, theatre, oenology, etc.). In 2018, close to 200 employees participated in these activities and new events are scheduled for 2019.

#### Tools for monitoring and managing the quality of life in the workplace

Icade entered into a partnership with the start-up Wittyfit, an innovative platform making it possible to measure workplace well-being by examining a wide range of topics, including recognition, work-life balance, workloads, etc. With a response rate of 59%, the Wittyfit campaign conducted in 2018 found that job satisfaction was higher and stress lower than in 2017. Employees expressed satisfaction with their work-life balance, working time flexibility, autonomy and Icade's friendly work environment. In contrast, workloads and unclear procedures are areas that need to be improved. Feedback was received from the teams in 2018 and action plans will now be jointly developed with each team to find ways to make improvements.

This tool is in addition to a social barometer carried out by Caisse des dépôts, which was updated in 2018 with a response rate of 49%. It showed that 74% of the respondents are satisfied with their work situation with improved results on autonomy, relations with colleagues and managers, employee recognition and the availability of equipment.

To further improve the quality of life in the workplace, Icade has experimented with the OsmoZ approach, developed by the certification body Certivéa. This approach aims to improve well-being in the workplace through a process to assess living conditions, the HR policy, and the

services made available to residents. After a successful pilot project, Icade's new Open headquarters was the first office building to receive the OsmoZ label in 2018.

#### 4.2.3. Productive social dialogue

Icade complies with French labour law and the fundamental conventions of the International Labour Organization (ILO) on the freedom of association and the right to collective bargaining, in addition to forced or compulsory labour and child labour. In addition, all the employees are covered by collective bargaining agreements and employee representative bodies. These representative bodies are systematically involved in the Company's major strategic and operational projects. In accordance with Ordinance No. 2017-1386 of September 22, 2017, employee representative bodies, Health, Safety and Working Conditions Committees and the Works Council were merged into an Economic and Social Committee, effective March 2019, date at which the next elections will be held. For Icade, this reform is an opportunity to improve labour relations and enhance the image of trade union representatives. To accomplish this, several working groups were organised in 2018, bringing together employee representatives, the HR team and managers on the role of trade union representative and employee representative training. Agreements already in place guarantee the means of operation of the employee representatives elected and appointed and the trade unions, whether it involves the provision of premises, access to electronic messaging or the Intranet. Negotiations have led to the signing of new agreements on organising elections for the Economic and Social Committee in 2019.

In 2018, around twenty meetings were held with union representatives that led to three new agreements and four amendments.

The following main agreements are currently in effect:

- the 2018 agreements on elected and appointed representatives, and agreements on the pre-electoral memorandum of understanding and electronic voting in January 2019;
- amendments to the 2018 Group Savings Plan (PEG) and Group Retirement Savings Plan (PERCOG) agreements, 2017 performance incentive agreements and 2006 employee profit sharing agreements: these agreements reflect Icade's intention to redistribute the Company's profits to its employees and to reward their collective performance;
- amendment to extend the collective agreement on disability (2018): this agreement includes measures to offset the effects of disability and preserve the health of the individuals involved;
- agreement on gender equality (2017), which supplemented the 2015 action plan. Its aim is twofold – to ensure the fair treatment of employees regardless of gender and a better work-life balance;
- intergenerational agreement (2017): it aims to promote the employability of young people, keeping older workers in employment, and skills transfers;
- agreement on accompanying measures relating to the headquarters relocation from Paris to Issy-les-Moulineaux (2017): it offers a range of solutions to compensate employees most impacted by the move, including 100% reimbursement of public transport season tickets and the adaptation of working hours. For other employees, including outside the Paris region, an 80% reimbursement of public transport costs is provided for in the agreement;
- teleworking agreement (2017): this agreement helps to improve work-life balance and the quality of life in the workplace;
- leave donation agreement (2017): the agreement enables an employee caring for a child, spouse or elderly relative with an illness, disability or having suffered a serious accident to use days donated by their colleagues;
- amendment to the collective agreement on the Time Savings Account (2017): the days saved up in time savings accounts can be used for personal or professional projects or in connection with solidarity and/or community activities;

- ❑ collective agreement on employee health coverage (2017): it implements the “responsible contract” scheme and provides optional additional coverage to reimburse medical costs;
- ❑ employment and skills planning agreement (2016): through this predictive HR management approach, Icade makes every effort to anticipate the skills that are essential to its strategy;
- ❑ collective agreement on the prevention of psychosocial risks (2012): this agreement includes the measures and tools under Icade’s plan for managing psychosocial risks, such as the availability of a social worker, a toll-free line, workplace harassment prevention measures, etc.

Following the merger of ANF Immobilier into Icade SA in 2018, 27 ANF Immobilier employees were offered positions with Icade entities. In addition, an agreement with respect to assisting employees who turned down employment at Icade and are looking for a new job or embarking on a new professional project was signed in September 2018. Working in conjunction with the HR team, a specialised firm has been tasked with providing these employees with individualised and personalised support.

**NEW COMMITMENT FOR 2019–2022**

- Implementation of an action plan for each team having identified areas for improvement during the Wittyfit campaigns which assessed workplace well-being starting in 2019.

### 4.3. Promoting diversity in all its forms

Since 2011, a diversity policy officer has ensured that steps are taken to eliminate discrimination and promote workplace diversity. Both of these issues are drivers of Icade’s social cohesion and performance.

2016–2020 COMMITMENTS	RESULTS	COMMENTS
<ul style="list-style-type: none"> <li>● Increase the percentage of women managers from 29% to 34% between 2015 and 2018.</li> </ul>		<ul style="list-style-type: none"> <li>● The percentage of women managers was 31% in 2018. Despite the measures that were put in place, the objective was not reached. The objective was maintained in the new plan but pushed back to 2022 through a reinforced action plan.</li> <li>● The recruitment rate of young people was 17% on average over the 2016–2018 period, slightly above the objective. The proportion of older workers remained almost stable at 15% in 2018.</li> </ul>
<ul style="list-style-type: none"> <li>● Fill 15% of positions externally under permanent employment contracts with people under 26 on average in 2016–2018 and maintain the proportion of older workers over the age of 55.</li> </ul>		

 Objective achieved    
  Objective partially achieved    
  In progress    
  Objective not achieved

#### 4.3.1. Developing age diversity

The aim of Icade’s age diversity policy is twofold – to maintain the proportion of older workers over 55 and to increase recruitment of young people under 26.

##### Involving and motivating young people

A series of measures were taken to increase the Company’s appeal to young talent:

- ❑ **Graduate Programme:** launched in 2018, the Innovation Graduate Programme enables Icade to incite promising young people to devote 18 months to an innovation project (co-living spaces, application services for operators, etc.) and then learn about one of Icade’s business lines. Four young graduates were hired as part of this programme in 2018;
- ❑ **Y Board (Season 2) and G30:** the Y Board consists of a group of employees under 35 who are called upon to share their opinions with managers. In 2018, its members were asked to reflect on two of Icade’s strategic issues, i.e. innovative real estate solutions and new managerial practices. G30 – a think tank composed of employees under 30 of the Property Development Division, its activities involve developing innovative solutions which will be launched in 2019 on topics such as implementing temporary urbanism solutions on Icade’s land portfolio;

- ❑ **school partnerships:** Icade has forged partnerships with ESTP, ESSEC and, more recently, with HEC, to promote the hiring of these young graduates;

- ❑ **developing work-study programmes and internships:** work-study programmes and temporary contracts have become a valuable tool to spot and hire young talent.

Young people under 26 represented 6% of the workforce and 21% of new hires on permanent contracts in 2018. As a result, Icade has exceeded its objective of 15% of new hires under 26 on average over the 2016–2018 period (with 17% of new hires under 26).

##### Keeping older workers in employment

To promote senior employment – 15% of Icade’s workforce in 2018 – Icade is involved in specific initiatives which include career interviews, retirement preparation courses, retirement information group meetings, etc. Icade will assist employees over 58 wanting to get involved in CSR activities by paying for their time devoted to solidarity days off. Since the employment and skills planning agreement (GPEC) was signed in 2016, older workers may also request part-time work or phased retirement. In such cases, Icade pays the additional pension contributions until pension benefits have vested allowing the employee to retire with a full pension.

Icade has strengthened its commitment as part of a three-year intergenerational agreement signed in 2017, which focuses on three priorities: facilitating the sustainable inclusion of young people under 26 who will be assigned a mentor; promoting the hiring of workers over 55 and keeping them in employment (the proportion they represent must be maintained at 16%); ensuring the transfer of skills and knowledge by allowing employees who are 55 and older to act as internal trainers or tutors, for instance.

### 4.3.2. Ensuring gender equality

Coming into force in 2019, the French law “for the freedom to choose one’s professional future” reflects the French government’s intention to encourage companies to become involved in gender equality. In 2018, in recognition of its commitment, Icade took third place in the ranking of women representation in the governing bodies of SBF 120 companies. Icade implemented a number of initiatives as part of the gender equality agreement signed in 2017 covering the following issues:

- recruitment and gender diversity in all areas of the workforce;
- equal access to training;
- career promotion and path;
- remuneration;
- work-life balance.

Following a study conducted in 2016, additional funds were made available to offset the gender pay gap in 2017 and 2018.

Icade has reaffirmed its commitment to a better work-life balance through several initiatives such as a pilot programme for working parents granting access to emergency childcare, enrolment in a private childcare centre paid for by the Company, continued payment of the employee’s salary when on paternity leave and an online platform providing solutions for families.

As regards the percentage of women managers, despite an action plan supported under the 2017 agreement, Icade failed to reach its objective of 34% of women managers in 2018. At the end of the period, women held 31% of the managerial positions. Icade will further support its CSR commitments for 2019–2022 by identifying potential women candidates for managerial positions. A support plan and a mentoring programme dedicated to women employees will be made available to them.

### 4.3.3. Creating a more inclusive environment for disabled workers

As regards persons with disabilities, Icade has exceeded its regulatory obligations and pursues an ambitious policy as reflected in the agreement on the professional inclusion of disabled persons, renewed for the third time in 2015 and extended to 2019. The agreement provides for various measures including accompanying employees dealing with the

disability of a family member; increased funding for prepaid service vouchers (CESU), from €600 to €700 per year and per employee; and improving the reimbursement of transport costs which will increase from 50% to 100%.

The agreement covers five key areas:

- keeping people with disabilities in employment: On a regular basis, Icade encourages its employees to declare their disability. In 2018, 44 Icade employees were officially recognised as disabled, representing 3.7% of the workforce. In addition, four workstations have been adapted with the help of experts;
- taking disabilities into account in everyday work: in 2018, 25 employees (vs. 21 in 2017) benefited from at least one of the measures put in place to improve comfort and the quality of life in the workplace (prepaid service vouchers for the disabled, reimbursement of transport costs, etc.);
- initiatives to change the way people see disability: Icade has organised awareness-raising campaigns, including Hand’Icade, a digital disability awareness module available to all employees, in addition to activities and events during Disability Employment Week (SEPH);
- procurement from the sheltered work sector: Icade has maintained its ties to sheltered companies and workshops (procurement totalled €112,094 in 2018). In this context, an awareness-raising campaign is conducted by the diversity policy officer for the procurement teams.

Lastly, the apprenticeship tax paid by Icade to associations dedicated to people with disabilities totalled €57,562.

### 4.3.4. Promoting social inclusion

For the past few years, Icade has encouraged its employee volunteers to help long-term unemployed young people find jobs, particularly through its partnerships with “Les jeunes talents de Plaine Commune” (Young talent from Plaine Commune), “Nos quartiers ont des talents” (Our neighbourhoods have talent). *For further information, see section 3.1. “Participating in local economic and social development”.*

Eager to strengthen its commitment, Icade has answered the French government’s call to encourage companies to the “Pacte avec les quartiers pour toutes les entreprises” (PAQTE, Pact with Priority Neighbourhoods for All Businesses). PAQTE seeks the inclusion of young people from priority neighbourhoods<sup>(1)</sup> through awareness-raising campaigns, training, recruitment and procurement from companies based in these neighbourhoods. In this regard, Icade has organised sessions to present its activities to “troisième” students (Year 10 in the UK, Ninth grade in the US) from priority neighbourhoods since the end of 2018. In 2019, Icade will conduct new awareness-raising activities, notably by participating in the “Tous en stage” association initiative, which enables “troisième” students to carry out a week-long internship offering the opportunity to discover four different companies.

## NEW COMMITMENTS FOR 2019–2022

- Increase the proportion of women managers from 31% in 2018 to 34% in 2022.
- Fill 18% of permanent positions with people under 26 starting in 2020.
- Reach 5% of the workforce under a work-study programme starting in 2020.
- Maintain the proportion of employees over the age of 55 at 16% until 2022.

(1) Priority neighbourhoods are socially disadvantaged areas. These neighbourhoods fall within the purview of the French Ministry of Urban Affairs, as set forth in the Planning law of February 21, 2014 on urban areas and urban cohesion, identified based on per capita income.

## 5. Overview of CSR commitments for 2016–2020

2016-2020 commitments	Scope	Indicators	Base year	
<b>ENERGY TRANSITION AND PRESERVATION OF RESOURCES</b>				
<b>1. TAKING ACTION TO FIGHT CLIMATE CHANGE</b>	Office Property Investment	Reduction of building CO <sub>2</sub> emissions ( <i>in kg CO<sub>2</sub>/sq.m/year</i> )	2011	
		Reduction of building energy consumption ( <i>in kWh<sub>pe</sub>/sq.m/year</i> )	2011	
		Proportion of renewable energy in the energy mix		
	Property Development	Reduction of CO <sub>2</sub> emissions related to the grey energy of new builds ( <i>in kg CO<sub>2</sub>/sq.m/year</i> )	2015	
		Proportion of new offices exceeding Thermal Regulation RT 2012 in the Paris region by at least 10%		
		Proportion of new homes exceeding Thermal Regulation RT 2012 by at least 10%		
			Number of new positive energy projects with the BEPOS label	
	Icade	Assessment of the risks associated with adapting the entire portfolio to climate change		
	<b>2. PROMOTING BIODIVERSITY TO MAKE THE ASSETS MORE APPEALING</b>	Office Property Investment	Proportion of business parks with a net positive impact on biodiversity	
Proportion of business parks with the Écojardin label				
Property Development		Proportion of new builds with a net positive impact on biodiversity		
		Proportion of projects in the design phase that have undergone a biodiversity assessment		
<b>3. INTEGRATING THE PRINCIPLES OF A CIRCULAR ECONOMY INTO THE PRODUCTS AND SERVICES</b>	Office Property Investment	Proportion of controlled operational waste that is recycled or recovered		
		Proportion of business parks organising the collection of used objects by government-approved waste collection and treatment companies		
		Launch of local partnerships on the circular economy		
		Reduction of building water consumption ( <i>in m<sup>3</sup>/sq.m/year</i> )	2011	
	Property Development	Proportion of new offices with HQE certification that recover 60% of construction waste		
		Proportion of new projects equipped with a rainwater collection system		
<b>4. INNOVATING FOR SUSTAINABLE CONSTRUCTION</b>	Property Development	Proportion of projects over 10,000 sq.m for which a life-cycle assessment has been conducted		
		Number of new wood-based buildings per year		
<b>5. INTEGRATING THE BEST CERTIFICATION AND LABELLING STANDARDS</b>	Office Property Investment	Rate of annual increase in office floor area with In-Use certification		
		Proportion of business parks with ISO 14001 certification		
	Healthcare Property Investment	Proportion of new projects over 10,000 sq.m with HQE certification		
	Property Development	Proportion of new homes with HQE certification		
		Proportion of new offices with HQE certification		
<b>6. DEVELOPING SOLUTIONS FOR SUSTAINABLE MOBILITY</b>	Office Property Investment	Proportion of business parks and offices equipped with charging stations for electric vehicles		
	Property Development	Proportion of new projects located less than a five-minute walk from public transport		
		Number of projects providing a car-sharing service		

N/Av.: not available, N/Ap.: not applicable



Objective achieved



Objective partially achieved



In progress



Objective not achieved

**CORPORATE SOCIAL RESPONSIBILITY**  
Overview of CSR commitments for 2016–2020

Results				Objectives	Time horizon	Progress	Comments
2015	2016	2017	2018				
(12)%	(23)%	(23)%	(34)%	(40)%	2020		Energy and carbon indicators improved between 2011 and 2018. Icade has initiated an action plan in connection with the various driving forces to reach its 2020 goals, which include energy performance contracts, equipment replacement, on-site renewable energy production, partnerships and green lease committees.
(3)%	(11)%	(10)%	(14)%	(30)%	2020		
8%	16%	17%	19%	20%	2020		
N/Av.	+3.5%	+4.5%	(12,8)%	(12)%	2020		The increasing number of wood-based buildings led to a 12.8% drop in carbon intensity from grey energy between 2015 and 2018, two years ahead of schedule.
100%	100%	100%	100%	100%	2016 to 2020		The objectives were once again exceeded in 2018.
12%	55%	70%	73%	25%	2016 to 2020		
0	0	0	1	5	2017 to 2020		The objective could not be achieved. Feedback shows that the financial and architectural constraints imposed by the BEPOS label hinders the emergence of this type of construction. In addition, Icade currently aims to prioritise the implementation of the E+C- label, which covers the whole life cycle of buildings and manages a building's overall carbon performance.
N/Av.	Achieved	N/Av.	N/Av.	Achieved	2016		A first study was conducted in 2016 to assess the risks for the Office Property Investment Division's portfolio in its entirety. The study was further complemented by a benchmark of all the existing solutions to protect against these risks, together with an estimate of the cost required for their implementation, which was established with the aim of progressively adapting the property assets.
N/Av.	N/Av.	N/Av.	N/Av.	25%	2020		The first indicators analysed as part of the biodiversity performance contract for business parks were mostly stable or improving. A more comprehensive analysis will be available in 2019.
40%	93%	100%	100%	100%	2018 to 2020		100% of the business parks with green space are covered by the Écojardin label in 2018.
N/Av.	N/Av.	N/Av.	15%	25%	2020		15% of new projects show an improved Biotope Area Factor from pre- to post-project.
N/Av.	100%	100%	100%	100%	2016 to 2020		All new projects in the design phase are subject to a biodiversity assessment.
N/Av.	N/Av.	N/Av.	72.3%	100%	2020		In 2018, Icade improved its methods for quantifying the proportion of recyclable waste, which precludes any comparisons with past data. Performance was satisfactory in 2018 and measures are planned to reach the objective of 100% by 2020.
N/Av.	N/Av.	35%	100%	100%	2017		100% of business parks were covered at the end of 2018.
N/Av.	N/Av.	Achieved	Achieved	Achieved	2017		Several partnerships were initiated and Icade launched Cycle Up with Egis, a platform dedicated to the reuse of building materials.
+2%	(6)%	0%	(8)%	(25)%	2020		Water consumption was reduced by 8% between 2011 and 2018. These measures will be reinforced to achieve the Company's objectives.
N/Av.	75%	100%	80%	100%	2016 to 2020		80% of HQE-certified office property developments met the objective, which is a positive performance, although below the target.
31%	38%	20%	7%	> 25%	2016 to 2020		7% of projects were developed with a rainwater collection system in 2018, which is below the target. As this costly solution has been met with weak demand, Icade has set a new objective of compiling a catalogue of water management solutions to identify and implement effective solutions that are both good for the environment and more economical.
N/Av.	22%	71%	78%	100%	2016 to 2020		The proportion of major projects for which a life-cycle assessment has been conducted rose sharply, but nonetheless remains below the objective that was set. Life-cycle assessments will be expanded through the implementation of the experimental E+C- label planned by Icade.
0	3	3	6	5	2017 to 2020		The number of wood-based buildings increased in 2018 and exceeded the objective set.
+14%	+7%	+5%	+9%	+5%	2016 to 2020		The proportion of offices with Construction or In-Use certification increased from 41% in 2015 to 61% in 2018.
78%	100%	100%	100%	100%	2017 to 2020		The objective of 100% of parks with ISO 14001 certification was met. Icade intends to maintain this performance.
100%	100%	100%	100%	100%	2016 to 2020		All the major projects of the Healthcare Property Investment Division aim to obtain HQE certification.
23%	18%	18%	34%	35%	2018		The office segment has already met the objective since 2016. The objective was almost reached in the residential segment in 2018 and it is extended as part of the new 2019-2022 plan.
92%	100%	100%	100%	100%	2018		
59%	63%	81%	96%	100%	2018		With 96% of business parks and offices equipped at the end of 2018, the objective has almost been met. Icade maintains this commitment for 2019.
82%	86%	81%	80%	> 75%	2016 to 2020		The objective relating to the distance of new projects from public transport was reached again in 2018.
N/Av.	N/Av.	2	2	5	2017 to 2020		Two property development projects introduced a car-sharing service in 2018. Icade has brought its objective in line with its new plan which includes a full range of sustainable mobility solutions as car-sharing is too restrictive and not always the most appropriate solution.

**CORPORATE SOCIAL RESPONSIBILITY**  
Overview of CSR commitments for 2016–2020

2016-2020 commitments	Scope	Indicators	Base year
<b>NEW HABITS AND LIFESTYLES AND PARTNERSHIP WITH LOCAL AUTHORITIES AND COMMUNITIES</b>			
<b>1. PARTICIPATING IN LOCAL ECONOMIC AND SOCIAL DEVELOPMENT</b>	Icade	Number of partnerships with associations in which Icade employees are involved	
	Property Development	Proportion of major construction projects that include professional integration commitments	
<b>2. INNOVATING WITH EMPLOYEES AND THE ECOSYSTEM OF STAKEHOLDERS</b>	Icade	Number of solutions resulting from the innovation process that contribute to customers' well-being and environmental performance	
<b>3. IMPROVING OCCUPANTS' QUALITY OF LIFE AND ADAPTING TO NEW HABITS AND LIFESTYLES</b>	Office Property Investment	Percentage of main business parks having the new "Business Park of Excellence" proprietary label	
		Proportion of the main business parks covered by "User Clubs"	
	Property Development	Customer satisfaction index on construction completion	
		Proportion of homes developed using 3D building information modelling (BIM)	
<b>4. ASSISTING CUSTOMERS IN MATTERS OF ENVIRONMENTAL PERFORMANCE</b>	Office Property Investment	Proportion of floor area covered by a regulatory green lease clause	
		Proportion of floor area covered by green lease committees	
		Proportion of HOE or BREEAM In-Use-certified buildings covered by a green lease clause	
	Property Development	Percentage of home and office buyers who received user guides aimed at raising awareness about eco-friendly practices	
<b>5. REINFORCING OUR RESPONSIBLE PROCUREMENT POLICY</b>	Icade	Rate of increase in the amount of procurement from the sheltered work sector	2015
	Office Property Investment	Proportion of new service provision contracts subject to a responsible procurement charter	
		Proportion of the main service providers evaluated by an outside body	
		Incorporation of respect for biodiversity into procurement policies	
Property Development	Proportion of new-build projects subject to a responsible procurement charter		
<b>6. ENSURING BUSINESS ETHICS</b>	Icade	Bringing the Code of Ethics into compliance with the French Anti-Corruption Sapin II law and making the Code of Ethics available on Icade's website	
		Implementation of a whistleblower system	
		Proportion of employees identified as "at risk" who received training in the fight against corruption, money laundering and the financing of terrorism	
<b>SKILLS DEVELOPMENT, WORKPLACE WELL-BEING AND DIVERSITY</b>			
<b>1. DEVELOPING EMPLOYEE SKILLS AND REINFORCING THE COMPANY'S ATTRACTIVENESS</b>	Icade	Average percentage of positions filled internally	
		Average percentage of employees trained	
		Proportion of employees who received targeted training	
		Proportion of employees made aware of CSR issues	
		Integration of CSR and innovation objectives into the individual roadmaps of senior executives and managers	
<b>2. COMMITTED TO IMPROVING THE QUALITY OF LIFE IN THE WORKPLACE</b>	Icade	Percentage of teleworking employees	
<b>3. PROMOTING DIVERSITY IN ALL ITS FORMS</b>	Icade	Percentage of women managers	
		Average proportion of permanent positions filled externally by people under 26 years old	
		Proportion of employees over the age of 55	2015

N/Av.: not available, N/Ap.: not applicable

 Objective achieved
  Objective partially achieved
  In progress
  Objective not achieved

**CORPORATE SOCIAL RESPONSIBILITY**  
Overview of CSR commitments for 2016–2020

Results				Objectives	Time horizon	Progress	Comments
2015	2016	2017	2018				
1	3	5	5	stable	2016 to 2020	✔	A number of measures have been proposed to employees: partnerships with NQT (Our Neighbourhoods Have Talent) and the Plaine Commune Young Talent Club, a skills sponsorship agreement with Samusocial of Paris, solidarity days and solidarity leaves, donation collections.
100%	100%	100%	100%	100%	2016 to 2020	✔	All major new construction projects (above €50 million in work costs) included professional integration commitments in 2018.
2	10	20	27	20	2018	✔	The objective was met one year ahead of schedule in 2017. In 2018, 27 solutions resulting from the innovation process are available to customers, including ten that were developed by Icade's intrapreneurs, four from industrial partnerships and thirteen from partnerships with start-ups.
N/Ap.	N/Ap.	0%	100%	100%	2017	✔	The label's standards were finalised with an external certifying body in 2017 and 100% of the main parks were awarded this label in 2018.
20%	60%	100%	100%	100%	2017	✔	The objective was met and Icade hired two happiness managers to build ties between the various communities in the main business parks.
6.4/10	6.6/10	7.0/10	6.7/10	8.5/10	2018	🔄	The customer satisfaction index increased by 5% between 2015 and 2018 as a result of the efforts undertaken to improve customer relations. However, the very ambitious objective set for 2018 has not been met and measures to improve customer relations continue to be strengthened.
N/Ap.	N/Av.	N/Av.	12%	75%	2016 to 2020	🔄	Icade has taken significant steps internally to deploy BIM, but ran up against the lower readiness level of some of its partners. 12% of homes and 80% of offices were implementing the use of BIM in 2018. While this represents a good performance, it remains below the targets that were set. Icade strengthened its support measures, but extended the deadline for meeting this objective to 2022 due to the slower pace of its partners.
N/Ap.	N/Av.	N/Av.	80%	100%	2016 to 2020	🔄	
90%	95%	97%	99%	100%	2016 to 2020	🔄	The goal has almost been reached with 99% of regulatory green leases signed in 2018. The deadline for meeting this goal of 100% was extended to 2019.
36%	82%	89%	100%	100%	2018 to 2020	✔	The goal of 100% of green lease committees was reached in 2018.
18%	9%	12%	9%	100%	2016 to 2020	🔄	The participation of tenants renting space of less than 2,000 sq.m remains difficult to obtain.
100%	100%	100%	100%	100%	2016 to 2020	✔	This guide is systematically issued to home and office buyers.
N/Ap.	+15%	+50%	(2)%	+50%	2018	⚠	Procurement from the sheltered work sector sharply increased in 2017 due to several large, one-time purchases associated with Icade's move to its new headquarters. In 2018, the procurement volume was close to the one recorded in 2015. The commitment was extended as part of the 2019–2022 plan.
100%	100%	100%	100%	100%	2016 to 2020	✔	All suppliers signed this charter in 2018.
0%	100%	100%	100%	100%	2016 to 2020	✔	All of the main service providers were evaluated by EcoVadis in 2018 and the assessment led to the drafting of action plans for those with a score below 50/100.
N/Ap.	Achieved	Achieved	Achieved	Achieved	2016 to 2020	✔	Clauses pertaining to respecting biodiversity were included in the service provision contracts for green space maintenance.
100%	100%	100%	100%	100%	2016 to 2020	✔	All suppliers signed this charter in 2018.
N/Ap.	N/Ap.	N/Ap.	Achieved	Achieved	2018	✔	In 2018, the Code of Ethics was updated to incorporate the requirements of the Sapin II law and was made available on Icade's website. An online awareness module about this Code of Ethics was provided to all employees.
N/Ap.	N/Ap.	N/Ap.	Achieved	Achieved	2018	✔	The whistleblower system is accessible to all employees.
N/Ap.	N/Ap.	N/Ap.	97%	100%	2019	🕒	97% of the employees most exposed to corruption and AML/CFT risks received dedicated online training in 2018. Face-to-face training was gradually put in place for these same employees and will be completed in 2019.
27%	44%	33%	28%	25%	2016-2018	✔	34% of positions were filled internally on average between 2016 and 2018, exceeding the objective that was set.
69%	90%	80%	100%	80%	2016-2018	✔	On average, 92% of employees received training between 2016 and 2018, exceeding the objective.
N/Ap.	94%	94%	N/Ap.	80%	2017	✔	100% of asset managers and 87.5% of property managers were trained in 2016 and 2017.
N/Ap.	N/Ap.	22%	61%	80%	2018	🔄	61% of employees were made aware of CSR issues in 2018, compared to 22% in 2017. The goal of 80% has been maintained but extended to 2019.
N/Ap.	Achieved	Achieved	Achieved	Achieved	2016 to 2020	✔	CSR and innovation objectives have been integrated into the individual road maps of senior executives and managers since 2016 and are being gradually extended to all employees. In 2018, 71% of all employees and 91% of managers had CSR and innovation objectives.
5%	15%	27%	33%	>10%	2016	✔	The objective was met in 2016 and the experiment produced satisfactory results. Teleworking was expanded and involved one third of the workforce in 2018.
29%	31%	30%	31%	34%	2018	🔄	The proportion of women managers increased slightly in 2018. As the objective was not met, the deadline for meeting it was extended to 2022 with a reinforced action plan.
16%	15%	15%	21%	15%	2016-2018	✔	The recruitment rate of young people was 17% on average over the 2016-2018 period, slightly higher than the objective. The proportion of older workers remained almost stable at 15% in 2018.
16%	16%	16%	15%	Stable	2016-2018	🔄	

## 6. CSR commitments for 2019–2022

2019-2022 commitments	Scope	Indicators	Objectives	Base year	Time horizon	2019-2022 vs. 2016-2020 commitments
<b>ENERGY TRANSITION AND PRESERVATION OF RESOURCES</b>						
Taking action to fight climate change and innovating for sustainable construction	Office Property Investment	Reduction of building CO <sub>2</sub> emissions (in kg CO <sub>2</sub> /sq.m/year)	(45)%	2015	2025	↑
		Reduction of building energy consumption (in kWh <sub>PE</sub> /sq.m/year)	(30)%	2015	2025	↓
		Gradually adapting the portfolio by making it more resilient in the face of climate change and including a climate risk assessment in the asset acquisition policy	Achieved		2022	↑
	Healthcare Property Investment	Percentage of property assets covered by energy performance monitoring and availability of solutions to improve energy performance	75%		2019 to 2022	☆
	Property Development	Proportion of offices over 5,000 sq.m with the E+C- label	100%		2022	⊕
Proportion of residential units with the E+C- label		33%		2022	⊕	
Promoting biodiversity to make the assets more appealing	Office Property Investment	Proportion of business parks with a net positive impact on biodiversity	50%		2022	↑
		Proportion of business parks with the Écojardin label	100%		2019 to 2022	→
	Office and Healthcare Property Investment	Proportion of area built as part of new projects developed by the Property Investment Divisions which is offset by funding the restoration and preservation of an equivalent area of natural habitat	100%		2019 to 2022	↑
		Property Development	Proportion of new builds with a net positive impact on biodiversity	25%		2020 to 2022
Integrating the principles of a circular economy into the products and services	Office Property Investment	Proportion of controlled operational waste that is recycled or recovered	100%		2020 to 2022	→
		Reduction of building water consumption (in m <sup>3</sup> /sq.m/year)	(25)%	2015	2022	↓
	Healthcare Property Investment	Proportion of refurbishments over 3,000 sq.m that include a re-use process	100%		2021 to 2022	☆
	Property Development	Proportion of demolitions over 5,000 sq.m that include a re-use process	100%		2020 to 2022	☆
		Compiling a catalogue of solutions to improve water management in homes and offices	Achieved		2019	⊕
Integrating the best certification and labelling standards	Office Property Investment	Rate of annual increase in office floor area with In-Use certification	+5%		2019 to 2022	→
		Proportion of ISO 14001-certified business parks	100%		2019 to 2022	→
	Healthcare Property Investment	Proportion of new projects over 7,500 sq.m with HQE certification	100%		2019 to 2022	↑
		Property Development	Proportion of new homes with HQE certification	35%		2019 to 2022
Proportion of new offices with HQE certification	100%			2019 to 2022	→	
Developing solutions for sustainable mobility	Office Property Investment	Proportion of business parks and offices equipped with charging stations for electric vehicles	100%		2019 to 2022	→
		Proportion of business parks and offices having implemented at least one ecomobility solution in addition to charging stations for electric vehicles	100%		2021 to 2022	☆
	Property Development	Proportion of new projects located less than a five-minute walk from public transport	75%		2019 to 2022	→
		Proportion of new office and residential developments including a sustainable mobility solution	100%		2022	↑
<b>NEW HABITS AND LIFESTYLES AND PARTNERSHIP WITH LOCAL AUTHORITIES AND COMMUNITIES</b>						
Participating in local economic and social development	Icade	Proportion of employees receiving solidarity initiative suggestions	100%		2019 to 2022	↑
	Office Property Investment	Number of local and community partnerships in business parks	Upward	2019	2022	☆
		Healthcare Property Investment	Adapting real estate solutions to help healthcare operators improve the quality of patient care	Achieved		2019 to 2022
	Property Development	Developing a Code of Ethics setting out the quality requirements for investing in nursing homes	Achieved		2019	☆
Property Development	Proportion of major construction projects (above €20 million in work costs) including professional integration commitments	100%		2020 to 2022	↑	

Strengthened ↑ Extended → Revised downward or postponed ↓ New ☆ Adjusted ⊕

**CORPORATE SOCIAL RESPONSIBILITY**  
CSR commitments for 2019–2022

2019-2022 commitments	Scope	Indicators	Objectives	Base year	Time horizon	2019-2022 vs. 2016-2020 commitments
Improving occupants' quality of life and adapting to new habits and lifestyles	Icade	Compiling a catalogue of solutions to measure and manage indoor air quality, and fostering communication with users	Achieved		2020	
	Office Property Investment	Proportion of main business parks having the "Business Park of Excellence" proprietary label	100%		2019 to 2022	
		Proportion of new-build leases including an "e-clause"	90%		2020 to 2022	
		Proportion of multi-tenant buildings over 15,000 sq.m having benefited from an air quality assessment	100%		2022	
	Healthcare Property Investment	Proportion of healthcare operators covered by CSR & innovation committees	70%		2020 to 2022	
		Proportion of HQE-certified projects with low-emitting materials representing at least 75% of floor area	100%		2020 to 2022	
	Property Development	Net promoter score (NPS) on project completion	> 0		2020 to 2022	
		Proportion of new homes which are both "smart and connected"	100%		2019 to 2022	
		Proportion of new offices and homes developed using BIM	100%		2022	
		Proportion of residential development projects including measures to improve indoor air quality	> 75%		2019 to 2022	
Assisting customers in matters of environmental performance	Office Property Investment	Proportion of floor area covered by a regulatory green lease clause	100%		2019 to 2022	
		Proportion of floor area covered by green lease committees	100%		2019 to 2022	
	Property Development	Proportion of buyers having access to an e-learning module on eco-friendly practices and the buildings' proper handling	100%		2020 to 2022	
Reinforcing our responsible procurement policy	Icade	Rate of increase in the amount of procurement from the sheltered work sector	+50%	2018	2022	
		Continued efforts to integrate CSR criteria into the procurement process	Achieved		2019 to 2022	
	Office Property Investment	Proportion of new service provision contracts for the Office Property Investment Division, of construction contracts for the Healthcare Property Investment Division, and of new-build construction sites (excluding jointly developed projects) from the Property Development Division, subject to a responsible procurement charter	100%		2019 to 2022	
		Proportion of the main service providers evaluated on CSR criteria	100%		2019 to 2022	
Ensuring business ethics	Icade	Proportion of employees identified as "at risk" who received training in the fight against corruption, money laundering and the financing of terrorism	100%		2019	
		Proportion of employees identified as "at risk" who received fraud risk training	100%		2020	
		Proportion of employees identified as "at risk" who received training in the best practices for personal data protection	100%		2022	
<b>SKILLS DEVELOPMENT, WORKPLACE WELL-BEING AND DIVERSITY</b>						
Developing employee skills and reinforcing the Company's attractiveness	Icade	Proportion of employees who received training	90%		2019 to 2022	
		Proportion of employees made aware of CSR issues	80%		2019	
		Proportion of employees who received job-specific training	90%		2019 to 2022	
		Proportion of managers who received training in the role of Positive Energy Manager (MEPOS)	90%		2020	
		Proportion of positions filled internally	25%		2019 to 2022	
Committed to improving the quality of life in the workplace	Icade	Implementation of an action plan for each team having identified areas for improvement during the Wittyfit campaigns which assessed workplace well-being starting	Achieved		2019 to 2022	
Promoting diversity in all its forms	Icade	Proportion of women managers	34%		2022	
		Proportion of permanent positions filled externally by people under 26 years old	18%		2020 to 2022	
		Proportion of the workforce under a work-study programme	5%		2020 to 2022	
		Proportion of employees over the age of 55	16%		2019 to 2022	

Strengthened Extended Revised downward or postponed New Adjusted

**CORPORATE SOCIAL RESPONSIBILITY**  
CSR commitments for 2019–2022

Icade made 59 commitments for the 2019–2022 period. Most of the commitments were extended (18 of them) or strengthened (13 of them) with respect to commitments made under the previous plan. Some commitments are totally new (19 of them), in order to factor in emerging CSR issues (air quality, reuse, data protection, etc.) and strengthen the CSR commitments of the Healthcare Property Investment Division (10 vs. 1 in the previous plan).

Some commitments have been adjusted (4 of them) because the indicator was deemed less relevant than in the past. Examples include the energy/carbon commitments of the Property Development Division in order to anticipate the upcoming 2020 French Environmental Regulations (see the explanation in the “New Commitments for 2019–2022” text box in section 2.1.) and the water commitment (see the explanation in the “Commitments for 2016–2020” text box in section 2.3.). In addition, the customer satisfaction indicator has changed: previously based on the satisfaction rate, it will now be based on the recommendation rate (net promoter score, NPS), which reflects both buyer satisfaction and the ability to attract new prospects. It is more relevant for measuring the effectiveness of actions taken in the area of customer relations.

A few of the commitments were slightly lowered or pushed back (five of them), for example the Office Property Investment Division’s goal to reduce energy consumption (-3.5% per year vs. -3.9% in the previous plan). This is due to the method used, aimed at reducing carbon emissions consistent with a 2°C or even 1.5°C trajectory (-5.8% per year less carbon

intensity vs. -5.5% in the previous plan). The energy commitment, which results from this reinforced carbon reduction commitment, hinges on a specific action plan based on switching to low-carbon energy sources, which explains this trend. As regards reducing water consumption, after having set a very ambitious goal of a 25% reduction between 2011 and 2020, the objective is to reduce water consumption below 0.4 m<sup>3</sup>/sq.m/year between 2020 and 2022. The deadline for meeting the commitment of the Property Development Division that relates to the proportion of new offices and homes developed using BIM was extended to 2022 due to the slower pace of Icade’s partners upon which it depends to achieve this objective (for further information, see the “Commitments for 2016–2020” text box in section 3.3.). The commitment to increase the percentage of women managers is one of Icade’s core concerns. This objective was not reached in 2018 despite the action plan that was implemented which will be reinforced to increase the proportion of women managers by 2022. The proportion of employees made aware of CSR issues was 61% in 2018. Awareness-raising sessions will continue to be organised in 2019 and the deadline for achieving the objective was pushed back one year.

In conclusion, Icade has critically examined its previous plan which has led to the Company adapting or lowering a very small proportion of its commitments. The majority of its commitments have been reinforced or extended, with new commitments made, allowing Icade to maintain its leading position in CSR.

## 7. Summary tables of CSR indicators

### 7.1. Tables of environmental indicators of the Office Property Investment Division – EPRA format

#### ENERGY CONSUMPTION OF OFFICES AND BUSINESS PARKS ON A TOTAL BASIS IN 2017 AND 2018: CONTROLLED AND NON-CONTROLLED ASSETS

Indicator	EPRA code	Unit	Total basis					
			Controlled assets			Non-controlled assets		
			Controlled data (common areas)		Non-controlled data (private areas)		2018	2017
			2018	2017	2018	2017		
Total electricity consumption	Elec-Abs	MWh <sub>pe</sub>	159,646	187,186	126,094	162,372	68,193	44,150
Total district heating & cooling consumption	DH&C-Abs	MWh <sub>pe</sub>	12,451	18,819	0	0	1,105	673
Total fuel consumption	Fuels-Abs	MWh <sub>pe</sub>	28,458	33,394	16	153	1,095	1,283
<b>TOTAL ENERGY CONSUMPTION</b>		<b>MWh<sub>FE</sub></b>	<b>200,555</b>	<b>239,399</b>	<b>126,111</b>	<b>162,525</b>	<b>70,393</b>	<b>46,106</b>
Energy intensity per floor area – primary energy	Energy-Int	kWh <sub>pe</sub> /sq.m	431	456	431	456	454	433
Energy intensity per person – primary energy	Energy-Int	kWh <sub>pe</sub> /pers.	6,465	6,847	6,465	6,847	6,811	6,488
Energy intensity per floor area – primary energy – weather-adjusted	Energy-Int	kWh <sub>pe</sub> /sq.m	424	452	424	452	452	431
Energy intensity per floor area – final energy	Energy-Int	kWh <sub>FE</sub> /sq.m	200	213	200	213	185	179

#### ENERGY CONSUMPTION OF OFFICES AND BUSINESS PARKS ON A TOTAL AND LIKE-FOR-LIKE BASIS IN 2017 AND 2018

Indicator	EPRA code	Unit	Total basis		Like-for-like basis	
			Overall		Overall	
			2018	2017	2018	2017
			2018	2017	2018	2017
Coverage rate of the reporting scope (based on floor area)		%	87%	89%	87%	87%
Proportion of total energy consumption which is estimated		%	2%	5%	2%	2%
Total electricity consumption	Elec-Abs/LfL	MWh <sub>FE</sub>	353,934	400,021	353,934	361,473
Total district heating & cooling consumption	DH&C-Abs/LfL	MWh <sub>FE</sub>	13,556	19,492	13,556	12,696
Total fuel consumption	Fuels-Abs/LfL	MWh <sub>FE</sub>	29,569	34,847	29,569	29,800
<b>TOTAL ENERGY CONSUMPTION</b>		<b>MWh<sub>FE</sub></b>	<b>397,058</b>	<b>454,360</b>	<b>397,058</b>	<b>403,969</b>
Energy intensity per floor area – primary energy	Energy-Int	kWh <sub>pe</sub> /sq.m	435	452	435	442
Energy intensity per person – primary energy	Energy-Int	kWh <sub>pe</sub> /pers.	6,523	6,773	6,523	6,637
Energy intensity per floor area – primary energy – weather-adjusted	Energy-Int	kWh <sub>pe</sub> /sq.m	429	448	429	435
Energy intensity per floor area – final energy	Energy-Int	kWh <sub>FE</sub> /sq.m	197	208	197	200

**CORPORATE SOCIAL RESPONSIBILITY**  
Summary tables of CSR indicators

**GREENHOUSE GAS EMISSIONS OF OFFICES AND BUSINESS PARKS ON A TOTAL BASIS IN 2017 AND 2018: CONTROLLED AND NON-CONTROLLED ASSETS**

Indicator	EPRA code	Unit	Total basis					
			Controlled assets				Non-controlled assets	
			Controlled data (scope 1 and 2)		Non-controlled data (scope 3)		Scope 3	
			2018	2017	2018	2017	2018	2017
Direct greenhouse gas emissions	GHG-Dir-Abs	tonnes CO <sub>2</sub> e	6,659	7,814	0	0	0	0
Indirect greenhouse gas emissions	GHG-Indir-Abs	tonnes CO <sub>2</sub> e	5,850	8,930	4,109	5,322	2,638	1,873
<b>TOTAL GREENHOUSE GAS EMISSIONS</b>		<b>TONNES CO<sub>2</sub>e</b>	<b>12,509</b>	<b>16,744</b>	<b>4,109</b>	<b>5,322</b>	<b>2,638</b>	<b>1,873</b>
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/sq.m	22	25	22	25	17	18
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/pers./year	329	376	329	376	255	264

**GREENHOUSE GAS EMISSIONS OF OFFICES AND BUSINESS PARKS ON A TOTAL AND LIKE-FOR-LIKE BASIS IN 2017 AND 2018**

Indicator	EPRA code	Unit	Total basis		Like-for-like basis	
			Overall		Overall	
			2018	2017	2018	2017
Coverage rate of the reporting scope (based on floor area)		%	87%	89%	87%	87%
Proportion of total greenhouse gas emissions which are estimated		%	2%	5%	2%	2%
Direct greenhouse gas emissions	GHG-Dir-Abs/LfL	tonnes CO <sub>2</sub> e	6,659	7,818	6,659	6,685
Indirect greenhouse gas emissions	GHG-Indir-Abs/LfL	tonnes CO <sub>2</sub> e	12,598	16,331	12,598	12,883
<b>TOTAL GREENHOUSE GAS EMISSIONS</b>		<b>TONNES CO<sub>2</sub>e</b>	<b>19,257</b>	<b>24,149</b>	<b>19,257</b>	<b>19,568</b>
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/sq.m	21	24	21	21
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/pers./year	316	360	316	321

**WASTE PRODUCTION OF OFFICES AND BUSINESS PARKS ON A TOTAL BASIS IN 2017 AND 2018: CONTROLLED AND NON-CONTROLLED ASSETS**

Indicator	EPRA code	Unit	Total basis					
			Controlled assets				Non-controlled assets	
			Controlled data		Non-controlled data			
			2018	2017	2018	2017	2018	2017
Percentage of hazardous waste	Waste-Abs	%	0.01%	0.0%	0.4%	0.0%	2.5%	0.0%
Percentage of recycled or recovered hazardous waste	Waste-Abs	%	100%	-	9.3%	-	77.1%	-
Percentage of recycled or recovered non-hazardous waste	Waste-Abs	%	72.3%	-	81.4%	-	78.2%	-
Percentage of total recycled or recovered waste	Waste-Abs	%	72.3%	-	81.1%	-	78.1%	-
<b>TOTAL WEIGHT OF WASTE</b>	<b>WASTE-ABS</b>	<b>TONNES/YEAR</b>	<b>6,188</b>	<b>7,805</b>	<b>1,159</b>	<b>1,988</b>	<b>2,050</b>	<b>874</b>

**CORPORATE SOCIAL RESPONSIBILITY**  
Summary tables of CSR indicators

**WASTE PRODUCTION OF OFFICES AND BUSINESS PARKS ON A TOTAL AND LIKE-FOR-LIKE BASIS IN 2017 AND 2018**

Indicator	EPRA code	Unit	Total basis		Like-for-like basis	
			Overall		Overall	
			2018	2017	2018	2017
Coverage rate of the reporting scope (based on floor area)		%	87%	89%	87%	87%
Proportion of weight of waste which is estimated		%	15%	53%	15%	42%
Percentage of hazardous waste	Waste-Abs/LfL	%	0.6%	0%	0.6%	0.8%
Percentage of recycled or recovered hazardous waste	Waste-Abs/LfL	%	71.5%	-	71.5%	93.0%
Percentage of recycled or recovered non-hazardous waste	Waste-Abs/LfL	%	74.7%	-	74.7%	75.9%
Percentage of total recycled or recovered waste	Waste-Abs/LfL	%	74.7%	-	74.7%	76.1%
<b>TOTAL WEIGHT OF WASTE</b>	<b>WASTE-ABS/LFL</b>	<b>TONNES/YEAR</b>	<b>9,396</b>	<b>10,667</b>	<b>9,396</b>	<b>8,240</b>

In 2018, the Office Property Investment Division refined its method for assessing waste management, which precludes any comparisons with past data. In the past, it monitored the proportion of recyclable waste (source separation). It now tracks the proportion of recycled or recovered waste which provides much more detailed information on its final treatment.

**WATER CONSUMPTION OF OFFICES AND BUSINESS PARKS ON A TOTAL BASIS IN 2017 AND 2018: CONTROLLED AND NON-CONTROLLED ASSETS**

Indicator	EPRA code	Unit	Total basis					
			Controlled assets			Non-controlled assets		
			Controlled data		Non-controlled data			
			2018	2017	2018	2017	2018	2017
<b>TOTAL WATER CONSUMPTION</b>	<b>WATER-ABS</b>	<b>M<sup>3</sup></b>	<b>345,440</b>	<b>451,259</b>	<b>22,763</b>	<b>27,613</b>	<b>68,128</b>	<b>42,349</b>
Building water intensity	Water-Int	m <sup>3</sup> /sq.m/year	0.49	0.54	0.49	0.54	0.44	0.40
Building water intensity	Water-Int	litre/pers./day	33.6	37.6	33.6	37.6	30.4	27.5

**WATER CONSUMPTION OF OFFICES AND BUSINESS PARKS ON A TOTAL AND LIKE-FOR-LIKE BASIS IN 2017 AND 2018**

Indicator	EPRA code	Unit	Total basis		Like-for-like basis	
			Overall		Overall	
			2018	2017	2018	2017
Coverage rate of the reporting scope (based on floor area)		%	87%	89%	87%	87%
Proportion of total water consumption which is estimated		%	36%	38%	36%	14%
<b>TOTAL WATER CONSUMPTION</b>	<b>WATER-ABS/LFL</b>	<b>M<sup>3</sup></b>	<b>436,331</b>	<b>525,454</b>	<b>436,331</b>	<b>453,934</b>
Building water intensity	Water-Int	m <sup>3</sup> /sq.m/year	0.48	0.52	0.48	0.50
Building water intensity	Water-Int	litre/pers./day	33.0	36.1	33.0	34.4

## 7.2. Tables of environmental indicators for the Corporate scope – EPRA format

Since Icade moved to its new headquarters in September 2017, like-for-like figures are impossible to calculate for the year 2017. 2017 figures on a total basis include consumption related to the previous headquarters up to the relocation date, and then consumption related to the new headquarters.

### ENERGY CONSUMPTION FOR THE CORPORATE SCOPE ON A TOTAL BASIS IN 2017 AND 2018

Indicator	EPRA code	Unit	Total basis	
			Corporate	
			2018	2017
Total electricity consumption	Elec-Abs	MWh <sub>pe</sub>	4,719	6,313
Total district heating & cooling consumption	DH&C-Abs	MWh <sub>pe</sub>	0	0
Total fuel consumption	Fuels-Abs	MWh <sub>pe</sub>	17	17
<b>TOTAL ENERGY CONSUMPTION</b>		<b>MWh<sub>pe</sub></b>	<b>4,736</b>	<b>6,330</b>
Energy intensity per floor area – primary energy	Energy-Int	kWh <sub>pe</sub> /sq.m	404	330
Energy intensity per person – primary energy	Energy-Int	kWh <sub>pe</sub> /pers.	6,056	4,956
Energy intensity per floor area – primary energy – weather-adjusted	Energy-Int	kWh <sub>pe</sub> /sq.m	404	330
Energy intensity per floor area – final energy	Energy-Int	kWh <sub>fe</sub> /sq.m	157	129

### GREENHOUSE GAS EMISSIONS FOR THE CORPORATE SCOPE ON A TOTAL BASIS IN 2017 AND 2018

Indicator	EPRA code	Unit	Total basis	
			Corporate (scope 1 and 2)	
			2018	2017
Direct greenhouse gas emissions	GHG-Dir-Abs	tonnes CO <sub>2</sub> e	4	4
Indirect greenhouse gas emissions	GHG-Indir-Abs	tonnes CO <sub>2</sub> e	154	206
<b>TOTAL GREENHOUSE GAS EMISSIONS</b>		<b>TONNES CO<sub>2</sub>e</b>	<b>158</b>	<b>210</b>
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/sq.m	13	11
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/pers./year	202	164

### WASTE PRODUCTION FOR THE CORPORATE SCOPE ON A TOTAL BASIS IN 2017 AND 2018

Indicator	EPRA code	Unit	Total basis	
			Corporate	
			2018	2017
Percentage of hazardous waste	Waste-Abs	%	0%	0%
Percentage of recycled or recovered hazardous waste	Waste-Abs	%	NA	-
Percentage of recycled or recovered non-hazardous waste	Waste-Abs	%	77.3%	-
Percentage of total recycled or recovered waste	Waste-Abs	%	77.3%	-
<b>TOTAL WEIGHT OF WASTE</b>	<b>WASTE-ABS</b>	<b>TONNES/YEAR</b>	<b>112</b>	<b>144</b>

**CORPORATE SOCIAL RESPONSIBILITY**  
Summary tables of CSR indicators

**WATER CONSUMPTION FOR THE CORPORATE SCOPE ON A TOTAL BASIS IN 2017 AND 2018**

Indicator	EPRA code	Unit	Total basis	
			2018	2017
<b>TOTAL WATER CONSUMPTION</b>	<b>WATER-ABS</b>	<b>M<sup>3</sup></b>	<b>3,909</b>	<b>4,233</b>
Building water intensity	Water-Int	m <sup>3</sup> /sq.m/year	0.33	0.22
Building water intensity	Water-Int	litre/pers./day	23.0	15.3

### 7.3. Tables of environmental indicators of the Healthcare Property Investment Division – EPRA format

The indicators below are calculated both on a total and like-for-like basis. The surge in floor areas included in the mapped scope (from 51% in 2017 to 72% in 2018) was related to the increase in the coverage rate and not to a change in scope of consolidation. Environmental indicators of healthcare facilities included in the new 2018 scope were also assessed in 2017 and included in the calculations.

**ENERGY CONSUMPTION OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION IN 2017 AND 2018**

Indicator	EPRA code	Unit	2018	2017
Coverage rate of the reporting scope (based on floor area)		%	72%	72%
Proportion of total energy consumption which is estimated		%	9%	7%
Total electricity consumption	Elec-Abs/LfL	MWh <sub>pe</sub>	420,972	418,512
Total district heating & cooling consumption	DH&C-Abs/LfL	MWh <sub>pe</sub>	2,852	2,985
Total fuel consumption	Fuels-Abs/LfL	MWh <sub>pe</sub>	138,139	138,228
<b>TOTAL ENERGY CONSUMPTION</b>		<b>MWh<sub>pe</sub></b>	<b>561,962</b>	<b>559,725</b>
Energy intensity per floor area – primary energy	Energy-Int	kWh <sub>pe</sub> /sq.m	546	544
Energy intensity per bed or place – primary energy	Energy-Int	kWh <sub>pe</sub> /bed or place/year	44,917	44,971
Energy intensity per floor area – primary energy – weather-adjusted	Energy-Int	kWh <sub>pe</sub> /sq.m	584	539
Energy intensity per floor area – final energy	Energy-Int	kWh <sub>fe</sub> /sq.m	295	295

**GREENHOUSE GAS EMISSIONS OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION IN 2017 AND 2018**

Indicator	EPRA code	Unit	Scope 3	
			2018	2017
Coverage rate of the reporting scope (based on floor area)		%	72%	72%
Proportion of total greenhouse gas emissions which are estimated		%	9%	7%
Indirect greenhouse gas emissions	GHG-Indir-Abs/LfL	tonnes CO <sub>2</sub> e	46,879	46,870
<b>TOTAL GREENHOUSE GAS EMISSIONS</b>		<b>TONNES CO<sub>2</sub>e</b>	<b>46,879</b>	<b>46,870</b>
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/sq.m	46	46
Building carbon intensity	GHG-Int	kg CO <sub>2</sub> e/bed or place/year	3,747	3,766

#### WATER CONSUMPTION OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION IN 2017 AND 2018

Indicator	EPRA code	Unit	2018	2017
Coverage rate of the reporting scope (based on floor area)		%	57%	57%
Proportion of total water consumption which is estimated		%	32%	1%
<b>TOTAL WATER CONSUMPTION</b>	<b>WATER-ABS/LFL</b>	<b>M<sup>3</sup></b>	<b>918,539</b>	<b>965,235</b>
Building water intensity	Water-Int	m <sup>3</sup> /sq.m/year	1.11	1.17
Building water intensity	Water-Int	litre/bed or place/year	93,968	99,311

#### WASTE PRODUCTION OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION

Discussions are being held between Icade and its operators concerning waste monitoring and recovery, taking into account the specificity of medical waste and its disposal routes.

### 7.4. Classified Facilities for Environmental Protection

Classified Facilities for Environmental Protection are mainly the buildings' heating and cooling equipment, whose management is ensured as part of the business parks' ISO 14001 certification.

	2018
Air conditioning equipment	11
Gas-fired equipment	10
Electrical equipment	3
<b>TOTAL</b>	<b>24</b>

### 7.5. Carbon footprint assessment for the Property Development Division

All new builds are subject to a complete carbon footprint assessment which measures all emissions during the construction phase (emissions caused by transport, materials and waste) and over a nine-year period of operation (energy consumption, renewing materials, commuting, etc.). The period of responsibility was set at nine years as this is the average period during which a completed building does not undergo any significant modifications: new use, new tenant or significant renovation work.

	Construction (grey energy)				Operation over nine years				Total	
	Construction emissions	Emissions avoided by using wood	Total construction emissions	Change compared to 2017	Operating emissions (energy, transport, maintenance)	Emissions avoided by the use of renewable electricity	Total operating emissions	Change compared to 2017	Total construction and operating emissions	Change compared to 2017
<b>CO<sub>2</sub> emissions - intensity (in kg CO<sub>2</sub>/sq.m)</b>										
Residential	483	(13)	470	(5.9)%	290	(0)	290	(3.2)%	759	(4.9)%
Offices and other activities	367	(126)	241	(47.6)%	738	(1)	737	1.1%	978	(17.7)%
<b>TOTAL</b>	<b>451</b>	<b>(44)</b>	<b>408</b>	<b>(16.5)%</b>	<b>411</b>	<b>(0)</b>	<b>411</b>	<b>(2.4)%</b>	<b>819</b>	<b>(9.9)%</b>
<b>CO<sub>2</sub> emissions - total (in tonnes CO<sub>2</sub>)</b>										
Residential	181,243	(4,978)	176,265	14.5%	108,666	(1)	108,665	18%	284,930	15.8%
Offices and other activities	51,236	(17,618)	33,618	(40.1)%	103,035	(87)	102,948	16%	136,566	(5.9)%
<b>TOTAL</b>	<b>232,479</b>	<b>(22,596)</b>	<b>209,883</b>	<b>(0.1)%</b>	<b>211,701</b>	<b>(89)</b>	<b>211,613</b>	<b>17%</b>	<b>421,496</b>	<b>7.7%</b>

## 7.6. Table of HR indicators

The workforce is reported without interns, except in special cases specified in the table.

	2018	2017
<b>REGISTERED WORKFORCE</b>		
<b>Total workforce at the end of the period</b>	<b>1,186</b>	<b>1,129</b>
Absolute change	5.1%	2.3%
Like-for-like change	2.7%	2.3%
Average monthly registered workforce	1,161	1,120
<b>Workforce by division</b>		
Office Property Investment	419	403
Healthcare Property Investment	25	20
Property Development	742	706
<b>Workforce by region</b>		
Paris region	757	722
Outside the Paris region	429	407
<b>Workforce by category</b>		
Executives	790	731
Non-executives	396	398
<b>Workforce by contract type (including internships and temporary contracts)</b>		
<b>Permanent contract</b>	<b>1,131</b>	<b>1,084</b>
Women	590	568
Men	541	516
<b>Fixed-term contract</b>	<b>20</b>	<b>18</b>
Women	16	14
Men	4	4
<b>Work-study/apprenticeship</b>	<b>35</b>	<b>27</b>
Women	15	13
Men	20	14
<b>Internship</b>	<b>4</b>	<b>5</b>
Women	2	3
Men	2	2
<b>Temporary (annual FTE)</b>	<b>11</b>	<b>10</b>
Women	10	1
Men	1	9
<b>CHANGES IN WORKFORCE</b>		
<b>Permanent hires</b>		
External permanent hires	156	169
Mergers - Acquisitions	27	0
Transfers from Caisse des dépôts and its subsidiaries	1	3
<b>TOTAL</b>	<b>184</b>	<b>172</b>
<b>Departures of permanent employees</b>		
Resignations	64	65
Dismissals	29	25
Departures by mutual agreement	16	16
Probation period termination	5	15
Retirements	20	21
Deaths	0	2
Transfers from Caisse des dépôts and its subsidiaries	3	1
Disposals	0	0
<b>TOTAL</b>	<b>137</b>	<b>145</b>
Turnover rate of permanent employees	10.6%	11.4%
Turnover rate of permanent employees with less than 2 years' service	11.8%	9.2%

**CORPORATE SOCIAL RESPONSIBILITY**  
Summary tables of CSR indicators

	2018	2017
<b>ORGANISATION OF WORKING TIME</b>		
<b>Employees, supervisors and non-autonomous executives</b>		
Average number of actual working hours per week	37.5	37.5
<b>Autonomous executives</b>		
Number of days worked per year	210	210
<b>Number of part-time employees</b>		
Women	70	67
Men	2	4
<b>TOTAL</b>	<b>72</b>	<b>71</b>
<b>LABOUR RELATIONS</b>		
% of employees covered by collective bargaining agreements	100%	100%
Number of agreements signed during the year	3	10
Number of agreements relating to health and safety signed during the year	0	1
<b>REMUNERATION</b>		
<b>Fixed remuneration (average annual base salary of permanent employees as of December 31 excluding sales managers, Executive Committee members and corporate officers)</b>		
Executives	63,441	62,497
Non-executives	31,422	30,586
<b>TOTAL</b>	<b>54,791</b>	<b>52,999</b>
<b>Variable remuneration</b>		
Average variable remuneration (in %)	10.8%	10.4%
Average performance incentive and profit-sharing (in %)	7.3%	5.8%
<b>Women-to-men earnings ratio <sup>(a)</sup></b>	<b>92.4%</b>	<b>92.4%</b>
<b>SKILLS AND CAREER</b>		
<b>Training</b>		
Total number of training hours	19,177	17,305
Training budget (in €)	2,598,593	2,227,636
Share of payroll dedicated to training (in %)	3.26%	3.00%
Number of employees trained	1,207	899
<b>Average number of training hours per employee trained</b>	<b>16</b>	<b>19</b>
Women	15	18
Men	16	20
Executives	14	19
Non-executives	19	20
Share of employees trained (in %)	100%	80%
<b>Career management</b>		
% of positions filled internally	28%	33%
<b>% of employees who had an annual performance review</b>		
Women	98%	93%
Men	99%	87%
Executives	99%	87%
Non-executives	98%	97%
<b>TOTAL</b>	<b>99%</b>	<b>90%</b>

(a) On a relevant scope as outlined in section 10. "Summary of the reporting scope and methods".

**CORPORATE SOCIAL RESPONSIBILITY**  
Summary tables of CSR indicators

	2018	2017
<b>HEALTH AND SAFETY</b>		
<b>Absenteeism</b>		
Absenteeism rate	3.42%	3.42%
<b>Breakdown of hours of absence</b>		
Illness (excluding part-time sick leave)	91%	86%
Workplace/commuting accident	3%	9%
Family events	1%	1%
Other causes	5%	4%
<b>Accidents</b>		
Number of workplace accidents	10	3
Number of commuting accidents	4	9
Frequency rate	5.26	1.64
Severity rate	0.13	0.37
Number of fatal accidents	0	0
<b>Occupational illnesses</b>		
Number of illnesses reported during the year	0	0
<b>DIVERSITY</b>		
<b>Gender equality</b>		
% of women on the Executive Committee	44%	50%
% of women managers	31%	30%
% of women in the workforce	52%	53%
<b>Breakdown of the workforce by age</b>		
<26 years old	6.2%	5.5%
26-39 years old	35.5%	34.2%
40-54 years old	43.7%	43.9%
>55 years old	14.7%	16.4%
<b>Average age</b>		
Executives	43.2	43.8
Non-executives	41.9	42.6
Average length of service ( <i>in years</i> )	10.4	11.1
<b>Disability</b>		
Number of employees officially recognised as disabled	44	48
Amount of services paid to the sheltered work sector ( <i>in €</i> )	112,094	172,405

## 8. Contribution to UN Sustainable Development Goals

In 2015, the United Nations adopted 17 Sustainable Development Goals (SDGs). These 17 goals, broken down into 169 targets to be achieved by 2030, contribute to the three pillars of sustainable development, in order to ensure environmental, social and societal prosperity throughout the world. These SDGs call upon the private sector, civil society and governments to act.

In order to ensure its contribution and to be actively involved in this initiative, Icade wanted to benchmark its CSR strategy against these ambitious goals. As a result, in 2017, the Company conducted an analysis based on methodology from SDG Compass, which is supported by the United Nations Global Compact and WBCSD (World Business Council for Sustainable Development) and a study carried out by the World Green Building Council relating to the contribution of green buildings to SDGs.

This study shows a connection between the 169 SDG targets on the one hand, and material CSR issues, 2020 commitments and Icade's initiatives on the other. As a result, this "bottom-up" analysis identified 32 relevant targets consistent with 13 overall goals to which Icade can make a major contribution.

The selected goals have been ranked based on two priority levels, depending on Icade's potential degree of contribution to each one of them:

- priority goals: these are the most strategic goals, for which Icade wants to position itself as a leader, and which it has already integrated into its products and services or has the intention to do so. Eight goals are considered to be a priority:



- significant goals: these are goals which are relevant to Icade's business activities and that are also integrated into its strategy. Five goals are considered to be significant:



Icade has identified three types of possible contributions to the Sustainable Development Goals:

- contribution through operational efficiency: this includes Icade's initiatives to improve its internal operations and the effectiveness of its processes;
- contribution through the development of new products and services: Icade's contribution to these goals opens up potential for new market penetration through the development of new products, services and solutions to meet major societal challenges;
- contribution through its societal commitment: Icade's contribution to these goals is not central to its business, but the Company wants to become involved because it considers that it is part of its societal responsibility.

This analysis made it possible to identify Icade's main contributions to SDGs and provided valuable input to the discussions and decisions related to the new CSR commitments defined for 2019–2022. The method used is detailed in section 1.2. "Defining new CSR commitments for 2019–2022". The following table was updated in 2018.

Icade's contribution to SDGs

	Operational efficiency	Developing new products and services	Societal commitment	
PRIORITY GOALS				
	SIGNIFICANT GOALS			

**CORPORATE SOCIAL RESPONSIBILITY**  
Contribution to UN Sustainable Development Goals

SDG targets relevant to Icade*	Key commitments, results and measures taken by Icade for each target
<p><b>Three relevant targets from SDG 3:</b></p> <ul style="list-style-type: none"> <li>- promote mental health and well-being (target 3.4);</li> <li>- give access to quality essential healthcare services at an affordable price (target 3.8);</li> <li>- reduce the number of deaths and illnesses from air, water and soil pollution (target 3.9).</li> </ul>	<ul style="list-style-type: none"> <li>➔ health innovations: optimised outpatient care, telemedicine booth with H4D, wellness areas and fitness trails in the business parks, etc.;</li> <li>➔ measures to promote the quality of life in the workplace, Well label and OsmoZ initiative;</li> <li>➔ measures to promote air, water and soil quality in Icade's buildings, indoor air quality sensors tested in partnership with Veolia and AirParif.</li> </ul>
<p><b>Two relevant targets from SDG 7:</b></p> <ul style="list-style-type: none"> <li>- increase the share of renewable energy in the energy mix (target 7.2);</li> <li>- double the global rate of improvement in energy efficiency by 2030 (target 7.3).</li> </ul>	<ul style="list-style-type: none"> <li>➔ <b>19%</b> of renewable energy in the Office Property Investment Division portfolio's energy mix in 2018 (target of 20% by 2020);</li> <li>➔ <b>-14%</b> in the energy consumption of offices and business parks between 2011 and 2018 (target of -30% by 2020);</li> <li>➔ energy efficiency plan for office properties with a budget of <b>€50 million</b> between 2017 and 2019 and issue of a first green bond for <b>€600 million</b> in 2017;</li> <li>➔ implementation of the experimental E+C- label in new builds.</li> </ul>
<p><b>Four relevant targets from SDG 8:</b></p> <ul style="list-style-type: none"> <li>- promote entrepreneurship, innovation and the growth of small- and medium-sized enterprises (target 8.3);</li> <li>- achieve decent work and equal pay for equal work (target 8.5);</li> <li>- reduce the proportion of youth not in employment, education or training (target 8.6);</li> <li>- protect labour rights and promote safe and secure working environments for all workers (target 8.8).</li> </ul>	<ul style="list-style-type: none"> <li>➔ a real estate solution dedicated to start-ups (Grow Up, Icade's accelerator), range of services developed in partnership with start-ups, intrapreneurial approach;</li> <li>➔ agreements relating to gender equality, disability and age diversity;</li> <li>➔ <b>21%</b> of permanent positions filled externally by people under 26 years old in 2018;</li> <li>➔ professional integration commitments for <b>100%</b> of major construction projects in 2018, employee involvement in associations promoting integration;</li> <li>➔ responsible procurement charter and supplier CSR evaluations;</li> <li>➔ policies dealing with health, safety and the quality of life in the workplace.</li> </ul>
<p><b>Two relevant targets from SDG 9:</b></p> <ul style="list-style-type: none"> <li>- develop quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being (target 9.1);</li> <li>- increase access to information technology (target 9.c).</li> </ul>	<ul style="list-style-type: none"> <li>➔ <b>27</b> innovations contributing to customers' well-being and environmental performance have been developed since 2016;</li> <li>➔ new property solutions and services: flexible workspaces, shared green spaces, sustainable mobility, certified buildings, etc.;</li> <li>➔ <b>100%</b> connected homes and business parks, pilot company for the "smart and connected buildings" label.</li> </ul>
<p><b>Five relevant targets from SDG 11:</b></p> <ul style="list-style-type: none"> <li>- ensure access for all to adequate, safe and affordable housing (target 11.1);</li> <li>- provide access to safe, accessible and sustainable transport systems for all (target 11.2);</li> <li>- enhance capacities for sustainable urban planning and participatory management (target 11.3);</li> <li>- reduce the adverse environmental impact of cities, paying special attention to air quality, waste management and access to green spaces (targets 11.6 and 11.7).</li> </ul>	<ul style="list-style-type: none"> <li>➔ <b>46%</b> of homes built by Icade in 2018 were social housing or low-cost ownership units;</li> <li>➔ soft mobility services (car-sharing, ride-sharing, electric shuttle buses, etc.). In 2018, <b>80%</b> of new projects were located less than a five-minute walk from public transport;</li> <li>➔ participation in the emergence of the new profession of eco-friendly property manager responsible for locally coordinating the management of a neighbourhood or block of buildings; employment and sustainable development charters signed with local authorities; participation in local consultation bodies;</li> <li>➔ measures to improve air quality and responsible waste management for existing properties and new builds, Écojardin -labelled green spaces for <b>100%</b> of business parks and development of urban agriculture in the business parks.</li> </ul>
<p><b>Three relevant targets from SDG 12:</b></p> <ul style="list-style-type: none"> <li>- achieve the sustainable management and efficient use of natural resources (target 12.2);</li> <li>- reduce waste generation (target 12.5);</li> <li>- ensure that people everywhere have the relevant information and awareness for sustainable development (target 12.8).</li> </ul>	<ul style="list-style-type: none"> <li>➔ use of FSC® or PEFC certified wood in buildings, measures to reduce the water consumption of existing properties and new builds, and a paperless office policy within Icade;</li> <li>➔ creation of a circular economy and reuse platform (Cycle Up, a joint venture with Egis);</li> <li>➔ <b>72.3%</b> of controlled operational waste from the Office Property Investment Division recycled or recovered in 2018 (target of 100% by 2020);</li> <li>➔ CSR training for employees (<b>61%</b> covered in 2018), green lease committees for office tenants (<b>100%</b> in 2018), CSR &amp; innovation committees with healthcare operators, user guides for property buyers to help raise awareness about eco-friendly practices.</li> </ul>
<p><b>Two relevant targets from SDG 13:</b></p> <ul style="list-style-type: none"> <li>- strengthen resilience and adaptive capacity to climate change (target 13.1);</li> <li>- improve awareness-raising to climate change for all (target 13.3).</li> </ul>	<ul style="list-style-type: none"> <li>➔ risk assessment related to climate change in order to adapt office properties;</li> <li>➔ <b>83%</b> of housing projects covered by NF Living Environment and NF Living Environment HQE certifications which guarantee a satisfactory level of resilience;</li> <li>➔ raising employees' and customers' awareness (employee training, green lease committees, CSR &amp; innovation committees, user guides for property buyers).</li> </ul>
<p><b>Three relevant targets from SDG 15:</b></p> <ul style="list-style-type: none"> <li>- ensure the conservation, restoration and sustainable use of ecosystems (target 15.1);</li> <li>- promote the sustainable management of forests (target 15.2);</li> <li>- halt the loss of biodiversity (target 15.5).</li> </ul>	<ul style="list-style-type: none"> <li>➔ goal of <b>25%</b> of office properties and new builds with a net positive impact on biodiversity by 2020;</li> <li>➔ biodiversity performance contract for <b>97%</b> of business parks, biodiversity assessments for <b>100%</b> of new builds, and restoration of <b>33,225 sq.m</b> of biodiversity by Icade as part of the Nature 2050 programme;</li> <li>➔ use of FSC® or PEFC certified wood.</li> </ul>
<p><b>Two relevant targets from SDG 5:</b></p> <ul style="list-style-type: none"> <li>- end all forms of discrimination against women (target 5.1);</li> <li>- ensure women's effective participation for leadership (target 5.5).</li> </ul>	<ul style="list-style-type: none"> <li>➔ gender equality agreement: solutions for working parents, raising the awareness of recruitment agencies, special budget to fill the gender pay gap;</li> <li>➔ <b>44%</b> of women on the Executive Committee.</li> </ul>
<p><b>Two relevant targets from SDG 6:</b></p> <ul style="list-style-type: none"> <li>- increase water-use efficiency and ensure sustainable withdrawals of fresh water (target 6.4);</li> <li>- support and strengthen the participation of local communities in improving water management (target 6.8).</li> </ul>	<ul style="list-style-type: none"> <li>➔ <b>-8%</b> in water consumption for the Office Property Investment portfolio between 2011 and 2018;</li> <li>➔ rainwater collecting systems, reduced automatic watering, and use of plants that require little water;</li> <li>➔ raising employees' and customers' awareness (employee training, green lease committees, CSR &amp; innovation committees, user guides for property buyers).</li> </ul>
<p><b>Two relevant targets from SDG 10:</b></p> <ul style="list-style-type: none"> <li>- promote the inclusion of all, irrespective of age, sex, disability, etc. (target 10.2);</li> <li>- ensure equal opportunity by eliminating discriminatory practices and promoting appropriate policies (target 10.3).</li> </ul>	<ul style="list-style-type: none"> <li>➔ agreements relating to gender equality, disability and age diversity;</li> <li>➔ disability awareness e-learning module.</li> </ul>
<p><b>One relevant target from SDG 16:</b></p> <ul style="list-style-type: none"> <li>- reduce corruption and bribery in all their forms (target 16.5).</li> </ul>	<ul style="list-style-type: none"> <li>➔ creation of a Compliance Department in 2017, implementation of a new Code of Ethics and strengthening of the whistleblower system in 2018;</li> <li>➔ risk mapping, <b>97%</b> of employees identified as "at risk" trained in the fight against corruption and money laundering.</li> </ul>
<p><b>One relevant target from SDG 17:</b></p> <ul style="list-style-type: none"> <li>- promote partnerships, especially public-private and civil society partnerships (target 17.7).</li> </ul>	<ul style="list-style-type: none"> <li>➔ partnerships and working groups with institutions, local governments, industrial players, start-ups, schools and associations.</li> </ul>

\* Further information about the SDG targets referred to in this table is available on the global compact website: [https://www.globalcompact-france.org/images/un\\_global\\_compact/page\\_odd/Liste\\_des\\_17\\_ODD\\_et\\_169\\_cibles\\_-\\_web.pdf](https://www.globalcompact-france.org/images/un_global_compact/page_odd/Liste_des_17_ODD_et_169_cibles_-_web.pdf)



## 9. CSR risks and opportunities and related indicators

### 9.1. CSR risks and opportunities

The management of Icade's risks relies on an internal control framework overseen by the Audit and Risk Committee. It is based on a risk map which is updated every six months. This map results from a combined approach – a bottom-up approach where detailed risks (operational and financial) are identified by operational and functional managers and a top-down approach where major risks are assessed by the Executive Committee.

The risks included on the risk map are assessed based on their criticality, i.e. their potential impact on Icade and their probability of occurrence. This assessment results in action plans and procedures being introduced, whose effectiveness is checked on a regular basis by 350 control points, overseen by the Audit, Risk, Compliance and Internal Control Department.

Themes	Description	Associated risks and opportunities
<b>Impact of climate change and energy transition</b>	<ul style="list-style-type: none"> <li>- degree of alignment of Icade's strategy with a 2°C trajectory;</li> <li>- compliance with Icade's CSR commitments with respect to climate change;</li> <li>- transition towards a low-carbon economy;</li> <li>- impact of climate change on the assets and their use;</li> <li>- scarcity of resources, higher energy prices.</li> </ul>	<p><b>Risks:</b> obsolescence of assets, higher energy prices, business interruption events, damage to an asset, project postponed.</p> <p><b>Opportunities:</b> attractiveness and value of the assets, operational control, occupancy optimisation.</p>
<b>Preservation of resources: circular economy and biodiversity</b>	<ul style="list-style-type: none"> <li>- compliance with Icade's CSR commitments with respect to biodiversity;</li> <li>- including opportunities related to the re-use of building materials in construction, renovation and demolition works.</li> </ul>	<p><b>Risks:</b> loss of attractiveness and market share</p> <p><b>Opportunities:</b> attractiveness and value of the assets, increased market share.</p>
<b>Compliance with environmental, health and safety regulations</b>	<ul style="list-style-type: none"> <li>- compliance with environmental regulations: pollution, energy consumption, etc.;</li> <li>- compliance with health and safety regulations: asbestos, air quality, water quality, etc.</li> </ul>	<p><b>Risks:</b> postponement or cost increase for a project, incident affecting an asset, legal claims against Icade.</p> <p><b>Opportunities:</b> attractiveness and value of the assets, occupancy optimisation, operational control.</p>
<b>Innovation and adaptation to customers' needs</b>	<ul style="list-style-type: none"> <li>- adapting products and services to new habits and lifestyles: teleworking, co-working, well-being, digitalisation, etc.;</li> <li>- integrating innovation into products and services and bids for tenders, anticipating new labels and certifications.</li> </ul>	<p><b>Risks:</b> obsolescence of assets, decrease in asset value, loss of market share.</p> <p><b>Opportunities:</b> attractiveness and value of the assets, occupancy optimisation, increased market share.</p>
<b>Customer relations</b>	<ul style="list-style-type: none"> <li>- brand promise and image;</li> <li>- User experience, effectiveness of marketing tools;</li> <li>- responsible marketing practices.</li> </ul>	<p><b>Risks:</b> deterioration in the customer relationship, legal claims against Icade.</p> <p><b>Opportunities:</b> improving the customer retention and recommendation rate.</p>
<b>Consideration of the needs of local communities</b>	<ul style="list-style-type: none"> <li>- integrating local needs into bids for tenders: local issues and challenges, professional integration, proposals for appropriate cultural and sporting services, etc.;</li> <li>- considering the social situation in the main locations where the Company operates, and taking measures supporting priority neighbourhoods;</li> <li>- joint action with local stakeholders: local authorities, local communities, associations, etc.</li> </ul>	<p><b>Risks:</b> unsuccessful tenders, declining attractiveness of assets.</p> <p><b>Opportunities:</b> increased market share, occupancy optimisation, improved right to operate.</p>
<b>Responsible procurement</b>	<ul style="list-style-type: none"> <li>- worksite safety and labour law compliance;</li> <li>- compliance with commitments made by suppliers and subcontractors in the responsible procurement charters: environmental protection, fair commercial practice, etc.;</li> <li>- compliance with Icade's CSR commitments relating to procurement from the sheltered work sector.</li> </ul>	<p><b>Risks:</b> legal claims against Icade, deterioration in the customer relationship.</p> <p><b>Opportunities:</b> operational control, improved customer relationships.</p>
<b>HR policy: adaptation of skills, workplace well-being and diversity</b>	<ul style="list-style-type: none"> <li>- adaptation of skills to the Company's strategy: anticipation of needs, employees' adaptability, attractiveness and key skills retention;</li> <li>- workplace well-being and diversity: measuring workplace well-being, preventing discrimination and harassment, managing restructuring, social dialogue.</li> </ul>	<p><b>Risks:</b> legal claims against Icade, lower productivity, loss of competitiveness, deterioration in employee relations.</p> <p><b>Opportunities:</b> improved productivity, protection of the Company's growth.</p>
<b>Business ethics</b>	<ul style="list-style-type: none"> <li>- prevention of the risk of corruption, money laundering, financing of terrorism, fraud, collusion, conflict of interest and illegal insider trading.</li> </ul>	<p><b>Risks:</b> legal claims against Icade, damage to brand image and brand value.</p> <p><b>Opportunities:</b> establishing relationships of trust with stakeholders, founded upon principles of transparency, improving brand image and optimising brand value.</p>
<b>Data protection and security</b>	<ul style="list-style-type: none"> <li>- cybersecurity;</li> <li>- compliance with regulations governing the use of data.</li> </ul>	<p><b>Risks:</b> legal claims against Icade, loss of strategic data, reduced productivity, deterioration in customer relationships.</p> <p><b>Opportunities:</b> operational control, improved customer relationships.</p>



**CORPORATE SOCIAL RESPONSIBILITY**  
CSR risks and opportunities and related indicators

Icade considers CSR as a tool for improving risk management and as a source of value creation opportunities. In 2017, Icade's CSR and Risk Management teams together conducted an in-depth review of the risks and opportunities related to the environmental, social and societal aspects. It was based on regulatory monitoring, a review of the most significant studies, an industry benchmark in addition to an assessment of Icade's contribution to UN Sustainable Development Goals. It was updated to include new risks identified in the materiality analysis carried out in 2018 (for further information, see section 1.2.). In 2018, close to fifty CSR risks were so identified (i.e. 24% of the 200 risks included in the map).

The table below outlines Icade's main CSR risks and opportunities, their impact, control measures and solutions implemented. They are also referred to in chapter 4 "Risk Factors". They include the financial risks related to the effects of climate change on operations, in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) that was assembled at the behest of G20 and Financial Stability Board (FSB). Icade has accounted for no provision or guarantee for environmental risk for the financial year 2018.

Impact	Main risk control measures and solutions implemented
	<p>Key climate commitments: reducing the Office Property Investment Division's CO<sub>2</sub> emissions by 40% between 2011 and 2020 and the Property Development Division's CO<sub>2</sub> emissions related to grey energy by 12% between 2015 and 2020. These goals are based on action plans:</p> <ul style="list-style-type: none"> <li>- Office Property Investment: an energy efficiency and renewable energy development plan with a €50 million budget between 2017 and 2019; conducting an assessment of the risks associated with the physical impact of climate change on assets in order to gradually adapt the properties;</li> <li>- Healthcare Property Investment: energy/carbon mapping and proposing suggestions for improvement co-developed with healthcare operators;</li> <li>- Property development: developing wood-based buildings with the E+C- label (positive energy and low-carbon buildings).</li> </ul> <p>For further information, see section 2.1.</p>
	<p>Icade strives to prevent, reduce, and offset any adverse impacts on biodiversity throughout the building life cycle, and aims to reach a target of 25% of net positive impact on biodiversity in its business parks and new builds by 2020. With respect to circular economy, Icade is committed to managing its construction waste and recycling or recovering 100% of controlled operational waste by 2020. In 2018, Icade entered into a 50/50 joint venture with Egis to launch Cycle Up, a platform dedicated to the reuse of construction materials.</p> <p>For further information, see sections 2.2 and 2.3.</p>
	<p>Environmental, health and safety risk management is ensured through a robust system comprising environmental management systems, certifications (ISO 14001, NF, HQE, BREEAM, etc.), regulatory monitoring, environmental impact studies, assessment and maintenance of technical facilities, and evaluation and internal monitoring systems (biodiversity performance contracts, energy audits, etc.).</p> <p>For further information, see sections 2.1., 2.2., 2.3., 2.5. and 3.3.</p>
	<p>An Innovation Department composed of 8 employees is in charge of the innovation approach with an annual budget of €2 million. This approach is applied in each business division:</p> <ul style="list-style-type: none"> <li>- the Office Property Investment Division develops new real estates solutions and services adapted to new practices in office environments;</li> <li>- the Healthcare Property Investment Division assists healthcare operators in addressing the changing healthcare needs through the implementation of innovative solutions such as Ambu's stage;</li> <li>- the Property Development Division develops creative products and services such as the home co-design platform Imagin'home.</li> </ul> <p>For further information, see sections 3.2. and 3.3.</p>
	<p>Each of Icade's divisions develops solutions to promote interaction with its customers, to improve customer journey and user experience through digital platforms, customer surveys, after-sales service, new services (online selling, virtual tours, automated handling of complaints), etc.</p> <p>For further information, see section 3.3.</p>
	<p>Icade maintains a regular, active dialogue with local communities:</p> <ul style="list-style-type: none"> <li>- participation in local consultation bodies with local authorities;</li> <li>- charters and volunteering initiatives from employees to support local employment and professional integration;</li> <li>- development of functional, social and age diversity for existing properties and new builds.</li> </ul> <p>For further information, see sections 1.4. and 3.1.</p>
	<p>Icade's responsible procurement policy is based on:</p> <ul style="list-style-type: none"> <li>- the systematic signing of responsible procurement charters by its suppliers and assessing compliance with the charter;</li> <li>- including specific requirements: sustainable materials, biodiversity, professional integration, labour law compliance, safety, procurement from the sheltered work sector, etc.</li> </ul> <p>For further information, see section 3.5.</p>
	<p>Icade's HR policy endeavours to: support the Company's strategic project, develop employee and manager expertise and adaptability, encourage collaborative work, build a compelling employer brand, increase workplace well-being and promote diversity in all its forms.</p> <p>For further information, see section 4.</p>
	<p>The business ethics policy is overseen by the Audit, Risk, Compliance and Internal Control Department. The policy is based on robust standards such as the Code of Ethics, a compliance officer, risk mapping, an anti-money laundering, corruption and financing of terrorism programme, a know-your-customer framework, regular employee training and an anonymous whistleblower system.</p> <p>For further information, see section 3.6.</p>
	<p>Icade's cybersecurity policy is overseen by the IT and Security Department and implemented through dedicated procedures: business continuity plan, system protection and redundancy, etc. A data protection officer ensures compliance with the General Data Protection Regulation, and employees are made aware of the matter through e-learning courses.</p> <p>For further information, see sections 3.3.2. and 3.6.</p>

## 9.2. Summary table of key performance indicators for the main CSR risks

Main risk areas	Key performance indicators
<b>Impact of climate change and energy transition</b>	<p><b>Property Investment Divisions:</b></p> <ul style="list-style-type: none"> <li>❑ Energy and carbon intensity (Office and Healthcare Property Investment Divisions)*</li> <li>❑ Percentage of floor area covered by energy performance contracts (Office Property Investment Division)*</li> <li>❑ Percentage of electricity covered by green certificates (Office Property Investment Division)*</li> </ul> <p><b>Property Development Division:</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of projects (office and residential) exceeding Thermal Regulation RT 2012 by at least 10%*</li> <li>❑ Carbon intensity*</li> <li>❑ Percentage of floor area powered by renewable energy*</li> </ul>
<b>Preservation of resources: circular economy and biodiversity</b>	<p><b>Property Investment Divisions:</b></p> <ul style="list-style-type: none"> <li>❑ Water intensity (Office and Healthcare Property Investment Divisions)*</li> <li>❑ Percentage of recycled or recovered waste (Office Property Investment Division)*</li> <li>❑ Percentage of business parks having received the Écojardin label (Office Property Investment Division)</li> </ul> <p><b>Property Development Division:</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of new offices with HQE certification that recover 60% of construction waste</li> <li>❑ Percentage of new projects equipped with a rainwater collection system</li> <li>❑ Percentage of new builds with a net positive impact on biodiversity</li> </ul>
<b>Compliance with environmental, health and safety regulations</b>	<p><b>Property Investment Divisions:</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of floor area covered by an environmental certification (Office and Healthcare Property Investment Divisions)*</li> <li>❑ Percentage of floor area covered by green lease clauses (Office Property Investment Division)*</li> </ul> <p><b>Property Development Division:</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of floor area (office and other activities) and projects (residential) covered by an environmental certification*</li> </ul>
<b>Innovation and adaptation to customers' needs</b>	<p><b>Property Investment Divisions:</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of floor area covered by services available to tenants (Office Property Investment Division)*</li> </ul> <p><b>Property Development Division:</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of homes and offices developed using 3D building information modelling (BIM)</li> </ul>
<b>Customer relations</b>	<p><b>Property Investment Divisions:</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of main business parks having the new "Business Park of Excellence" proprietary label (Office Property Investment Division)</li> </ul> <p><b>Property Development Division:</b></p> <ul style="list-style-type: none"> <li>❑ Customer satisfaction index on construction completion*</li> </ul>
<b>Consideration of the needs of local communities</b>	<p><b>Icade:</b></p> <ul style="list-style-type: none"> <li>❑ Amount allocated to sponsorships and patronage*</li> </ul> <p><b>Property Development Division:</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of major construction projects that include professional integration commitments</li> </ul>
<b>Responsible procurement</b>	<p><b>Property Investment Divisions:</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of suppliers who have signed the responsible procurement charter (Office Property Investment Division)*</li> </ul> <p><b>Property Development Division:</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of new-build projects subject to a responsible procurement charter</li> </ul> <p><b>Icade:</b></p> <ul style="list-style-type: none"> <li>❑ Rate of increase in the amount of procurement from the sheltered work sector</li> </ul>
<b>HR policy: adaptation of skills, workplace well-being and diversity</b>	<p><b>Icade:</b></p> <ul style="list-style-type: none"> <li>❑ Total workforce and breakdown of employees by gender, age and geographic area*</li> <li>❑ Absenteeism rate*</li> <li>❑ Percentage of employees trained*</li> <li>❑ Percentage of employees officially recognised as disabled*</li> </ul>
<b>Business ethics</b>	<p><b>Icade:</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of employees made aware of the fight against corruption (French Sapin II law) and the Code of Ethics*</li> </ul>
<b>Data protection and security</b>	<p><b>Icade:</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of employees made aware of the EU General Data Protection Regulation (GDPR)*</li> </ul>

\* Key performance indicators verified through tests of details by the independent third-party body

## 10. Summary of the reporting scope and methods

### 10.1. Reporting period

The period selected for annual reporting is the calendar year from January 1 to December 31, 2018.

### 10.2. Reporting scope

The scope that is covered by the reporting process differs depending on Icade's business lines and indicators. It is determined based on its relevance in terms of representativeness and comparability. Below is the definition of each reporting scope.

#### 10.2.1. Environmental and societal reporting scopes

##### Office Property Investment Division

The scope of environmental and societal reporting for the Office Property Investment Division is based on the consolidated financial reporting scope as defined in the management report. Depending on the environmental or societal performance indicators, the Office Property Investment Division considers several reporting scopes. These scopes are defined as follows:

- financial reporting scope ("leasable floor area"): the portfolio of the Office Property Investment Division in 2018 includes all the assets held as of December 31, 2018, which makes up the leasable floor area. The following are not included in the leasable floor area: assets being or soon to be renovated, assets with a low occupancy rate, assets under development/construction, and assets sold during the year;

- "CSR" reporting scope: is obtained by excluding the following assets from the financial reporting scope: assets in use for less than one year over the full calendar year (acquired less than one year ago or undergoing works during the year), and "special" assets whose use presents a particular environmental profile and which are not significant enough in number to constitute an entire category by themselves (warehouses, data centres, television studios, industrial facilities, etc.);
- "mapped floor area" reporting scope: subject to an assessment of certain key environmental indicators;
- "Corporate" reporting scope: includes the buildings occupied by Icade, some of which it does not own like its current headquarters building "Open" that was sold in 2018. As a result, since 2018, the "Corporate" scope has been a separate category rather than a subcategory of the CSR scope and mapped floor area as these only include buildings owned by Icade.

The CSR reporting scope of the Office Property Investment Division solely includes office assets, classified into two categories: offices not part of any business park (referred to below as "offices") and offices located in business parks (referred to as "business parks").

#### SCOPE OF THE OFFICE PROPERTY INVESTMENT DIVISION AS OF 12/31/2018

	Leasable floor area (in sq.m)	CSR reporting scope (in sq.m)	Mapped floor area (in sq.m)	% mapped	% of controlled buildings	% of non-controlled buildings
Business parks	661,070	318,021	309,145	97%	95%	5%
Offices	867,617	727,820	603,850	83%	69%	31%
<b>OFFICE PROPERTY INVESTMENT DIVISION</b>	<b>1,528,687</b>	<b>1,045,841</b>	<b>912,995</b>	<b>87%</b>	<b>77%</b>	<b>23%</b>
Corporate	11,729	11,729	11,729	100%	100%	0%

In the "CSR" scope covering 1,045,841 sq.m, mapped buildings represented 912,995 sq.m at the end of 2018, i.e. 87% of total floor area. Assets identified as "controlled" are properties whose operation is fully or partially controlled by Icade. Assets identified as "non-controlled" are properties owned by Icade but fully operated by the tenant (single-tenant buildings). In 2018, Icade had control of the operation of 77% of business park and office assets in the "CSR" scope.

The choice of scope for environmental and societal indicators is determined based on its relevance for the indicator under consideration:

- financial reporting scope ("leasable floor area") for indicators across Icade's property portfolio or business parks, such as: ISO 14001 certification of the parks, biodiversity indicators of the parks, risk assessment related to climate change, the share of renewable energy in the energy mix, services available to tenants, and WiFi coverage of the parks;
- CSR reporting scope for indicators such as: HQE/BREEAM certifications for offices and business parks, energy performance contracts, distance of the properties from public transport, transport-related CO<sub>2</sub> emissions and health and safety measures for the assets;

- "mapped area" reporting scope for indicators of energy, carbon, water, waste and charging stations for electric vehicles.

##### Healthcare Property Investment Division

The financial reporting scope includes all the healthcare properties held as of December 31, 2018, based on leasable floor area according to the same rules as for the Office Property Investment Division. The "CSR" scope of the Healthcare Property Investment Division includes the healthcare facilities of the financial reporting scope, except for those having less than one year's use over the full calendar year (acquired less than one year ago or undergoing works during the financial year). The "mapped floor area" reporting scope includes the share of healthcare facilities for which mapping of environmental indicators (energy, carbon and water) was carried out during the financial year. In contrast to the Office Property Investment Division which controls the vast majority of its assets, the Healthcare Property Investment Division does not control the operation of its healthcare properties, which explains the difference in mapped floor area between the two divisions. As part of its partnerships with healthcare operators, Icade owns the properties but does not manage operations. Its tenants have total control over the operation of the buildings, on both operational and environmental levels.

### SCOPE OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION AS OF 12/31/2018

	Leasable floor area (in sq.m)	CSR reporting scope (in sq.m)	Mapped floor area - energy and carbon (in sq.m)	% mapped - energy and carbon	Mapped floor area - water (in sq.m)	% mapped - water	% of controlled buildings	% of non-controlled buildings
<b>HEALTHCARE PROPERTY INVESTMENT DIVISION</b>	<b>1,602,495</b>	<b>1,434,413</b>	<b>1,029,475</b>	<b>72%</b>	<b>823,938</b>	<b>57%</b>	<b>0%</b>	<b>100%</b>

The floor area of mapped healthcare facilities for energy and carbon indicators increased from 691,504 sq.m in 2017 to 1,029,475 sq.m in 2018 (i.e. from 51% to 72% of total floor area). The floor area of healthcare facilities covered by the collection of water consumption indicators increased from 51% to 57% of total floor area in 2018. The water indicator covers less floor space due to the impossibility to obtain data from certain local water suppliers which do not have data collection portals.

### Property Development Division

The scope used is that of the buildings and projects for which construction has been started during the financial year, corresponding to the consolidated financial reporting scope as defined in the management report. No exclusions with respect to the financial scope have been applied.

### PROPERTY DEVELOPMENT DIVISION SCOPE AS OF 12/31/2018

	Number of property development projects	Floor area (in sq.m, gross internal area as defined by the French Thermal Regulation)	Mapped floor area (in %)
Residential	74	375,348	100%
Offices	5	100,998	100%
Other activities (Healthcare, Amenities)	9	38,608	100%
<b>TOTAL</b>	<b>88</b>	<b>514,954</b>	<b>100%</b>

In 2018, mapped floor area represented 100% of the projects.

All the environmental and societal indicators of the Property Development Division are included in this scope, except for the following:

- ▣ proportion of projects that have undergone a biodiversity assessment (scope: number of projects in the design phase during the year);

- ▣ breakdown of orders by type of customer (scope: number of housing orders during the year).

### 10.2.2. Scope of labour-related data

Labour-related data is consolidated for all of Icade's business lines and divisions included in the scope of financial consolidation.

## 10.3. Change in scope

The main change in scope of consolidation involves the Office Property Investment Division due to the ANF Immobilier merger in 2018 (leasable floor area of 197,000 sq.m as of December 31, 2018, on a full consolidation basis) and the disposals of the Paris-Nord 2 and Colombes business parks, the Axe Seine building and the Open building totalling 243,000 sq.m (in leasable floor area, as of September 30, 2018).

## 10.4. Choice of indicators

To monitor the progress of its environmental, social and societal performance, Icade has adopted key performance indicators in connection with its 15 CSR commitments. These indicators were defined based on the recommendations of international standards, such as the Global Reporting Initiative (GRI) standards published in October 2016 and the GRI "Construction & Real Estate Sector Supplement", version 4 (GRI-G4) as well as the EPRA "Sustainability Best Practices Recommendations Guidelines" of September 2017.

Each indicator was selected by Icade for its relevance to its business activities, its main risks in accordance with the non-financial performance statement and the expectations of its stakeholders (materiality analysis updated in 2018). A fact sheet is provided for each indicator which includes the indicator heading, its correspondence to standards, its definition, its calculation or estimation guidelines, source data, the possible connection to other indicators and its internal and external review processes.

## 10.5. Reporting tools

Indicators are compiled from a number of data collection systems, with each one placed under the responsibility of a specific department. The tools, data collection methods, calculation and consolidation guidelines, and verification and internal updating process are presented below by division and type of indicator.

### 10.5.1. Data from the Office Property Investment and Healthcare Property Investment Divisions

#### Energy, carbon, water and waste indicators

The organisation of the environmental reporting of this data is shared by the Office Property Investment and Healthcare Property Investment Divisions. It involves the CSR Department, CSR representatives from the Office Property Investment and Healthcare Property Investment Divisions, a network of "energy/water/waste" representatives within the operational entities, managing agents and, as the case may be, office tenants and healthcare operators. In 2017, Icade improved the management of its environmental data by automating the collection and analysis of consumption data in partnership with Deepki, an environmental management software company. The data is extracted and then processed in a spreadsheet. A consistency check is performed by CSR representatives from the Office Property Investment and Healthcare Property Investment Divisions and by Icade's CSR Department. The environmental reporting procedure is updated on an annual basis and is available on Icade's website.

## 10.6. Methodological clarification

Methodology relating to some indicators may exhibit specificities which are set out below.

### Like-for-like data: Office Property Investment and Healthcare Property Investment Divisions

To meet EPRA's reporting recommendations, Icade has reported the environmental indicators of the Office Property Investment and Healthcare Property Investment Divisions on a total and like-for-like basis. Like-for-like data includes all historical data for a specific property asset portfolio that remains unchanged for three years, i.e. from January 1, 2016 to December 31, 2018 for the Healthcare Property Investment Division and for two years, i.e. from January 1, 2017 to December 31, 2018 for the Office Property Investment Division. For buildings which were newly added to the mapping process in 2018, data is collected ex post for 2017 and 2016 and integrated into the calculations.

For the Healthcare Property Investment Division, there is no difference between the total scope and the like-for-like scope.

### Comparing weather-adjusted energy performance: Office Property Investment and Healthcare Property Investment Divisions

To remove weather variations and enable energy consumption to be compared from one year to another, the raw data has been corrected using a methodology proposed by national weather service Météo-France. The data was adjusted based on weather conditions in 2011 which was chosen by Icade as the base year. The key policies adopted by Icade are set out in the environmental reporting procedure, available on Icade's website.

### Other environmental and societal indicators

Source data for other environmental and societal indicators is collected and processed by CSR representatives from Icade's Office Property Investment and Healthcare Property Investment Divisions. Data verification and validation is performed by these two same divisions and Icade's CSR Department.

### 10.5.2. Environmental and societal data of the Property Development Division

The indicators are compiled from three sources: business management tool from the Property Development Division, field surveys and thermal analysis of the projects supplied by a network of contributors. The collection and verification are carried out by the Property Development Division's quality manager. A consistency check and verification of any duplicates are also performed by the Property Development Division's quality manager, by another CSR representative from the Property Development Division and by Icade's CSR Department. The Property Development Division's reporting protocol is updated on a regular basis.

### 10.5.3. Labour-related data

Labour-related data is collected by the "Analysis and Remuneration" unit of the HR Department and comes from payroll and labour data management software, the results of analyses conducted as well as all HR players responsible for training, mobility, diversity and labour-related affairs. This data is processed on a special spreadsheet. Monitoring and verification are conducted by the "Analysis and Remuneration" unit and Icade's CSR Department. Releasing this data is subject to approval by the HR Department.

### Calculating greenhouse gas emissions: Office Property Investment and Healthcare Property Investment Divisions

In order to ensure compliance with the recommendations of the international GreenHouse Gas Protocol (GHG Protocol) standards, all scope 3 emissions relating to non-controlled data for both controlled and non-controlled assets were accounted for as indirect emissions.

Since 2011, Icade has accounted for its greenhouse gas emissions based on national or local emission factors (referred to as location-based) in accordance with the GHG Protocol. For electricity (excluding renewables) and natural gas, CO<sub>2</sub> emissions are calculated by using factors set out in the Order of February 8, 2012 which amended the Order of September 15, 2006 on energy performance assessments for existing buildings. For heating and cooling networks, the factors used are those of the urban networks to which Icade's assets are connected. All the tables in EPRA format (paragraphs 7.1, 7.2 and 7.3) comply with these principles.

### Calculating carbon intensity: Office Property Investment Division

To calculate its carbon intensity (as used in the calculation of its carbon objective of a -40% reduction between 2011 and 2020), Icade has departed from GHG Protocol by deducting CO<sub>2</sub> emissions avoided by green certificates (which guarantee the purchase of renewable electricity) from the calculation of the Office Property Investment Division's overall carbon intensity. Icade uses two methods to reduce its carbon emissions – the purchase of green certificates and on-site renewable energy production. To reflect these two methods, Icade has chosen to deduct carbon emissions associated with green certificates as well as on-site renewable energy production. Icade has chosen not

to replace its location-based accounting with a market-based approach (which would allow for green certificates to be deducted) in order to maintain continuity in its reporting and comparability with its peers. In order to ensure transparency on the impact of this methodological choice, the overall intensity indicator is reported both with and without green certificates. This departure from the Protocol only affects carbon intensity calculations and has no impact on carbon emission calculations set out in the EPRA tables in appendices 7.1, 7.2 and 7.3. In addition, emissions offset on a voluntary basis (37% of mapped emissions in 2018) were not deducted from Icade's CO<sub>2</sub> emission calculations.

### **Calculating carbon emissions from transport: Office Property Investment Division**

Carbon emissions from transport are calculated based on the properties' location and local average data for the breakdown of transport use by mode of transport and data from Icade's corporate transport plans to which an emission factor is applied.

### **Energy, carbon and water intensity: Healthcare Property Investment Division**

The intensity indicators of the Healthcare Property Investment Division are calculated per sq.m and per bed or place. Intensity indicators per bed or place take into account changes in medical practices, especially the growth of outpatient surgery. The number of beds is used for traditional private hospitals and medical-social facilities whereas the number of places is used for facilities dedicated to short-term outpatient care. Places reflect the capacity of operating rooms, recovery rooms, waiting rooms, etc.

### **Women-to-men earnings ratio**

The gender pay gap shown in the table of HR indicators (section 7.6.) was calculated based on a limited scope, which Icade considers to be relevant (around 30% of the workforce). It was determined based on a

gender pay gap analysis conducted by the Human Relations Department. It includes only job families whose degree of diversity is high to avoid skewing the results. The indicator reflects the disparity of the average monthly base salary of women compared with that of men.

### **Fight against food waste, fight against food insecurity, respect for equitable and sustainable food and animal welfare**

Article L. 225-102-1 of the French Commercial Code, amended in October 2018 by Law No. 2018-938 "for a balance in commercial relations in the agricultural and food sector and healthy and sustainable food accessible to all" requires that information relating to the fight against food waste, the fight against food insecurity, the respect for animal welfare and equitable and sustainable food be included in the non-financial performance statement. These issues were not considered to be material by Icade, which, in the course of its business activities, has very limited power to act and responsibility with regard to these various topics. Consequently, there is very little reporting on these issues in the CSR chapter of Icade's registration document. This is due to the following reasons:

- the topics of waste, food insecurity and the respect for equitable and sustainable food are mainly related to the food services available in some of its portfolio's assets. However, Icade does not control the vast majority of these food services as it has entered into no direct contracts with the food service providers operating on its properties. Icade has nonetheless gone beyond the scope of its responsibility by setting up vegetable gardens and urban farms in its business parks and headquarters and by organising workshops to educate its tenants and employees about healthy and sustainable food;
- for the same reasons, Icade's impact on animal welfare is limited given its business activities. However, Icade addresses this topic through the measures put in place to promote biodiversity (*for further information, see section 2.2. "Promoting biodiversity to make the assets more appealing"*).

## **10.7. Changes in calculation methods**

### **Calculating the change in the proportion of in-use certified office space: Office Property Investment Division**

The change in the proportion of in-use certified office space is now calculated on a like-for-like basis (excluding the impact of disposals and acquisitions) and, as a result, it better reflects the efforts carried out on the properties on a year-on-year basis.

### **Calculating waste indicators: Office Property Investment Division**

In 2018, the Office Property Investment Division refined its method for assessing waste management. In the past, it monitored the proportion of recyclable waste (source separation). It now tracks the proportion of recycled or recovered waste which provides much more detailed information on its final treatment. This indicator breaks down the percentage of waste recycled, recovered through composting or biogas production or through incineration. In 2018, the proportion of recyclable controlled waste was 33.0%, while 72.3% of controlled waste was recycled or recovered.

### **Proportion of offices and business parks equipped with charging stations for electric vehicles: Office Property Investment Division**

In order to better reflect the scope in which Icade has real power to act, the indicator related to the proportion of offices and parks equipped with charging stations for electric vehicles is limited to assets over which Icade has operational control (controlled buildings). It excludes buildings without available parking spaces and condominium buildings over which Icade has no decision-making authority. The buildings from the ANF Immobilier merger have also been temporarily excluded from the scope in 2018 and will be included starting in 2019.

### **Scope of calculation for CO<sub>2</sub> emissions from transport and distance from public transport: Office Property Investment Division**

The scope of calculation for indicators of CO<sub>2</sub> emissions from transport and the distance of the properties from public transport was expanded in 2018. Until 2017, it was calculated based on the "mapped floor area" reporting scope and was expanded to the CSR scope in 2018.

## 10.8. External assurance

For the purpose of obtaining an outside opinion on the completeness and accuracy of its non-financial data reporting process, Icade has commissioned Mazars, in its capacity as an independent third-party body, to carry out the following verifications:

- verification of compliance of the Statement with the provisions of Article R. 225-105 of the French Commercial Code;
- verification of the accuracy of the disclosures pursuant to paragraph 3 of I and II of Article R. 225-105 of the French Commercial Code, namely the results of the policies, including key performance indicators and actions, relating to the main risks.

*The independent third-party body's report is shown in section 12. "Independent third-party body's report"*

### Correspondence to the Global Reporting Initiative

A consulting firm specialised in non-financial reporting assessed the extent to which the CSR chapter of this registration document complies with Global Reporting Initiative standards. Within this context, it was established that Icade is in accordance with GRI standards with the Core option. *The correspondence table is shown in section 11. "Non-Financial Performance Statement, Global Reporting Initiative and EPRA Correspondence Tables".*

# 11. Non-Financial Performance Statement, Global Reporting Initiative and EPRA correspondence tables

**Correspondence table for the sections of chapter 3 of the 2018 registration document with the Decree No. 2017-1265 of August 9, 2017 on the disclosure of non-financial information presented above.**

Heading	Section of the registration document
<b>BUSINESS MODEL</b>	
<b>Summary of the business model</b>	<b>Chapter 1 section 4</b>
<b>Description of the main business activities and geographic distribution</b>	
Office Property Investment Division	Chapter 2 section 2.2
Healthcare Property Investment Division	Chapter 2 section 2.3
Property Development Division	Chapter 2 section 3
<b>Key figures</b>	
Key figures for the Office Property Investment Division	Chapter 1 section 1 and chapter 2 section 2.2.7
Key figures for the Healthcare Property Investment Division	Chapter 1 section 1 and chapter 2 section 2.3.6
Key figures for the Property Development Division	Chapter 1 section 1 and chapter 2 section 3.1, 3.2 and 3.3
<b>Key stakeholders</b>	<b>Chapter 3 section 1.4</b>
<b>Competitive position</b>	
Office Property Investment Division	Chapter 2 sections 2.2.1, 2.2.2
Healthcare Property Investment Division	Chapter 2 sections 2.3.1, 2.3.2
Property Development Division	Chapter 2 section 3.1
<b>Position in the business ecosystem – types of suppliers and service providers</b>	<b>Chapter 3 section 3.5</b>
<b>Outlook</b>	<b>Chapter 1 section 5.2</b>
<b>CSR RISKS AND OPPORTUNITIES AND RELATED CONTROL MEASURES</b>	<b>CHAPTER 3 SECTION 9</b>
<b>POLICIES, RESULTS AND KEY PERFORMANCE INDICATORS</b>	<b>CHAPTER 3 SECTIONS 5 AND 6</b>
<b>SOCIAL AND ENVIRONMENTAL IMPACT OF BUSINESS ACTIVITIES</b>	
Social impact	Chapter 3 sections 3 and 4
Environmental impact	Chapter 3 section 2
<b>CLIMATE CHANGE</b>	<b>CHAPTER 3 SECTIONS 1.5, 2.1, 2.6, 2.7, 7.1 AND 7.2, 7.3 AND 7.5</b>
<b>CIRCULAR ECONOMY</b>	<b>CHAPTER 3 SECTION 2.3</b>
<b>RESPECT FOR HUMAN RIGHTS</b>	<b>CHAPTER 3 SECTIONS 3.5 AND 4.2.3, 4.3</b>
<b>COLLECTIVE AGREEMENTS</b>	<b>CHAPTER 3 SECTION 4.2.3</b>
<b>FIGHT AGAINST DISCRIMINATION, PROMOTION OF DIVERSITY</b>	<b>CHAPTER 3 SECTION 4.3</b>
<b>MEASURES IN SUPPORT OF PEOPLE WITH DISABILITIES</b>	<b>CHAPTER 3 SECTION 4.3.2</b>
<b>FIGHT AGAINST CORRUPTION</b>	<b>CHAPTER 3 SECTIONS 3.5 AND 3.6</b>
<b>FIGHT AGAINST TAX EVASION</b>	<b>CHAPTER 3 SECTION 3.6</b>
<b>FIGHT AGAINST FOOD WASTE</b>	<b>CHAPTER 3 SECTION 10.6</b>
<b>FIGHT AGAINST FOOD INSECURITY, RESPECT FOR ANIMAL WELFARE AND EQUITABLE AND SUSTAINABLE FOOD</b>	<b>CHAPTER 3 SECTION 10.6</b>

**Correspondence table between the registration document and the Real Estate Sector Supplement of the Global Reporting Initiative and EPRA's Sustainability Best Practices Recommendations Guidelines**

Icade is in accordance with the GRI standards with the "Core" option and follows the EPRA recommendations of September 2017. The specific disclosures presented are based on aspects that could be considered material.

GRI code	EPRA code	General standard disclosures	Section of the registration document	External assurance
<b>GENERAL INDICATORS</b>				
<b>Organisational profile</b>				
102-1		Report the name of the organisation	Chapter 8 section 1	
102-2		Report the primary brands, products, and services	Chapters 1 and 2	
102-3		Report the location of the organisation's headquarters	Chapter 8 section 1	
102-4		Report the number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report	Chapter 2 sections 2.1, 2.2 and 2.3	
102-5		Report the nature of ownership and legal form	Chapter 8 section 1	
102-6		Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	Chapter 2	
102-7		Report the scale of the organisation	Chapter 1 sections 1 and 3	
102-8		Detailed information on the workforce	Chapter 3 sections 4.1 and 7.6	✓
102-9		Describe the organisation's supply chain	Chapter 3 sections 1.4 and 3.5	
102-10		Report any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	Chapter 2 section 1.1	
102-11		Report whether and how the precautionary approach or principle is addressed by the organisation	Chapter 3 sections 1.2, 1.3 and 9	
102-12		List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	Chapter 3 section 1.4	
102-13		List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation participates	Chapter 3 section 1.4	
<b>Strategy</b>				
102-14		Provide a statement from the most senior decision-maker of the organisation (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability	Message from André Martinez; Interview with Olivier Wigniolle	
102-15		Information related to key risks, opportunities and impacts	Chapter 3 sections 1.2 and 9, and Chapter 4	
<b>Ethics and integrity</b>				
102-16		Describe the organisation's values, principles, standards and norms of behaviour such as Codes of Conduct and Codes of Ethics	Chapter 3 section 3.6	
<b>Governance</b>				
102-18		Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts	Chapter 3 section 1.3 and Chapter 5 section 1	
102-21		Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	Chapter 3 sections 1.2, 1.3 and 1.4	
102-22	Gov-Board	Report the composition of the highest governance body and its committees	Chapter 5 section 1	
102-24	Gov-Selec	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	Chapter 5	
102-25	Gov-Col	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders	Chapter 3 section 3.6 and chapter 5 sections 1 and 2	
<b>Stakeholder engagement</b>				
102-40		Provide a list of stakeholder groups engaged by the organisation	Chapter 3 section 1.4	
102-41		Collective bargaining agreements	Chapter 3 section 4.2.3	
102-42		Report the basis for identification and selection of stakeholders with whom to engage	Chapter 3 section 1.4	
102-43		Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	Chapter 3 sections 1.2, 1.3 and 1.4	
102-44		Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns	Chapter 3 sections 1.2 and 1.4	

**CORPORATE SOCIAL RESPONSIBILITY**  
Non-Financial Performance Statement, Global Reporting Initiative and EPRA correspondence tables

GRI code	EPRA code	General standard disclosures	Section of the registration document	External assurance
<b>Report profile</b>				
102-45		List all entities included in the organisation's consolidated financial statements or equivalent documents	Chapter 1 section 2 and chapter 5 section 2 (note 11.5)	
102-46		Explain the process for defining the report content and the aspect boundaries	Chapter 3 sections 1.2 and 10	
102-47		List all the material aspects identified in the process for defining report content	Chapter 3 sections 1.2, 1.3, 5 and 10	
102-48		Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	Chapter 3 section 10	
102-49		Report significant changes from previous reporting periods in the scope and aspect boundaries	Chapter 3 section 10	
102-50		Reporting period (such as fiscal or calendar year) for information provided	Chapter 3 section 10	
102-51		Date of most recent previous report (if any)	March 29, 2018	
102-52		Reporting cycle	Chapter 3 section 10	
102-53		Provide the contact point for questions regarding the report or its contents	Daphné Millet daphne.millet@icade.fr	
102-54		Report the "in accordance" option the organisation has chosen and the GRI content index	Chapter 3 section 11	
102-55		GRI content index	Chapter 3 section 11	
102-56		Report the organisation's policy and current practice with regard to seeking external assurance for the report	Chapter 3 section 12	
103-1		Explain the process for defining the report content and the aspect boundaries	Chapter 3 sections 1.2 and 10	
103-2		Explain the management approach and its components	Chapter 3	
103-3		Evaluation of the management approach	Chapter 3	
<b>ECONOMIC INDICATORS</b>				
<b>Anti-corruption</b>				
205-2		Communication and training on anti-corruption policies and procedures	Chapter 3 section 3.6	
205-3		Confirmed incidents of corruption and actions taken	Chapter 3 section 3.6	
<b>ENVIRONMENTAL INDICATORS</b>				
<b>Materials – Management approach</b>				
301-1		Materials used by weight or volume	Chapter 3 sections 2.3 and 2.4	
<b>Energy – Management approach</b>				
302-1	Elec-Abs	Energy consumption within the organisation	Chapter 3 sections 2.1, 7.1 and 7.2	✓
302-2	Elec-Lfl DH&C-Abs DH&C-Lfl Fuels-Abs Fuels-Lfl			
302-2		Energy consumption outside of the organisation	Chapter 3 sections 2.1, 2.6, 7.1, 7.2, 7.3 and 7.5	✓
302-4		Reduction of energy consumption	Chapter 3 sections 2.1 and 3.4	✓
302-5		Reductions in energy requirements of products and services	Chapter 3 sections 2.1, 2.4, 2.5, 2.6 and 3.4	✓
CRE1	Energy-Int	Energy intensity	Chapter 3 sections 2.1, 7.1, 7.2, 7.3 and 7.5	✓
<b>Water – Management approach</b>				
303-1	Water-Abs Water-Lfl	Total water withdrawal by source	Chapter 3 sections 2.3 and 7.1, 7.2 and 7.3	✓
CRE2	Water-Int	Water intensity	Chapter 3 sections 2.3, 7.1, 7.2 and 7.3	✓
<b>Biodiversity – Management approach</b>				
304-2		Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Chapter 3 section 2.2	

**CORPORATE SOCIAL RESPONSIBILITY**  
Non-Financial Performance Statement, Global Reporting Initiative and EPRA correspondence tables

GRI code	EPRA code	General standard disclosures	Section of the registration document	External assurance
<b>Emissions - Management approach</b>				
305-1	GHG-Dir-Abs	Direct greenhouse gas (GHG) emissions (Scope 1)	Chapter 3 sections 2.1, 7.1 and 7.2	✓
305-2	GHG-Indir-Abs	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Chapter 3 sections 2.1, 7.1 and 7.2	✓
305-3		Other indirect greenhouse gas (GHG) emissions (Scope 3)	Chapter 3 sections 2.1, 2.6 and 7.1, 7.3 and 7.5	✓
305-4	GHG-Int	Greenhouse gas (GHG) emissions intensity	Chapter 3 sections 2.1 and 7.1, 7.2, 7.3 and 7.5	✓
305-5		Reduction of greenhouse gas (GHG) emissions	Chapter 3 sections 2.1, 3.4 and 7.1, 7.2, 7.3 and 7.5	✓
CRE3		Greenhouse gas emissions intensity from buildings	Chapter 3 sections 2.1, 7.1, 7.2 and 7.3	✓
CRE4		Greenhouse gas emissions intensity from new construction and redevelopment activity	Chapter 3 sections 2.1, 2.4, 2.6 and 7.5	✓
<b>Effluents and waste - Management approach</b>				
306-2	Waste-Abs Waste-Lfl	Total weight of waste by type and disposal method	Chapter 3 sections 2.3 and 7.1 and 7.2	✓
<b>SOCIAL INDICATORS</b>				
<b>Employment - Management approach</b>				
401-1	Emp-Turnover	Total number and rates of new employee hires and employee turnover by age group, gender and region	Chapter 3 sections 4.1 and 7.6	
<b>Occupational health and safety - Management approach</b>				
403-1		Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	Chapter 3 sections 4.2 and 7.6	
403-2	H&S-Emp	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Chapter 3 sections 4.2 and 7.6	✓
<b>Training and education - Management approach</b>				
404-1	Emp-Training	Average hours of training per year per employee by gender, and by employee category	Chapter 3 sections 4.1 and 7.6	
404-3	Emp-Dev	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Chapter 3 sections 4.1 and 7.6	
<b>Diversity and equal opportunity - Management approach</b>				
405-1	Diversity-Emp	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Chapter 3 sections 4.1, 4.3, 7.6 and chapter 10	✓
405-2	Diversity-Pay	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Chapter 3 sections 4.3, 7.6 and chapter 10	
<b>Local communities - Management approach</b>				
413-1	Comty-Eng	Operations with significant actual and potential negative impacts on local communities	Chapter 3 sections 3.1 and 3.3	
<b>Supplier social and environmental assessment - Management approach</b>				
414-1		Report the percentage of new suppliers that were screened using human rights criteria	Chapter 3 section 3.5	
<b>Customer health and safety - Management approach</b>				
416-1	H&S-Asset	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Chapter 3 sections 3.3 and 3.5	
416-2	H&S-Comp	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	Chapter 3 sections 3.3 and 3.5	
CRE8	Cert-Tot	Type and number of certification, rating and labelling schemes for new construction, occupation and redevelopment	Chapter 3 section 2.5	✓

## 12. Independent third-party body report

### Independent third-party body report on the non-financial performance statement contained in the management report

#### Financial year ended December 31, 2018

Dear Shareholders,

In our capacity as an independent third-party body, a member of the Mazars network, Statutory Auditor of the Icade SA company, accredited by Cofrac Inspection under number 3-1058 (scope available on [www.cofrac.fr](http://www.cofrac.fr)), we hereby report to you on the non-financial performance statement for the financial year ended December 31, 2018 (hereinafter the "Statement") presented in the management report, pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

#### Responsibility of the Company

The Board of Directors is responsible for preparing a Statement in compliance with legal and regulatory provisions, that includes a reference to its business model, a presentation of the main non-financial risks it faces, a description of the policies implemented to limit these risks and the results of such policies, including key performance indicators.

The Statement has been drawn up in accordance with the reporting guidelines used by the Company (hereinafter the "Guidelines") whose key elements are available on request from the Company's head office.

#### Independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and the French Code of Ethics governing our profession. In addition, we have implemented a quality control system comprising documented policies and procedures to ensure compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

#### Responsibility of the Independent Third-Party Body

On the basis of our work, our responsibility is to express a limited assurance conclusion on:

- compliance of the Statement with the provisions of Article R. 225-105 of the French Commercial Code;
- the accuracy of the information provided in accordance with paragraph 3 of I and II of Article R. 225-105 of the French Commercial Code, namely the results of the policies, including key performance indicators and actions, relating to the main risks, hereinafter the "Information".

However, it is not our responsibility to express an opinion on:

- the Company's compliance with other legal and regulatory provisions, particularly pertaining to risk mitigation plans and plans for the fight against corruption and tax evasion;
- the compliance of products and services with relevant regulations.

#### Nature and scope of our work

We performed our work described hereinafter in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code setting out the conditions under which the independent third party body performs its engagement, with the professional guidance issued by the French Institute of Statutory Auditors relating to this engagement, and with ISAE 3000 – *Assurance engagements other than audits or reviews of historical financial information*.

We performed work that allows us to assess the compliance of the Statement with regulatory requirements and the accuracy of the Information:

- we reviewed the Company's business activities, the main social and environmental risks related to such business activities, their impact on human rights, the fight against corruption and tax evasion as well as the policies resulting from their results;
- we assessed the suitability of the Guidelines with respect to their relevance, completeness, reliability, impartiality and comprehensibility and taking into account best industry practices where appropriate;
- we verified that the Statement covers each disclosure category provided for in paragraph III of Article L. 225-102-1 on social and environmental matters, as well as on human rights, the fight against corruption and tax evasion;
- we verified that the Statement provides an explanation of the reasons for the non-disclosure of information required by the second paragraph of III of Article L. 225-102-1;
- we verified that the Statement includes a reference to the business model, the main risks associated with the Company's business activities, including, where relevant and proportionate, the risks created by its business relations, its products and services as well as policies, actions and results, including key performance indicators;
- we verified that the Statement discloses the information provided for in II of Article R. 225-105, where this information is relevant to the main risks and policies presented;
- we assessed the process for selecting and approving the main risks;
- we enquired about the existence of internal control and risk management procedures implemented by the Company;
- we assessed the consistency of the results and key performance indicators selected for the main risks and policies presented;
- we verified that the Statement includes a clear and reasoned explanation for the non-disclosure of a policy on one or more of these risks;

- we verified that the Statement covers the consolidated scope, namely all the companies included in the scope of consolidation in accordance with Article L. 233-16 within the limits specified in the Statement in paragraph 10.6 "Methodological clarification";
- we assessed the data collection process implemented by the Company to ensure that the Information is both complete and accurate;
- we used, for the key performance indicators and other quantitative results <sup>(1)</sup> that we considered to be material:
  - analytical procedures to verify that data collected is properly consolidated and that any changes to the data are consistent,
  - tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with the supporting documents. This work covers all the consolidated data of the key performance indicators and results selected for these tests;
- we consulted documentary sources and conducted interviews to substantiate the qualitative information (actions and results) that we considered to be the most material;
- we assessed the consistency of the Statement in its entirety based on our understanding of the Company.

We believe that the work we have performed, based on our professional judgement, allows us to express a limited assurance conclusion. A higher level of assurance would have required us to carry out more extensive procedures.

### Means and resources

Our work was carried out by a team of five people.

We conducted around twenty interviews with the individuals responsible for preparing the Statement, representing the CSR Department; Environmental Transitions Department; HR Department; Audit, Risk, Compliance and Internal Control Department; Innovation, Institutional Relations and Communication Department; and business divisions (Office Property Investment, Healthcare Property Investment and Property Development Divisions).

### Conclusion

Based on our work, we have not identified any significant misstatement that causes us to believe that the non-financial performance statement fails to comply with relevant regulatory requirements and that the Information, taken as a whole, has not been fairly presented, in compliance with the Guidelines.

Paris La Défense, on March 18, 2019

The independent third-party body

**Mazars SAS**

Edwige REY

Partner, CSR & Sustainable Development

(1) Total workforce and breakdown of employees by gender, age and geographic area; Absenteeism rate; Percentage of employees trained; Percentage of employees officially recognised as disabled; Percentage of floor area (office and other activities) and projects (residential) covered by an environmental certification – Property Development Division; Percentage of projects (office and residential) exceeding Thermal Regulation RT 2012 by at least 10% – Property Development Division; Percentage of floor area powered by renewable energy – Property Development Division; Carbon intensity – Property Development Division; Percentage of floor area covered by an environmental certification – Office and Healthcare Property Investment Divisions; Percentage of electricity covered by green certificates – Office Property Investment Division; Percentage of floor area covered by energy performance contracts – Office Property Investment Division; Energy and carbon intensity – Office and Healthcare Property Investment Divisions; Water intensity – Office and Healthcare Property Investment Divisions; Percentage of recycled or recovered waste – Office Property Investment Division; Percentage of floor area covered by green lease clauses – Office Property Investment Division; Percentage of suppliers who have signed the responsible procurement charter – Office Property Investment Division; Percentage of floor area covered by services available to tenants – Office Property Investment Division; Customer satisfaction index on construction completion – Property Development Division; Percentage of employees made aware of the fight against corruption (French Sapin II law) and the Code of Ethics; Percentage of employees made aware of the EU General Data Protection Regulation (GDPR); Amount allocated to sponsorships.