EXTRACT 2019

UNIVERSAL REGISTRATION DOCUMENT CSR CHAPTER

ICADE

Building for every future

3. CORPORATE SOCIAL RESPONSIBILITY

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1. CSR strategy and organisation

1.1. 2019 highlights

Icade's Purpose expressed by its employees

As a result of a year of collaborative work carried out by all its employees, Icade defined its Purpose, which was then submitted for approval to the Board of Directors in November 2019 and approved by its members. Four forums were organised over the course of the year throughout France in order to identify the Purpose's four pillars. In addition, six workshops were held with Icade's stakeholders (shareholders, B2B and B2C clients, local authorities, employees and suppliers). These efforts led to the Purpose being definitively formulated and able to be integrated into all of Icade's activities as early as 2020. The inclusion of the Purpose in the preamble of its Articles of Association will be submitted to the General Meeting for shareholder approval on April 24, 2020.

CSR is central to Icade's project for the future Athletes' Village

Icade, Caisse des dépôts and CDC Habitat were awarded the contract to build a portion of the Athletes' Village in Saint-Ouen-sur-Seine. They will develop a mixed-use project covering over 48,000 sq.m designed to house 3,000 athletes from around the world. After housing the athletes during the Games, this project designed from the very start with local communities in mind will become a vibrant neighbourhood comprising housing units, student accommodations, offices, business premises, etc. The project is aiming for high environmental performance through a bioclimatic building design and 3,000-sq.m urban forest. It is also committed to obtaining the BiodiverCity and E+C- labels.

Icade supports the "Business for Nature – Act4Nature France" initiative

Building on its commitment to Act4Nature made in 2018, Icade signed the "Business for Nature – Act4Nature France" manifesto in December 2019. This initiative will be carried out under the aegis of the French Ministry for Ecological and Inclusive Transition. In addition to the ten commitments that were initially made, it includes additional transparency requirements such as posting objectives and measures on a common platform and undergoing an assessment conducted by independent expert bodies within the next two years. Around thirty companies are involved in this initiative to pledge their commitment in preparation for the World Conservation Congress which will be held in June 2020 in Marseille.

Icade is part of a circular economy approach with Cycle-Up

cycle up
DES RESSOURCES À L'INFINI

Icade entered into a 50/50 joint venture with Egis in 2018 to launch Cycle-Up, a digital platform available to all participants in the construction industry dedicated to the reuse of building materials. In 2019, Cycle-Up was used in 8 renovation and demolition projects involving Icade's assets. The reuse of these building materials made it possible to avoid 65 tonnes of waste generation, equivalent to about 87 tonnes of CO_2 emissions avoided. These projects have also contributed to the local solidarity economy through reliance on professional integration.

Icade Santé launches its "Quality of Life and CSR in Nursing Homes" Charter

3 GOOD HEALTH AND WELL-BEING

In 2019, Icade Santé drafted a "CSR and Quality of Life in Nursing Homes" Charter with the support of Afnor. It sets out the commitments and criteria with respect to future investments in nursing homes. This Charter includes internal guidelines setting out the criteria related to the residents' well-being, quality of life, safety and supervision.

New initiatives that promote inclusion and a strong local footprint

In 2019, Icade launched a number of socially responsible initiatives. Community events were organised for its business park tenants in partnership with local companies. Such events included a charity run, an ethical Christmas market in collaboration with local artisans, etc. Icade also helped set up a "Pop-up Job Workshop" to promote employment in the Val-de-Marne area. A dedicated space was set aside for around fifty job seekers over 45 who received seven weeks of coaching at the Orly-Rungis business park. As part of the "Pacte avec les quartiers pour toutes les entreprises" (PAQTE, Pact with Priority Neighbourhoods for All Businesses) implemented by the French government, Icade has strengthened its commitment to secondary school students from priority neighbourhoods. Presentations have been given at their schools or the Company allowing them to discover Icade's various activities.

Launch of Icade's start-up studio Urban Odyssey – CSR lies at the heart of innovation

URBAN ODYSSEY
Start-up Studio by ICADE

In 2019, Icade launched its start-up studio Urban Odyssey in partnership with the HEC Incubator. Dedicated to shaping the cities of tomorrow, its purpose is to scale up innovative solutions in response to the new challenges companies face today. Five start-ups joined the start-up studio in 2019, including three intrapreneurial projects. They are focused on eco-friendly solutions, such as reducing greenhouse gas emissions, urban agriculture and rainwater recycling.

Icade employees' first charity challenge

LE DÉFI!

Launched in 2019, the goal of the first Icadiens Solidaires charity challenge in which all Icade employees could participate was to encourage them to take as many steps as possible to raise money for charities. In total, over 30 million steps were counted over the 18 days of the challenge, raising €47,000 for 3 children's charities.

1.2. Icade's CSR goals

1.2.1. Icade's Purpose in line with its CSR goals

Defined in 2019, Icade's Purpose has made CSR issues central to the performance of its duties:

> **Designing, Building, Managing and Investing in cities, neighbourhoods and buildings that are innovative, diverse, inclusive and connected with a reduced carbon footprint.**
>
> **Desirable places to live and work.**
>
> **This is our ambition. This is our goal.**
>
> **This is our Purpose.**

As a committed and socially responsible player, Icade strives to accomplish these goals each day through its strategic choices and the implementation of a CSR policy that creates value for all its stakeholders. This is in line with UN Sustainable Development Goal 11, namely "Make cities and human settlements inclusive, safe, resilient and sustainable". Icade has produced a Strategic Plan for the period 2019-2022 in keeping with its Purpose. The Plan includes ambitious CSR commitments focused on three key areas:

- stepping up low-carbon transition and preserving resources;
- developing solutions that include new habits and lifestyles in partnership with local authorities and communities;
- promoting employee skills development, workplace well-being and diversity.

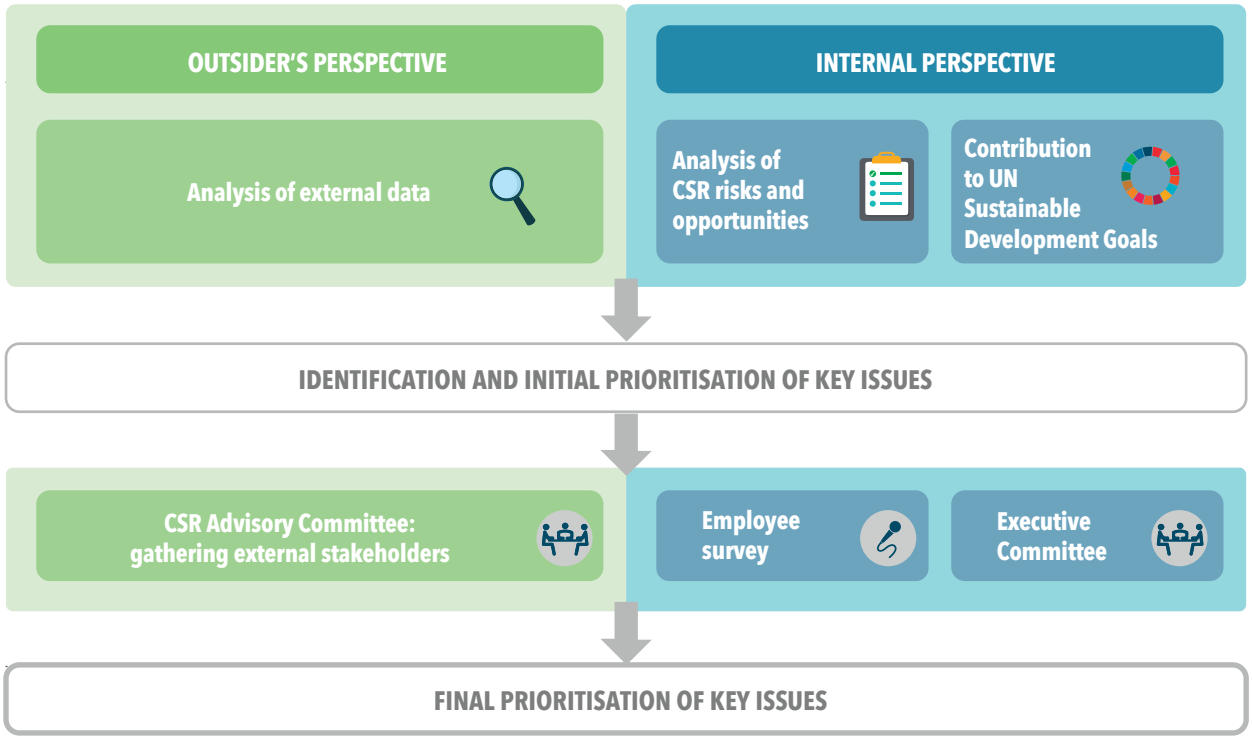
These three key areas have been broken down into five key issues:

- impact of climate change and low-carbon transition;
- scarcity of resources and circular economy;
- preserving biodiversity;
- territorial cohesion and inclusion;
- engagement, agility and collaboration.

These key areas and CSR commitments are the product of the materiality assessment described below.

1.2.2. Materiality assessments as a tool for prioritising Icade's CSR issues

The materiality assessment conducted when drafting the 2019-2022 Plan identified and prioritised the most relevant CSR issues in terms of Icade's 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. The methodology used is described below:



Three in-depth studies identified and prioritised the issues:

1.2.2.1. Analysis of external data

Icade analysed thousands of data points from publications produced by its 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, this analysis identified 95 CSR issues and provided an overall view of major market trends and emerging CSR issues.

1.2.2.2. Analysis of CSR risks and opportunities

Icade considers CSR as a tool for improving risk management and as a source of opportunities and value creation. Icade's CSR and Risk Management teams together conducted an in-depth review of the risks and opportunities related to the Company's environmental, social and societal aspects. Close to sixty CSR risks were identified and grouped into 10 categories.

The diagram below outlines Icade's main CSR risks and opportunities:

ENVIRONMENTAL

PRINCIPAL RISK AREAS:

- **Impact of climate change and low-carbon transition.**
- **Preservation of resources: circular economy and biodiversity.**
- **Compliance with environmental, health and safety regulations.**

Principal risks:

- obsolescence and deterioration of the assets;
- business interruption events and projects postponed;
- higher natural resource and energy prices.

Principal opportunities:

- increased appeal and value of the assets;
- better control of operations;
- increased market shares and improved brand image.

SOCIETAL

PRINCIPAL RISK AREAS:

- **Innovation and adaptation to customers' needs.**
- **Customer relations.**
- **Consideration of the needs of local communities.**
- **Responsible procurement.**
- **Business ethics.**
- **Data protection and security.**

Principal risks:

- legal claims against Icade;
- deterioration in stakeholder relationships;
- assets becoming less attractive;
- damage to brand image and brand value;
- unsuccessful tenders.

Principal opportunities:

- increased appeal and value of the assets;
- improved stakeholder relationships;
- better operational control;
- increased market shares;
- increased occupancy rates.

SOCIAL

PRINCIPAL RISK AREA:

- **Adaptation of skills, workplace well-being and diversity.**

Principal risks:

- legal claims against Icade;
- deterioration in employee relations;
- lower productivity and loss of competitiveness.

Principal opportunities:

- transparent, trust-based relationships with employees;
- improved brand image and employer brand;
- improved productivity.

To learn more about CSR risks and related control measures and performance indicators, see section 8 "CSR risks and opportunities and related performance indicators".

1.2.2.3. Icade's contribution to UN Sustainable Development Goals

Icade's CSR issues were also prioritised by analysing the 17 UN Sustainable Development Goals (SDGs). Icade identified eight priority goals and five significant goals in connection with its business. Sustainable Development Goal 11 "Sustainable cities and communities" is particularly relevant to Icade's activities and concerns.

CONTRIBUTION TO UN SUSTAINABLE DEVELOPMENT GOALS

Priority goals

- **3** - Good health and well-being
- **7** - Affordable and clean energy
- **8** - Decent work and economic growth
- **9** - Industry innovation and infrastructure
- **11** - Sustainable cities and communities
- **12** - Responsible consumption and production
- **13** - Climate action
- **15** - Life on land

Significant goals

- **5** - Gender equality
- **6** - Clean water and sanitation
- **10** - Reduced inequalities
- **16** - Peace, justice and strong institutions
- **17** - Partnerships for the goals

To learn more about the in-depth analysis conducted by Icade, see section 7 "Contributing to UN Sustainable Development Goals".

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

1.2.2.4. Final prioritisation by Icade's stakeholders

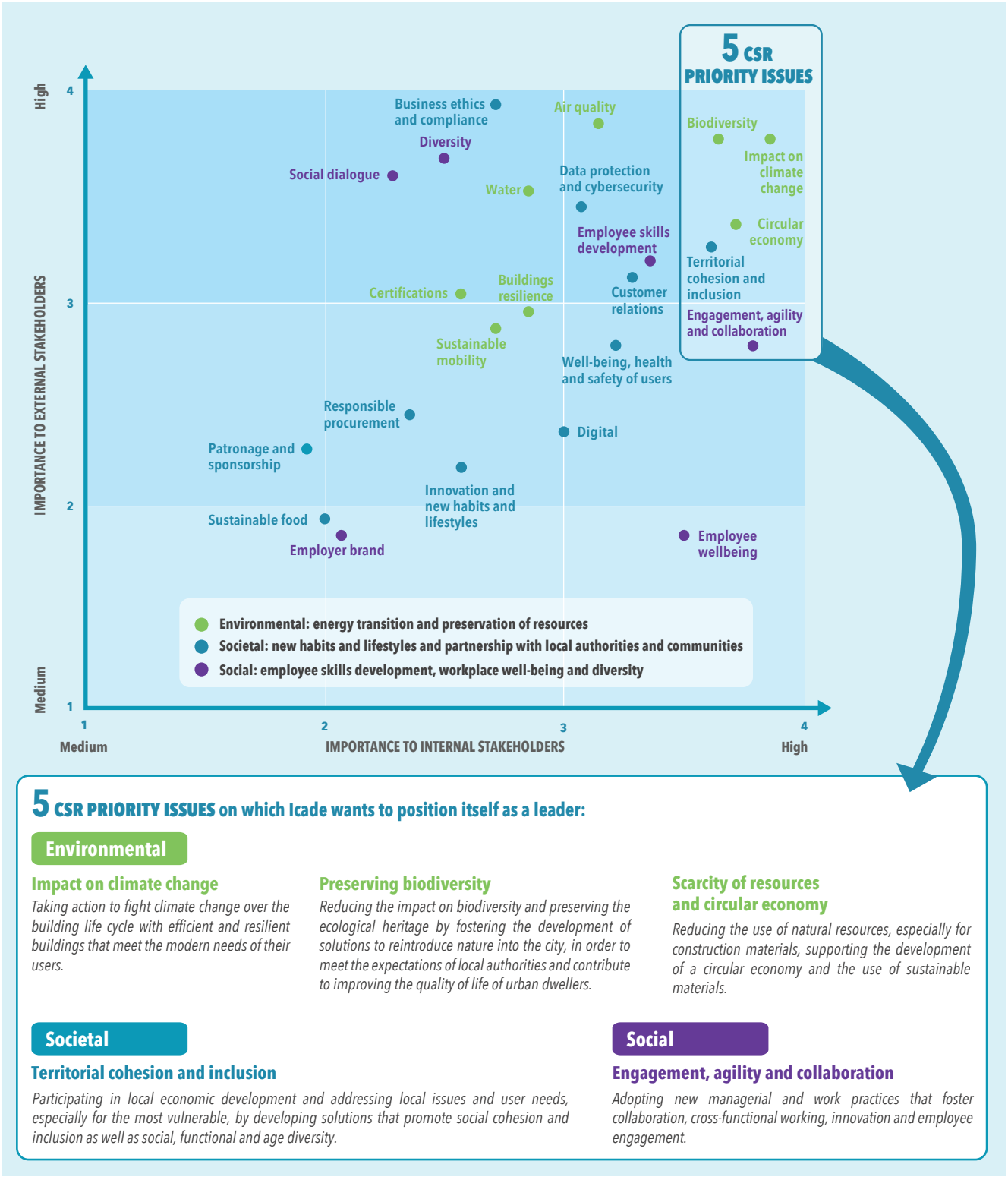
Three different types of participants – external stakeholders (CSR Advisory Committee), employees and the Executive Committee – then analysed and reassessed this ranking:

- **CSR Advisory Committee:** chosen for their expertise and commitment, this group of 13 stakeholders – which includes CSR experts, social and solidarity-based economy entities, scientists, entrepreneurs, urban planners, etc. – has provided a forward-looking perspective on social, societal and environmental issues for Icade. 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%;
- **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 CSR Materiality Matrix.

1.2.2.5. Icade's CSR Materiality Matrix



5 CSR PRIORITY ISSUES on which Icade wants to position itself as a leader:

Environmental

Impact on climate change

Taking action to fight climate change over the building life cycle with efficient and resilient buildings that meet the modern needs of their users.

Preserving biodiversity

Reducing the impact on biodiversity and preserving the ecological heritage by fostering the development of solutions to reintroduce nature into the city, in order to meet the expectations of local authorities and contribute to improving the quality of life of urban dwellers.

Scarcity of resources and circular economy

Reducing the use of natural resources, especially for construction materials, supporting the development of a circular economy and the use of sustainable materials.

Societal

Territorial cohesion and inclusion

Participating in local economic development and addressing local issues and user needs, especially for the most vulnerable, by developing solutions that promote social cohesion and inclusion as well as social, functional and age diversity.

Social

Engagement, agility and collaboration

Adopting new managerial and work practices that foster collaboration, cross-functional working, innovation and employee engagement.

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

1.3. Key CSR commitments for 2019-2022 and 2019 results

RISK AREA	2019-2022 COMMITMENTS		2019 RESULTS
LOW-CARBON TRANSITION AND PRESERVATION OF RESOURCES			
IMPACT OF CLIMATE CHANGE AND LOW-CARBON TRANSITION	**Office Property Investment:** reduce carbon intensity by 45% between 2015 and 2025 *(in kg CO_2/sq.m/year)*, i.e. a 5.8% reduction per year.		CO_2 emissions were reduced by **27%** between 2015 and 2019, i.e. a 7.5% reduction per year.
	Property Development: 100% of offices measuring over 5,000 sq.m and 33% of homes to be E+C- certified by 2022.		In 2019, **33%** of office property developments measuring over 5,000 sq.m and **4%** of homes were E+C- certified.
PRESERVATION OF RESOURCES: BIODIVERSITY AND THE CIRCULAR ECONOMY	**Office Property Investment:** achieve a net positive impact on biodiversity in 50% of business parks by 2022.		**100%** of business parks had a net positive impact on biodiversity in 2019.
	Property Development: implement a reuse process for demolitions over 5,000 sq.m starting in 2020.		**67%** of demolitions over 5,000 sq.m applied a reuse process in 2019.
COMPLIANCE WITH ENVIRONMENTAL, HEALTH AND SAFETY REGULATIONS	**Healthcare Property Investment:** obtain HQE certification for all new-build projects with a floor area above 7,500 sq.m.		**100%** of the Healthcare Property Investment Division's new-build projects above 7,500 sq.m are HQE-certified.
NEW HABITS AND LIFESTYLES AND PARTNERSHIPS WITH LOCAL AUTHORITIES AND COMMUNITIES			
CONSIDERATION OF THE NEEDS OF LOCAL COMMUNITIES	**Office Property Investment:** increase the number of local community partnerships in the business parks by 2022.		**25** local community initiatives were organised for business park tenants in 2019 (a charity run, an ethical Christmas market, etc.)
	Property Development: include professional integration commitments in all significant construction projects starting in 2020 and promote local job creation.		**49%** of major construction projects included professional integration commitments and the Property Development Division used local suppliers for more than 2/3 of its procurement needs in 2019.
INNOVATION AND ADAPTATION TO CUSTOMER'S NEEDS	**Healthcare Property Investment:** set up CSR & innovation committees with at least 70% of healthcare operators by 2020.		**59%** of healthcare operators benefited from CSR & innovation committees in 2019.
CUSTOMER RELATIONS	**Office Property Investment:** 100% of the main business parks to be covered by the proprietary "Business Park of Excellence" label.		**100%** of the main business parks had this label in 2019.
RESPONSIBLE PROCUREMENT	**Icade:** integrate CSR criteria into the procurement process.		**85%** of the Procurement Department's requests for quotation included CSR criteria in 2019.
BUSINESS ETHICS	**Icade:** provide training to 100% of employees exposed to corruption, money laundering and the financing of terrorism by the end of 2019.		**89%** of employees identified as "at risk" were trained in 2019.
DATA PROTECTION AND SECURITY	**Icade:** provide training in personal data protection to 100% of employees identified as being the most "at risk" by the end of 2022.		Training began in 2019 and covered **94%** of employees identified as being the most "at risk".
EMPLOYEE SKILLS DEVELOPMENT, WORKPLACE WELL-BEING AND DIVERSITY			
HR POLICY: ADAPTATION OF SKILLS, WORKPLACE WELL-BEING AND DIVERSITY	**Icade:** fill 25% of positions internally each year starting in 2019.		**25%** of positions were filled internally in 2019.
	Icade: provide training to at least 90% of employees each year starting in 2019.		**92%** of employees received training in 2019.
	Icade: fill 18% of permanent positions with people under the age of 26 starting in 2020.		**16%** of permanent positions were filled with people under the age of 26 in 2019.

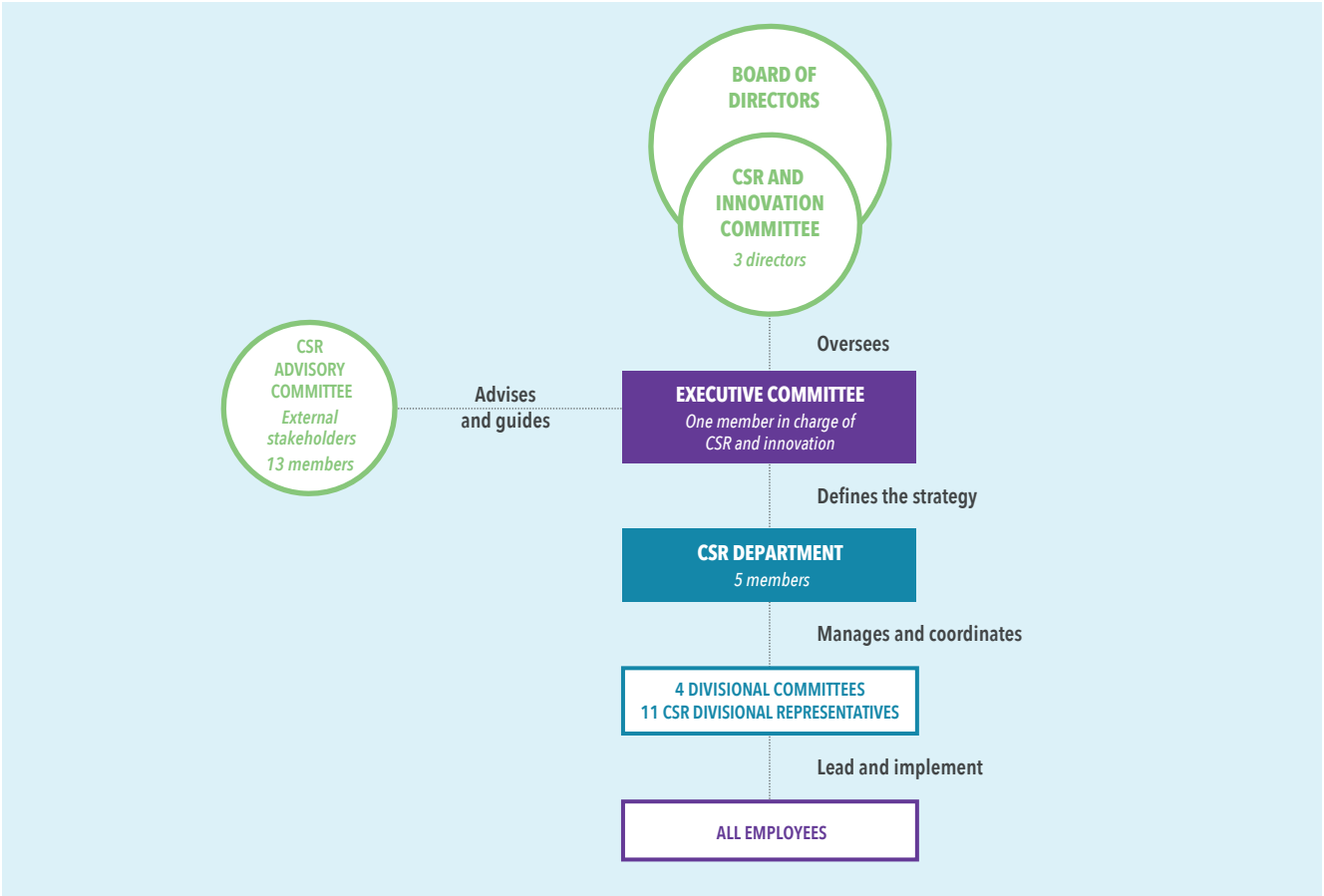
Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

1.4. CSR governance and management

To define and implement its CSR strategy, Icade relies on three governance bodies and a Corporate Social Responsibility Department which report to the Head of CSR and Innovation, a member of the Executive Committee:

- **Innovation and CSR Committee:** composed of three directors [1] including two independent directors, this governing body reports to the Board of Directors. It is in charge of prioritising focus areas with respect to innovation and CSR in line with Icade's expansion strategy. This committee met once in 2019;
- **CSR Advisory Committee:** composed of 13 external players chosen for their expertise in and commitment to CSR – scientists, entrepreneurs, urban planners, etc. – the Executive Committee and the Chairman of the Board of Directors, it is tasked with steering Icade's CSR policy and ensuring its implementation in collaboration with Icade's governance bodies. The committee meets once a year to advise the Company on its CSR priorities;
- **Executive Committee:** composed of 11 members [2], including the Head of CSR and Innovation. It is responsible for defining Icade's CSR strategy;
- **CSR Department**: coordinates commitments and executes action plans to implement Icade's CSR strategy, with the fight against climate change as the top priority. It reports to the Head of CSR and Innovation, a member of the Executive Committee. The department works in close partnership with the business divisions' management committees and CSR divisional representatives which coordinate CSR initiatives for all employees.

ICADE'S CSR ORGANISATION



Incorporated in the Company's overall strategy, CSR commitments involve the entire management structure and include quantified targets and specific deadlines. In 2019, 100% of managers and 73% of employees had roadmaps including CSR and innovation objectives. As regards the members of the Executive Committee, 10% of their variable remuneration is contingent upon meeting CSR objectives, including climate-related performance.

(1) As of December 31, 2019.

(2) As of February 3, 2020.

1.5. An approach in tune with stakeholders

Icade maintains a regular and constructive dialogue with its main stakeholders. The Company has identified nine categories of key stakeholders as a consequence of their level of influence and impact on its CSR strategy and business activities. The table 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 "CSR commitments for 2019-2022 and progress made in 2019".*

Icade's key stakeholders	Forms of dialogue
Customers	◘ Customer service, satisfaction surveys, green lease committees, green lease clubs, etc. ◘ Dedicated websites: the Office Property Investment Division's business park digital platform http://www.cyg-icade.com/, the Property Development Division's website http://www.icade-immobilier.com/ and the digital communication and exchange platform on innovation https://hub-smartcity.com/ ◘ Social media: LinkedIn, LinkedIn, Youtube, Twitter, Instagram, Facebook
Employees & employee representatives	◘ Dialogue with social partners ◘ Annual performance reviews ◘ Campaigns to assess workplace well-being ◘ Toll-free helpline providing employee assistance ◘ Events: Sustainable Development Week, results presentation, New Year's Reception, seminars, etc. ◘ Internal communication: Intranet, information screens, magazines and in-house newsletters ◘ Anonymous whistleblower reporting system, available to all employees via an online platform
Financial and ESG community: investors, institutional and individual shareholders, lenders, credit rating agencies, banks and insurance companies	◘ 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 ◘ General Shareholders' Meeting and shareholders' newsletters ◘ Investor presentations, annual and semi-annual reports, press releases ◘ Meetings with investors and financial and SRI (Socially Responsible Investments) analysts, and response to ESG rating agency questionnaires
Elected officials, local authorities and communities	◘ Signing of the Climate Action Charter and participation in drafting the Climate Plan and resilience programme for the City of Paris ◘ Signing of the "Business for Nature – Act4Nature France" manifesto ◘ Participation in several local consultation bodies dedicated to local economic and social development ◘ Signing of three charters with the Plaine Commune local administrative body: Local Development Charter, Circular Economy and Sustainable Development Charter and Major Projects Charter ◘ Signing of the "Charter for the development of temporary occupation as a tool to serve the Paris region" by Icade Promotion ◘ Signing of a partnership with Réseau Entreprendre Val-de-Marne and Seine-Saint-Denis ◘ Signing of local employment and integration charters ◘ Partner of Arc de l'Innovation ◘ Provision of toll-free numbers and suggestion boxes for local residents near construction sites
Business partners & suppliers: architects, builders, contractors, providers of intellectual services, service providers, Caisse des dépôts Group, start-ups and industrial partners	◘ Signing of responsible procurement charters and clean construction site charters, regular supplier assessments and participation in drafting a guide for sustainable procurement in the real estate industry ◘ Development of joint projects with start-ups, industrial partners, artists (Art&Design Lab by Icade, an artist residency created by Icade) and Caisse des dépôts Group subsidiaries (CDC Habitat, Transdev, Egis, CDC Biodiversité, etc.) ◘ Partnership with the HEC Incubator in connection with Urban Odyssey, Icade's start-up studio
Professional sector: certifiers and labellers, professional associations and regulatory authorities	◘ Contribution via working groups to regulatory discussions on EU taxonomy, the law on circular economy, the low-carbon label and 2020 environmental regulations ◘ Development of the new "Smart and connected buildings" label (HQE 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 framework and the ACT (Assessing Low-Carbon Transition) initiative with Ademe (French Environmental and Energy Management Agency) ◘ Active member of several trade groups: EPRA (European Public Real Estate Association), Alliance HQE-GBC (professional alliance for a sustainable built environment), 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 (a French association monitoring air quality in the Paris region) ◘ Founding member of ADIVbois, BBCA (French 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), "Tous en Stage" (enabling students to carry out a week-long internship offering the opportunity to discover four different companies), "100,000 Entrepreneurs" (introducing young people to the concept of entrepreneurship) ◘ Partnership agreements between LPO (League for the Protection of Birds), the Office Property Investment Division and Icade Promotion Annecy ◘ Participation in the Nature 2050 programme to restore biodiversity, led by CDC Biodiversité in partnership with the Nicolas Hulot Foundation, the France Nature Environment association, LPO (League for the Protection of Birds) and the French National Museum of Natural History ◘ Patronage supporting community projects and local cultural activities, and employee involvement in community initiatives (Food Bank, Samusocial of Paris, Étoile de Martin, etc.) ◘ Founder of the Palladio Foundation, dedicated to taking public interest into account when building the city of tomorrow
Media and events	◘ Press releases, press kits, press briefings, articles ◘ Events: Official openings (Quai 8.2 in Bordeaux, Castel Office in Marseille), groundbreakings (Saintes post-acute care facility, Villars projects in Ivry-sur-Seine), 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 (CentraleSupélec; École Nationale Supérieure d'Architecture de Paris-Val-de-Seine; École Nationale Supérieure de Création Industrielle; Chair in Entrepreneurship, Local Development and Innovation) ◘ Partnership with CEEBIOS (the European Centre of Excellence in Biomimetics of Senlis)

1.6. External evaluation of Icade's ESG 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 ESG classifications.

	SCORES	RANKINGS
GRESB	81 82 84 SCORE OUT OF 100	**2019** **Sector Leader** in the category "diversified assets, listed companies, Western Europe" **"Green Star" status**
CDP	A- A- A- PERFORMANCE SCORE FROM E TO A	**2019** **In the top 22% of the highest scoring companies** in its sector (World)
MSCI ESG RATINGS AA (CCC B BB BBB A AA AAA)	AA AA AA SCORE FROM CCC TO AAA	**2019** **Score of AA** (on a scale ranging from CCC to AAA)
SUSTAINALYTICS	12,3 11,8 SCORE OUT OF 100 (inverted scale: 0 = negligible risk, 100 = severe risk)	**2019** **In the top 5% of the highest scoring** listed companies in the real estate investment sector (World)
vigeo eiris	59 65 SCORE OUT OF 100	**2019** **3rd out of 81 companies in Europe** in the Financial Services – Real Estate sector "Advanced" level
ISS ESG	C C+ SCORE FROM D- TO A+	**2018** **In the top 5% of the highest scoring companies** in the real estate sector (World) "Prime" status
FTSE4Good	3,6 3,7 SCORE FROM 1 TO 5	**2019** **In the top 12% of the highest scoring companies** in its sector (World)
Gaïa RATING	74 79 86 SCORE OUT OF 100	**2019** **8th out of 230 companies** on the Gaia index (all sectors, France)

2017 2018 2019

Icade's CSR ratings improved in 2019:

- GRESB (Global Real Estate Sustainability Benchmark), a leading international organisation specialising in the assessment of CSR policies implemented by real estate companies, has ranked Icade "Sector Leader" in the category of listed diversified companies in Western Europe. It obtained a score of 84/100 in 2019, up 2 points compared to 2018. Icade continues to be classified as a "Green Star", the highest category;
- by obtaining a score of A- in 2019 from the Climate Disclosure Project (CDP, a non-profit organisation that assesses how companies affect climate change), Icade reached the leadership level. This clearly acknowledges the quality of the Company's policy and actions in the fight against climate change. Icade is above the industry average of B and among the 22% of the highest scoring companies ranked by CDP in its industry;
- Icade received a rating of AA (on a scale ranging from AAA to CCC) from MSCI, an American research company providing ESG assessments and indices, in the 2019 MSCI ESG Ratings assessment;
- in 2019, Icade was ranked thirteenth out of 315 listed real estate investment companies by Sustainalytics, a leading global provider of company ESG assessments. With a score of 11.8/100, Icade has low ESG-risk exposure and is among the 5% highest scoring listed real estate investment companies in the world;
- Icade was ranked third out of 81 European companies in 2019 (vs. sixth out of 37 in 2017) by Vigeo Eiris, a European agency specialised in rating companies on their ESG performance. It also reached the "Advanced" level with a score of 65/100 in 2019, i.e. six points more than in 2017. Icade was included in the Euronext Vigeo France 20 index in 2019. This index is composed of the 20 highest-ranking companies in France in terms of their ESG performance;
- in 2018, Icade received "Prime" status awarded to leading companies in their industries by ISS, an international ESG rating agency. Icade improved its score from C to C+ and was among the top 5% highest scoring real estate companies in the world in 2018. Icade's Green Bond was also rated by ISS in 2018 and received "Approved" status and a score of B (on a scale ranging from D- to A+);
- provided by FTSE Russell, the FTSE4Good index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. With a score of 3.7/5 on this index in 2019, Icade is among the 12% highest scoring companies in its industry worldwide;
- in 2019, Icade ranked eighth out of 230 companies (for all industries combined in France) on the Gaïa index. Created 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 2019:

- for the fifth consecutive year, the quality of Icade's CSR reporting received a Gold Sustainability Award bestowed by EPRA (European Public Real Estate Association). In 2019, Icade was one of the 52 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 was recognised for the quality of its Green Bond reporting by the international organisation Climate Bonds Initiative in its "Post-issuance Reporting in the Green Bond Market" report published in March 2019. It received the highest score (25/25) for the breadth of its post-issuance impact report and was awarded the top spot in the world's top 10 ranking. The Climate Bonds Initiative is a non-profit organisation dedicated to promoting investments in projects and assets allowing for a rapid transition to a low-carbon economy that is resilient in the face of climate change;
- in 2019, Icade obtained an overall score of 99/100 for gender equality and the promotion of diversity. This index, under the aegis of the French Ministry of Labour and Secretariat for Gender Equality, measures progress towards gender equality using five objective indicators;
- Icade took second place *(Victoire d'Argent)* at the *Victoires des Leaders du Capital Humain* awards in the "Quality of Working Life" category. This ceremony, organised by Leaders League, publisher of *Décideurs Magazine,* publicly recognises HR innovations.

2. Low-carbon 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 customers, Icade has set three priorities with ambitious goals – to facilitate low-carbon transition, promote biodiversity and support initiatives in favour of the circular economy.

2.1. Transitioning to a low-carbon pathway

In 2015, the 21st session of the UN Conference of the Parties (COP 21) reached a historic agreement in Paris to keep global temperatures from rising more than 2°C, with an ideal target of 1.5°C, by 2100. As the real estate sector is responsible for 25% (1) of greenhouse gas emissions in France, Icade has made this the top priority of its CSR strategy. It has implemented two key measures, namely adopting low-carbon solutions and increasing the resilience of assets, to reduce its emissions and create buildings of enduring value. Icade has reaffirmed its commitment by signing the French Business Climate Pledge and the Paris Climate Action Charter.

Risks and opportunities related to climate change

To ensure climate action transparency, Icade follows the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), especially in terms of risks and opportunities. Assessing and managing climate-related risks and opportunities effectively is an integral part of an overall risk management process in line with a continuous improvement approach.

Icade faces a number of climate-related risks:

- **transition risks** include regulatory changes (Tertiary renovation decree, energy-climate law, 2020 environmental regulation, etc.), shifts in technology (new materials, equipment and construction methods), shifts in market preferences (changing expectations of customers and investors, restructuring of energy and natural resource markets, etc.) and reputational impacts (image perceived by stakeholders);
- **physical risks** resulting from climate change, in particular extreme events (natural disasters) and recurring events (floods, heat waves, etc.) which may damage the assets or projects and disrupt business operations.

Climate-related issues are also sources of opportunity and sustainable value creation for Icade and its stakeholders (by reducing construction and operating costs, increasing appeal, creating buildings of enduring value and improving their resilience, etc.). *For further information about the analysis of risks and opportunities, see section 8 "CSR risks and opportunities and related indicators".*

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

ICADE'S CARBON FOOTPRINT ARISING FROM ITS OPERATIONS AND SCOPE OF RESPONSIBILITY

OFFICE PROPERTY INVESTMENT (scope 1, 2 and 3)

Emissions from energy consumption by office tenants (common and private areas): 15,861 tonnes of CO_2 (1)(2)

➜ **Commitment: -45% in CO_2 intensity between 2015 and 2025**

PROPERTY DEVELOPMENT (scope 3)

Emissions from building construction (materials, transport and construction waste): 200,921 tonnes of CO_2

➜ **Commitment: 100% of offices measuring over 5,000 sq.m and 33% of homes to be E+C- certified by 2022**

HEALTHCARE PROPERTY INVESTMENT (scope 3)

Emissions from energy consumption by healthcare facility operators (common and private areas): 42,495 tonnes of CO_2 (1)(3)

➜ **Commitment: monitoring energy performance for at least 75% of healthcare operators and offering solutions to improve energy performance for 100% of extensions and major construction projects, starting in 2019**

« Corporate » (scope 1, 2 and 3)

Emissions from energy consumption by buildings occupied by Icade employees: 101 tonnes of CO_2

➜ **Action plan: measures to reduce energy and carbon use and promote eco-friendly practices**

ICADE'S LEVEL OF RESPONSIBILITY

(1) These consumption data include all energy uses, not just the five uses defined by the French Thermal Regulation (space heating, cooling, lighting, water heating and ventilation).
(2) Scope 3 emissions generated by the Office Property Investment Division also include emissions from office tenant commuting which amounted to 36,091 tonnes of CO_2.
(3) As 100% of healthcare facilities are operated by the healthcare providers themselves, Icade has no control over the operation of this type of asset.

Comments:
Scope 1 accounts for emissions directly associated with energy (natural gas), scope 2 accounts for emissions indirectly associated with energy (electricity and district heating and cooling) and scope 3 accounts for other indirect emissions (purchased goods and services, transport, etc.)
As some assets in the Corporate scope are also included in the Office Property Investment scope, the corresponding emissions have been subtracted from the total in order to avoid double counting (26 tonnes of CO_2).
Emissions offset on a voluntary basis and emissions related to the purchase of green certificates are not included in these calculations, in accordance with the GHG Protocol.

Icade's overall carbon footprint amounted to 295,443 tonnes of CO_2 in 2019. Icade has set ambitious low-carbon goals in proportion to its level of responsibility for each one of its divisions. As regards the Office Property Investment Division, Icade is directly responsible for the energy consumption by the common areas of the property portfolio's controlled buildings. The Company nonetheless decided to go one step further by including both the private areas of controlled office buildings and office buildings entirely managed by tenants in its commitment scope. Icade has also implemented action plans to reduce CO_2 emissions generated by offices occupied by its employees.

As regards the Property Development Division, its carbon footprint is mainly related to building materials for which Icade has a high level of responsibility. As this responsibility is shared with its customers and suppliers, Icade strives to involve all its stakeholders in its low-carbon strategy. Lastly, as regards the Healthcare Property Investment Division, Icade does not control the operation of the assets as they are entirely managed by its healthcare partners. The Company nonetheless works with healthcare operators through various tools and dedicated initiatives.

For further information, see section 6.1. "Icade's carbon footprint".

Towards a low-carbon pathway

To assess the level of commitment that would be required to achieve a 2°C or 1.5°C pathway, Icade worked with Carbone 4, a consulting firm specialised in climate issues. Icade chose ambitious scenarios from SBT/SDA 2DS [1] for the "Services Building" segmentand the French National Low-Carbon Strategy [2] (SNBC) for the building sector.

As a result, the Office Property Investment Division has defined goals consistent with a "nearly 1.5°C" pathway. The Property Development Division aims to focus on low-carbon labels (E+C- label) [3] in order to improve its carbon performance over the whole life cycle of buildings. As Icade is not responsible for operating the Healthcare Property Investment Division's facilities, its power to act resides in assisting the operators of its healthcare facilities to improve their environmental performance.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
OFFICE PROPERTY INVESTMENT DIVISION:		**OFFICE PROPERTY INVESTMENT DIVISION:**
• Reduce carbon intensity by 45% between 2015 and 2025 *(in kg CO_2/sq.m/year).*		• CO_2 emissions were reduced by 27% between 2015 and 2019.
• Reduce energy intensity by 30% between 2015 and 2025 *(in kWh_{pe}/sq.m/year).*		• Energy consumption was reduced by 17% between 2015 and 2019.
• Reach 20% of renewable energy in the energy mix by 2020.		• The share of renewable energy in the energy mix reached 20% in 2019, one year ahead of schedule.
• Gradually adapt the portfolio by making it more resilient in the face of climate change and include a climate risk assessment in the asset acquisition policy by 2022.		• An assessment of the physical risks associated with climate change was conducted for all the assets. In 2019, the measures put in place for existing buildings were detailed and a benchmark listing the various ways to adapt to climate change was established.
HEALTHCARE PROPERTY INVESTMENT DIVISION:		**HEALTHCARE PROPERTY INVESTMENT DIVISION:**
• Monitor the energy performance of at least 75% of healthcare facility operators starting in 2019.		• 76% of the Healthcare Property Investment Division's operators benefited from energy performance monitoring in 2019.
• Offer solutions to improve energy performance for 100% of extensions and major construction projects (façade renovations and sealing) starting in 2019.		• The objective was met in 2019, with the implementation of measures such as the reinforcement and improvement of insulation and the use of more energy-efficient materials.
PROPERTY DEVELOPMENT DIVISION:		**PROPERTY DEVELOPMENT DIVISION:**
• 100% of offices measuring over 5,000 sq.m and 33% of homes to be E+C- certified by 2022.		• In 2019, 33% of office property developments measuring over 5,000 sq.m and 4% of homes were E+C- certified.

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

2.1.1. Low-carbon property assets

Property Development Division

Regulatory developments, such as the future 2020 French Environmental Regulations of which the E+C-label was the precursor, now take into account a building's carbon performance throughout its life cycle, from the construction phase to the operational phase. To measure its overall impact, carbon assessments are routinely conducted on each and every one of Icade's new buildings. Icade also aims to obtain the E+C- label (positive energy and low-carbon buildings) for all its offices measuring over 5,000 sq.m and 33% of homes in 2022 (% based on the number of buildings in projects). As 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 also takes part in discussions to move the industry forward. For example, the Company participated in the pilot phase of the "Biosourced Building", BBCA and E+C- labels.

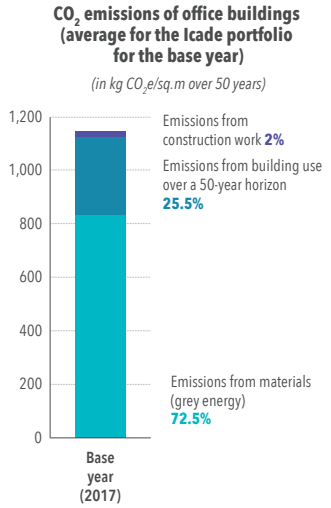
To meet its goals, Icade modelled the CO_2 emissions from its offices and homes and various steps to reduce them.

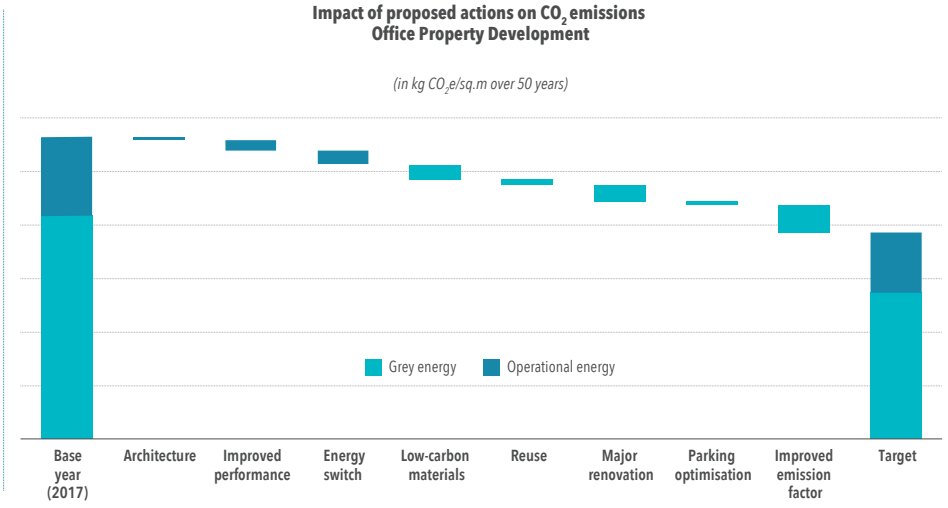
(1) The Sectoral Decarbonisation Approach (SDA) makes it possible to align emission reduction targets with a 2°C scenario, set by the Science-Based Targets initiative (SBT).

(2) The SNBC's first version in 2016 consistent with a 2°C pathway aimed to reduce emissions in the building sector by 54% between 2013 and 2028 and 87% between 2013 and 2050. The revised 2019 SNBC consistent with a 1.5°C pathway aims for carbon neutrality by 2050, requiring Icade to reduce its carbon intensity by 47% between 2015 and 2025, 64% by 2030 and 100% by2050.

(3) The French government's E+C- (positive energy and low-carbon buildings) label was established to promote the development of buildings capable of delivering a strong energy/carbon performance over their life cycle. This label is a precursor of the 2020 French Environmental Regulations (RE 2020), which will require new buildings to meet minimum energy and carbon performance requirements.

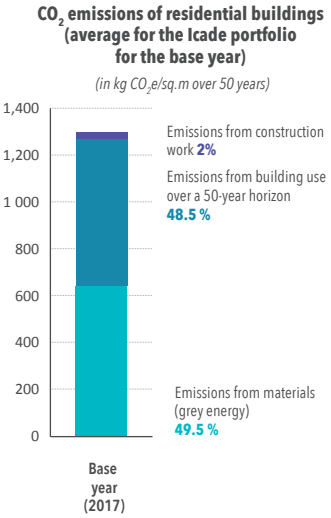
CO_2 EMISSIONS FROM NEW OFFICES AND STEPS TO REDUCE THEM

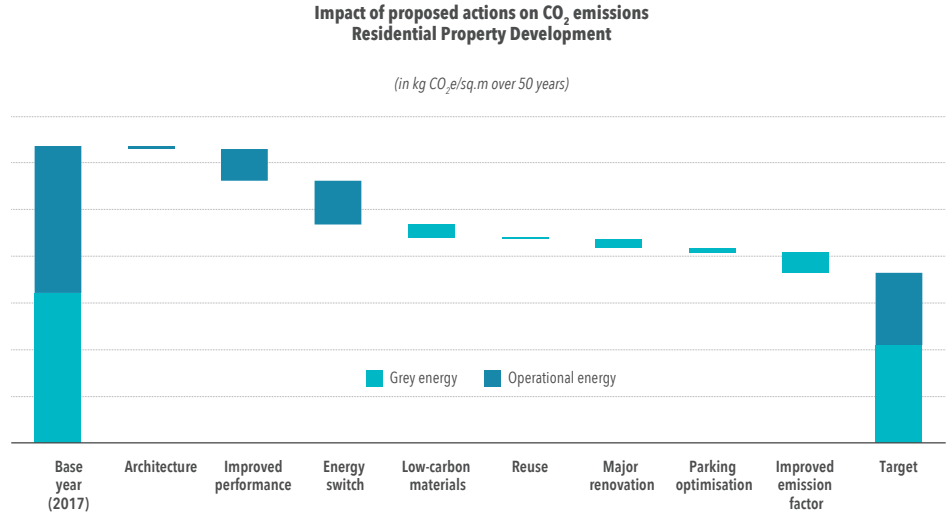




Grey energy is the predominant form of energy in office property developments. The focus should therefore be on reducing its consumption, through the use of low-carbon materials, reuse of construction materials and energy renovation.

CO_2 EMISSIONS FROM NEW HOMES AND STEPS TO REDUCE THEM





For residential property developments, emissions from construction are equivalent to emissions associated with a building's energy performance during its operational phase over a 50-year horizon. The main steps that could be taken to reduce these emissions include using energy-efficient equipment and low-carbon energy sources.

The Property Development Division has implemented a comprehensive action plan to reduce its carbon emissions, overseen by a manager for sustainable materials. It includes:

- a tool to model carbon performance based on data from the Environmental and Health Declaration Sheets available on the INIES database[1], made available to help operational teams develop a low-carbon strategy suitable for each project;
- a "low-carbon laboratory" developed to fund studies designed to assess the technical and financial feasibility of low-carbon solutions and a guide for operational teams to help them understand and meet E+C- label requirements;
- low-carbon requirements included in the procurement of materials and equipment. For example, Icade always uses FSC©- or PEFC-certified wood and favours wood from local, sustainably managed forests that ensure restocking;
- the use of bio-sourced and reused building materials and bioclimatic architecture. As a result, reliance on wooden joinery for new projects jumped from 1% in 2016 to 18% in 2019. Icade and REI Habitat signed a co-development partnership agreement with respect to wood-

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

based construction projects in March 2018. The objective is to complete 200,000 sq.m of hybrid wood and concrete buildings in the next few years. Two projects are being developed in this way, one in Montpellier covering 11,000 sq.m and the other in Nantes, covering 10,000 sq.m;

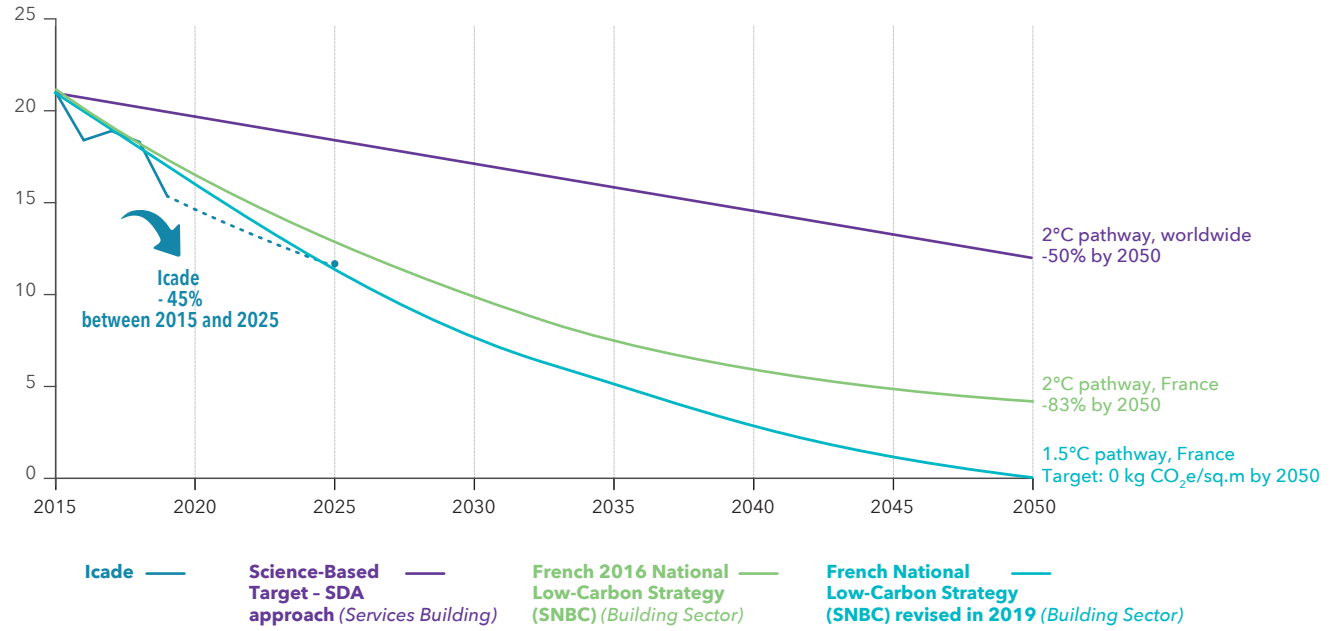
- the use of renewable energy for 58% of projects in 2019 and energy-efficient equipment. As a result, energy performance in the operational phase exceeds current regulatory requirements: 60% of offices and 77% of homes have outperformed the energy performance thresholds set out in the French Thermal Regulation RT 2012 by at least 10%.

Through these steps taken throughout their life cycle, 33% of offices measuring over 5,000 sq.m and 4% of homes were E+C- certified in 2019, with a target of 100% of offices measuring over 5,000 sq.m and 33% of homes certified in 2022. Life-cycle carbon intensity [1] stood at 1,326 kg CO_2/sq.m for homes in 2019 (down 13% compared to 2017) and 1,092 kg CO_2/sq.m for offices (up 1% compared to 2017). The Wood'Art project, soon to emerge in the heart of the Cartoucherie eco-district in Toulouse, embodies this strategy. This 9-storey building complex grouping together 137 residential units, a 100-room hotel and shops is a model of wood-based construction using wood-framed walls, cross-laminated timber and glulam. It has also incorporated terracotta, the emblem of the Pink City, into its façade. The complex aims to obtain the E+C- label with an E3C2 rating.

Office Property Investment Division

The Office Property Investment Division set a goal to reduce its carbon intensity by 45% between 2015 and 2025, i.e. -5.8% per year, in line with a "nearly 1.5°C" pathway. This commitment covers emissions from the overall energy consumption of the buildings, including controlled consumption (common areas of buildings) and non-controlled consumption (private areas and single-tenant buildings), i.e. scopes 1, 2 and 3 relating to the buildings' energy consumption.

OFFICE PROPERTY INVESTMENT DIVISION'S LOW-CARBON GOAL WITH RESPECT TO THE 2°C AND 1.5°C PATHWAYS FOR THE REAL ESTATE SECTOR *(in kg CO_2/sq.m/year)*

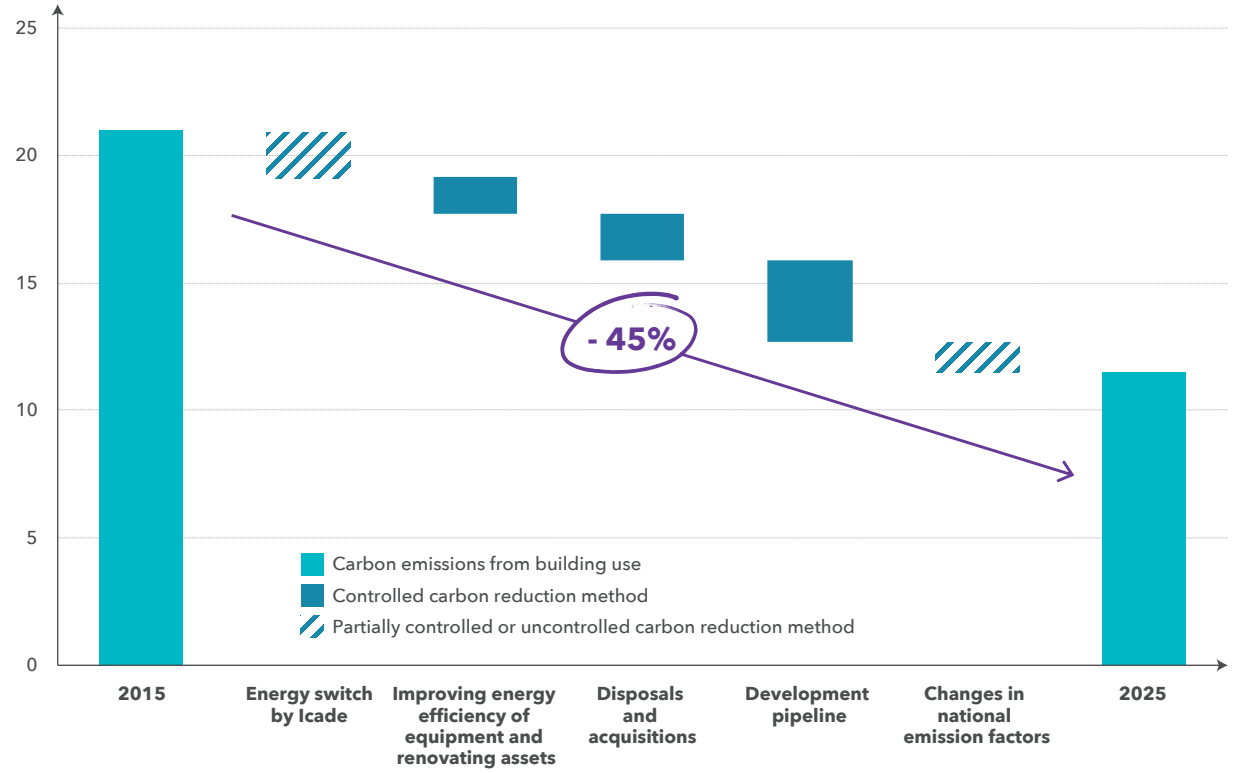


To meet its goals, Icade first set up a reliable automated reporting system for its buildings' energy data, mapping 97% of its portfolio. In addition, energy consumption is monitored in real time using an energy management system, enabling more efficient anomaly detection and correction.

(1) This intensity includes construction-related emissions (including the renewal of materials) and those from buildings in use over a 50-year horizon (the five end uses of energy as defined in French Thermal Regulations, and production and transport of water consumed).

To meet its goals, Icade has implemented an ambitious action plan with a budget of close to €40 million over three years (2019-2022). These measures rely on a modelling tool for assessing the main carbon reduction methods presented below:

CO_2 EMISSIONS FROM OFFICE PROPERTIES AND STEPS TO REDUCE THEM *(in kg CO_2/sq.m/year)*



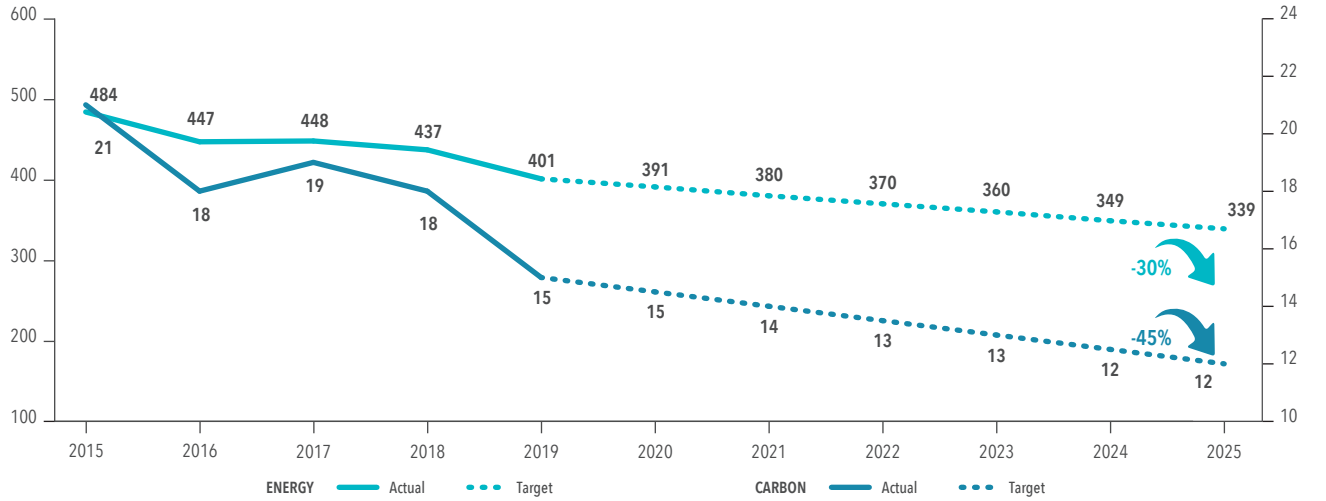
- **Energy switch:**
  - increased use of low-carbon energy sources: this policy aims to replace gas-fired boilers with electric heat pumps or connect buildings to urban heating networks. While Icade strongly supports this second alternative, it ultimately falls within the purview of local authorities;
  - increasing the share of renewable energy in the energy mix: In 2019, the percentage of renewable energy in Icade's energy mix stood at 20% (8% in 2015), enabling it to meet its goal one year ahead of schedule. Renewable electricity sources include the purchase of green certificates (for a total of 45,295 MWh, i.e. 22% of electricity consumption) and on-site energy generation (geothermal energy and solar photovoltaic panels). Indeed, Icade has installed photovoltaic shade structures totalling 4,500 sq.m on the roofs of buildings in the Orly-Rungis business park. Other ways to source renewable energy include connecting buildings to heat networks (as 30% of their consumption comes from renewable energy). Icade intends to rely solely on biogas for its gas consumption in 2020;
- **improving energy efficiency of equipment and renovating assets:**
  - major renovations: complete building restoration (façades, insulation, technical equipment, etc.);
  - replacing heating, cooling and air handling systems with more energy-efficient ones;
  - systematic use of LED lighting: installed in 58% of Icade's assets at the end of 2019, with energy efficiency gains of up to 80%;
- **asset disposals and acquisitions:** Icade has developed a tool to assess a building's carbon footprint in connection with acquisitions and investment decisions. For assets generating carbon emissions above the target threshold, Icade factors the need for a renovation plan into its investment decision in order to reduce carbon intensity to levels consistent with its low-carbon objective;
- **development pipeline:** new property developments will substantially contribute to reducing the Office Property Investment Division's carbon footprint. New buildings can achieve carbon intensity up to 80% lower than the average for Icade's existing properties;
- **changes in national emission factors:** Icade will benefit from the reduced carbon footprint of France's energy mix provided for in the country's energy policies [1]. As Icade has no control over these changes, conservative assumptions were used for its modelling.

Icade has also implemented several measures to involve its customers and partners in its initiatives:

- **introducing energy performance contracts (EPCs):** this measure sets an energy performance objective for property managers as regards common areas. The contracts covered 82% of the buildings over which Icade had operational control in 2019;
- **green lease committees:** accompanied by action plans and targets for improvement, these committees meet with tenants to raise their awareness and help them reduce their consumption of energy, water and carbon, and waste production. For further information, see section 3.4. "Assisting customers in matters of environmental performance".

(1) French Law No. 2019-1147 of November 8, 2019 on Energy and Climate aims to reduce the consumption of fossil fuels by 40% by 2030, increase the use of renewable energy and close all coal-fired power plants by 2022.

ENERGY CONSUMPTION AND GREENHOUSE GAS EMISSIONS OF OFFICES AND BUSINESS PARKS
(in kWh_{pe}/sq.m/year adjusted for unified degree days for energy and in kg CO_2e/sq.m/year for carbon)



Energy consumption was reduced by 17% between 2015 and 2019. In addition, Icade's carbon intensity plunged by 27% between 2015 and 2019. Between 2018 and 2019, energy intensity dropped by 8% while carbon intensity dropped by 16%. This downward trend over the past year can mostly be explained by the sale of assets whose energy and carbon intensity was high and the acquisition of more energy efficient assets. It is also attributable to energy efficiency measures such as energy performance contracts, LED lighting, green lease committees and the increased use of renewable energy.

For further information on the Office Property Investment Division's environmental indicators, see section 6.2. "Tables of environmental indicators of the Office Property Investment Division – EPRA format".

In addition to reducing emissions related to its activities, Icade is committed to creating carbon sinks and offsetting its residual emissions:

In 2019, 46% of emissions mapped by the Office Property Investment Division, i.e. 7,295 tonnes of CO_2, were offset through the purchase of Certified Emission Reductions (CERs), which contribute to financing carbon emission reduction projects. These offset emissions were not deducted from Icade's CO_2 emission calculations.

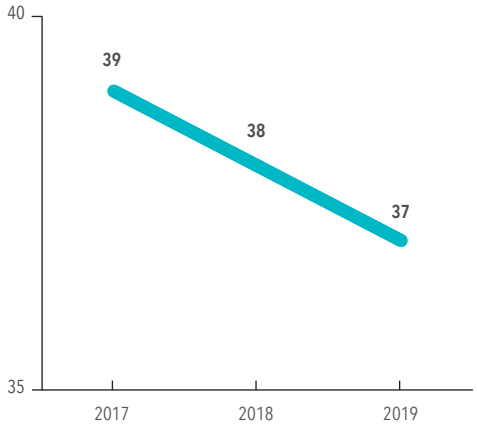
Icade also aims to play a role in the emergence of best practices in this area. Icade, Société forestière de la Caisse des dépôts and the Institute for Climate Economics (I4CE) entered into a unique partnership focused on low carbon. This partnership aims to finance a forestry project by applying for the first time the concept of carbon neutrality approved by the French Ministry for Ecological and Inclusive Transition with the "Low-Carbon Label". Carbon gains from forestry initiatives supported by this project will be certified by this label. In addition, Icade has participated in discussions with several players, including the Centre Scientifique et Technique du Bâtiment (CSTB, the French Scientific and Technical Centre for Construction), to propose additional offsetting methods for renovation projects enabling them to be recognised by this label.

Healthcare Property Investment Division

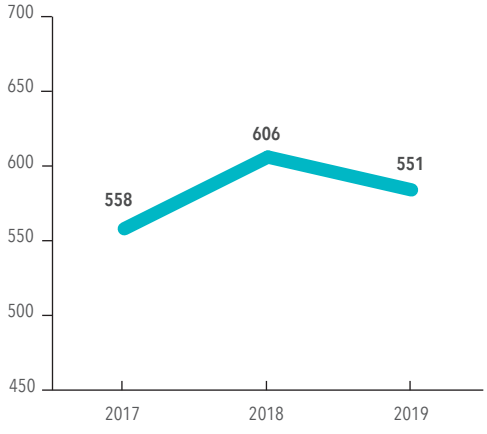
Icade does not control the operation of its healthcare properties. These are entirely managed by their operators. Icade Santé helps them improve their performance in a variety of ways by:

- automating the collection and management of environmental data: 76% of the Healthcare Property Investment Division's floor area was covered by energy/carbon mapping in 2019, vs. 72% in 2018;
- providing operators with reports on their energy performance, including comparative data and recommendations for corrective action;
- helping operators implement solutions to improve their energy performance: Starting in 2019, Icade Santé made the commitment to offer operators solutions to improve their energy performance for all extensions, major renovation work on façades and sealing. This objective has been met. For example, for the Pôle Santé République private hospital in Clermont-Ferrand, this led to the flat roof's insulation being replaced with thicker material offering higher thermal resistance.

GREENHOUSE GAS EMISSIONS FROM THE HEALTHCARE PROPERTY INVESTMENT DIVISION *(in kg CO_2e/sq.m/year, on a like-for-like basis)*



ENERGY CONSUMPTION OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION *(in kWh_{pe}/sq.m/year adjusted for unified degree days, on a like-for-like basis)*



The energy intensity of the Healthcare Property Investment Division decreased by 1% and greenhouse gas emissions were down by 6% between 2017 and 2019 on a like-for-like basis.

For further information on the Healthcare Property Investment Division's environmental indicators, see section 6.4. "Tables of environmental indicators of the Healthcare Property Investment Division – EPRA format".

2.1.2. The necessary adaptation to climate change

The resilience of a building refers to its ability to withstand extreme weather events, especially those associated with climate change. Icade endeavours to assess these various risks in order to adapt its portfolio accordingly.

Property Development Division

Committed to developing resilient new assets, Icade has participated in discussions on the new "resilience" section that was added to NF certifications. A majority (85%) of residential projects have obtained NF Living Environment/Housing and NF HQE certification which includes hazard identification, established procedures and information booklets for future home owners.

Office Property Investment Division

Icade is committed to gradually adapting its portfolio by adopting solutions to strengthen its resilience in the face of climate change. To identify suitable solutions, Icade has tasked the specialised Carbone 4 firm with analysing the impact of the risks associated with climate change on all of Icade's property assets based on location, age of the properties, type of construction and the environment. The assessment identified four main climatic hazards: heat waves, droughts, rising average temperatures and floods. In 2019, measures already put in place for existing buildings were detailed in order to determine the net risks and a benchmark was established listing the various ways to adapt to climate change. For example, Icade is working with CDC Biodiversité to introduce plant species in its business parks to reduce urban heat islands and avoid stormwater runoff due to flooding. By 2022, a climate risk assessment will be included in the asset acquisition policy.

2.2. Preserving biodiversity and promoting nature in cities

At a time when one million plant and animal species are at risk of extinction including 25% of species in France [1], Icade has reaffirmed its commitment to protecting biodiversity which it considers to be a priority and a way to make its assets more appealing. It has implemented a strategy in favour of a net positive impact on biodiversity that improves the environment and well-being of its inhabitants, making cities more resilient in the face of climate change. Icade has once again shown its commitment by joining the "Business for Nature – Act4Nature France" initiative under the aegis of the French Ministry for Ecological and Inclusive Transition. This platform will group the commitments made by French companies in preparation for the IUCN [2] World Conservation Congress to be held in June 2020. This is a decisive step before the UN Convention on Biological Diversity is held in China in December 2020 and establishes biodiversity guidelines to 2030.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
OFFICE PROPERTY INVESTMENT DIVISION:		**OFFICE PROPERTY INVESTMENT DIVISION:**
• Achieve a net positive impact on biodiversity in 25% of business parks in 2020 and 50% by 2022.	✓	• The objective was surpassed with 100% of business parks with a net positive impact on biodiversity in 2019.
• Ensure that 100% of the business parks are covered by the EcoJardin label by 2022.	✓	• 100% of the business parks with green spaces were covered by the EcoJardin label in 2019.
OFFICE PROPERTY INVESTMENT AND HEALTHCARE PROPERTY INVESTMENT DIVISIONS:		**OFFICE PROPERTY INVESTMENT AND HEALTHCARE PROPERTY INVESTMENT DIVISIONS:**
• Fund the restoration and preservation of 1 sq.m of natural habitat for each sq.m developed by the Property Investment Divisions as part of developing new projects, starting in 2019.	✓	• 100% of the land area developed by the Healthcare Property Investment Division as part of developing new property projects has resulted in the restoration of an equivalent area under Nature 2050. The Office Property Investment Division developed no land in 2019.
PROPERTY DEVELOPMENT DIVISION:		**PROPERTY DEVELOPMENT DIVISION:**
• Achieve a net positive impact on biodiversity in 25% of new builds starting in 2020.	✓	• The objective was achieved one year ahead of schedule with 36% of new builds with a net positive impact on biodiversity in 2019.

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

2.2.1. Icade's impact on biodiversity

A number of Icade's business activities have an impact on biodiversity, including land selection and acquisition, building design and construction, building operation and landscape maintenance. These activities contribute to the expansion of built-on land, although this impact is mitigated in that new construction projects managed by Icade are partially developed on land that has already been built upon. Potential damage could also stem from light and sound pollution, fragmented habitats, soil sealing and soil pollution. Icade's activities may impact ecosystem diversity, wildlife mobility, the genetic mixing of species and emergence of new species. This could spread pest species and disrupt natural cycles in ecosystems.

(1) *2019 Global Assessment Report on Biodiversity and Ecosystem Services, IPBES.*

(2) *International Union for Conservation of Nature.*

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 creating new urban ecosystems. Bringing nature into the city offers many advantages, such as the increased well-being of residents due to green spaces for recreational use, locally grown fresh produce, optimisation of air, waste and water treatment, etc. This is vital to making cities more resilient in the face of climate change, particularly by reducing heat island effects.

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 adverse impacts during the buildings' design and construction phases. As a result, Icade intends to achieve a net positive impact on biodiversity in 25% of the Property Development Division's new builds starting in 2020. The Property Development Division measures the net positive impact on biodiversity of a project through a higher Biotope Area Factor [(1)] between the pre-project and post-project periods.

For this purpose, property development projects feature biodiversity assessments that are conducted during the design phase. They include the projects' ecological characteristics (protected areas, protected species, etc.) along with proposals for improvement from their design phase.

Icade has also implemented the BiodiverCity label for some projects, such as the "Les Quinconces" project which will include the 2024 Athletes' Village in Saint-Ouen-sur-Seine in addition to creating a 3,000-sq.m urban forest and rooftop gardens.

Lastly, Icade has set up community partnerships at its regional offices, as in Annecy where a partnership with the League for the Protection of Birds (LPO) was formed in January 2020 to devise ways to protect biodiversity in its projects from the design phase onwards.

In 2019, 36% of new builds had a net positive impact on biodiversity.

The Office Property Investment Division's business parks with a net positive impact on biodiversity

To measure its business parks' net positive impact on biodiversity, Icade analyses a set of ecological criteria relating to plant and animal life, soil, water and landscape maintenance. Through these efforts, the Company helps to improve the methodologies for assessing biodiversity. Icade has surpassed its objective with 100% of its business parks having a net positive impact on biodiversity in 2019, measured under biodiversity performance contracts.

- **Biodiversity performance contracts:**

  Signed in 2016 with CDC Biodiversité, biodiversity performance contracts covered 100% of the business parks' surface area in 2019. This innovative initiative aims to introduce nature into cities while improving the quality of life of Icade's business park users. These contracts feature measurable resource and performance indicators with respect to plant and animal life, biological diversity, lower chemical inputs and water use.

  CDC Biodiversité's ecologists have defined net positive impact on diversity as an improvement (or stabilisation at optimal level) in 100% of resource indicators and at least 50% of performance indicators which are measured under a biodiversity performance contract. The methodology was revised in 2019 to prioritise, redefine and refine the 18 most relevant indicators. The detailed methodology is available on the Icade website.

  Based on the latest study conducted in 2019, 100% of the business parks have a net positive impact on biodiversity, with 100% of the resource indicators and over half of the performance indicators showing positive change. For example, the amount of green space in the Orly-Rungis business park jumped by 81% and the number of natural habitats surged by over 75% in the two business parks.

  These positive results were made possible thanks to measures implemented to improve landscape maintenance practices: 0% of chemical plant protection products used, 100% of mulched areas, landscape maintenance staff training, communication campaigns, etc. Efforts will continue to maintain a net positive impact on biodiversity on the sites through the implementation of a sustainable landscape maintenance plan that is adapted to the specificities of each environment by introducing plants, higher-cut grassed surfaces allowed to grow for longer periods, reducing cutting and watering, etc.

  These measures are complemented by the inclusion of ecological management criteria in the contracts of the landscape maintenance contractors. This approach was awarded the EcoJardin label, attributed to 100% of the business parks that have green spaces.

- **Moving towards a common indicator to measure a company's biodiversity footprint:**

  Member of the Business for Positive Biodiversity Club (B4B+ Club) led by CDC Biodiversité, Icade has been involved in creating the Global Biodiversity Score (GBS), a standardised indicator to quantify a company's impact on biodiversity, in collaboration with companies, associations and researchers. Scheduled for 2020, this tool seeks to measure the biodiversity footprint of companies regardless of their business sector.

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

- **Developing urban agriculture:**

  Located in the Portes de Paris business park, the aquaponic farm Farmhouse Millénaire is one of the key urban agriculture projects developed by Icade. In addition to vegetable growing and trout farming in a closed-loop ecosystem covering 1,000 sq.m, it organises events related to urban agriculture and the sale of local produce. Icade employees and its business park tenants also have access to shared vegetable gardens and gardening classes.

- **Innovative green roofs:**

  Icade has conducted several tests to measure the environmental contribution of green roofs. A two-year research project carried out with CDC Biodiversité in the Millénaire business park, in partnership with the Institute of Ecology and Environmental Sciences of Paris, assessed the conditions that would be required to optimise these roofs, including the minimum thickness of trays, species diversity, etc. These roofs provide many environmental benefits such as reducing urban heat island effects and preventing floods. Further to this study, one of the buildings in the Orly-Rungis business is testing the mutually beneficial combination of green roofs and solar panels as part of the "Dessus Dessous" project. The panels create shade for the plants while the vegetation has a cooling effect on the panels and, as a consequence, extends their lifespan.

Nature 2050: restoring the most fragile ecosystems

Nature 2050 – a European programme designed to protect particularly vulnerable ecosystems and natural habitats against climate change – has developed 24 projects in France, including 10 new ones launched in 2019 on over more than 600 hectares. Through this programme, Icade has chosen to fund the restoration and preservation of 1 sq.m of natural habitat for each square metre of land developed for new construction projects carried out by the Healthcare Property Investment and Office Property Investment Divisions until 2050. With the help of Icade, 6,777 sq.m were thus restored and preserved in 2019. In addition, the Property Development Division's office in Marseille decided this year to involve all its projects in this programme for three years.

For example, Nature 2050 has set up an eco-friendly construction site with the League for the Protection of Birds (LPO) that resulted in 3,000 pine trees being planted in the southern Provence-Alpes-Côte d'Azur region. In addition, about 15 construction sites are currently being evaluated by Nature 2050 as part of a call for projects launched by the Greater Paris Metropolis.

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

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

Icade implemented a pioneering initiative dedicated to the reuse and recycling of building materials over the building life cycle. It prepared for the Law on circular economy passed in January 2020 by implementing an analysis of waste and reuse materials to identify the reuse potential of materials from demolition projects. These initiatives in support of the circular economy enable Icade to set itself apart through its innovative solutions and reduce its impact on the environment while at the same time generating wealth locally.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
OFFICE PROPERTY INVESTMENT DIVISION:		**OFFICE PROPERTY INVESTMENT DIVISION:**
• Recycle or recover 100% of controlled operational waste in 2020.	In progress	• The proportion of controlled waste which was recycled or recovered was 72% in 2019.
• Implement a reuse process for renovations over 3,000 sq.m starting in 2020.	In progress	• This process will be implemented in 2020.
• Reduce water consumption below 0.4 m^3/sq.m/year by 2022, i.e. a 25% reduction between 2015 and 2022.	In progress	• Water consumption was reduced by 17% between 2015 and 2019 (0.44m^3/sq.m/year in 2019).
HEALTHCARE PROPERTY INVESTMENT DIVISION:		**HEALTHCARE PROPERTY INVESTMENT DIVISION:**
• Make a reuse process available for refurbishments over 3,000 sq.m starting in 2021.	In progress	• Icade Santé is testing out the implementation of such measures in several pilot projects.
PROPERTY DEVELOPMENT DIVISION:		**PROPERTY DEVELOPMENT DIVISION:**
• Implement a reuse process for demolitions over 5,000 sq.m starting in 2020.	In progress	• 67% of demolitions over 5,000 sq.m applied a reuse process in 2019.
• Compile a solution catalogue for improved water management in 2019 to be incorporated into residential and office property developments by 2022.	In progress	• The solution catalogue for improved water management was introduced in 2019 with the solutions proposed being gradually implemented by 2022.

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

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

Icade is committed to optimising the use of natural resources and systematising the recycling and reuse of building materials over the building life cycle. An issue made all the more important by the fact the construction industry accounts for close to half of natural resource consumption and nearly 40% of waste production in Europe, according to the French Environment and Energy Management Agency (Ademe).

Construction waste management and reuse process for new builds and renovations

For HQE-certified new builds and renovations (i.e. 83% of office property developments and 28% of homes), demanding policies have been adopted to manage and reduce construction waste and recover and treat hazardous waste. The Property Development Division aims to ensure that all HQE-certified new builds obtain the level of "very efficient" for "low-disturbance construction site" and "operational waste management".

Starting in 2020, the Property Development Division is committed to routinely relying on the reuse of building materials for demolitions over 5,000 sq.m and has already implemented this process in 67% of them in 2019. An analysis of the use of waste and reuse materials will be conducted on each project, detailing all the materials that could be recovered or reused, whether to be sold on the market or used in other Icade projects. Similarly, the Office Property Investment Division is dedicated to making this process a routine part of renovations above 3,000 sq.m starting in 2020. The Healthcare Property Investment Division is also committed to making a reuse process available for all refurbishments over 3,000 sq.m starting in 2021.

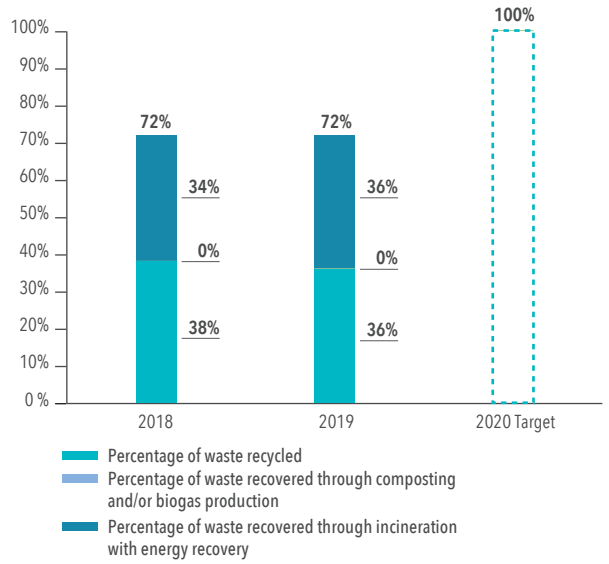
In 2018, Icade launched Cycle-Up, a digital platform dedicated to the reuse of building materials (guidance, analyses and networking) as part of a 50/50 joint venture with Egis. Icade has already called upon this start-up in connection with 8 projects. This includes the demolition of an 8,000-sq.m building in Marseille for which Cycle-Up conducted analyses of the use of waste and reuse materials which led to recovered materials being donated to local associations.

After close to two years, Cycle-Up has shown very promising results. Through the platform's 203 transactions, the reuse of building materials avoided 161 tonnes of waste generation, cutting CO_2 emissions by 663 tonnes and saving future owners over €1 million. Cycle-Up also promotes professional integration through its partnership with Ares, a professional integration specialist responsible for transporting, selectively removing and warehousing Cycle-Up's building materials.

Office Property Investment Division: operational waste management for existing assets

The Office Property Investment Division tracks the percentage of its recycled or recovered waste as a total amount and by type of recovery, i.e. material, energy, composting and/or biogas production. In 2019, 72% of controlled operational waste was recycled or recovered, with 36% recycled and 36% recovered for energy generation.

PROPORTION OF RECYCLED OR RECOVERED WASTE OF OFFICES AND BUSINESS PARKS *(as a % of total tonnes)*



Icade aims to recycle or recover 100% of its controlled operational waste in 2020. It is exploring different ways to achieve this, ranging from recovering waste on-site to improving sorting techniques:

- **Setting up waste collection and sorting units in office buildings and business parks:**

  Icade has introduced several waste sorting and recovery solutions in its business parks, including Ecobase dedicated to waste sorting and recovery in the Orly-Rungis business park. Other dedicated solutions have also been implemented in a number of buildings not located in business parks. Icade plans to go further by organising shared waste collection with local authorities and setting up waste collection and sorting areas in each building not part of a business park. Icade has focused its efforts on the five major waste streams (paper/cardboard, metals, plastics, glass and wood) and diversified the collection of other specific waste, such as cigarette butts.

- **Collecting used items:**

  Icade has put in place collection processes 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. For example, it has participated in the "Recycling means helping" campaign organised by Ecologic, a waste collection and treatment company. In total, 15,000 computers and 53 tonnes of electrical waste were collected, raising €20,800 for AFM-Telethon. At the end of 2019, the initiative was expanded to other buildings, in which these processes for collecting electrical and electronic waste will become a permanent fixture.

- **Support and solutions available to tenants:**

  In addition to these measures, Icade supports its tenants through green lease committees, bodies dedicated to co-developing plans to improve the environment, particularly as regards waste management. They have helped to increase waste recovery in several buildings managed by tenants by setting up waste sorting bins and organising awareness-raising campaigns and fun activities to encourage sorting.

  The Office Property Investment Division plans to develop its products and services and offer its tenants a "zero waste office" solution in conjunction with entrepreneurs, intrapreneurs, industry players and customers. The objective is to develop a digital platform to be used as a tool to measure performance and a marketplace for solutions.

- **Employee awareness:**

  Since 2017, employees at Icade headquarters have been made aware of the importance of reducing their waste and use of paper as part of the Open ID project, an initiative that has gradually been implemented outside the Paris region accompanied by a paperless office policy. Since relocating to Icade's new headquarters in Issy-les-Moulineaux, paper consumption has been slashed by over 50%. In addition, around 300 employees organised into teams competed against each other in a "Zero Waste Challenge" which included daily contests in 2019.

2.3.2. Reducing water consumption

Although water supply is not a material issue for Icade, it nonetheless endeavours to reduce its consumption of this natural resource. A solution catalogue for water management for all of Icade's divisions has been compiled for use by its operational teams. The catalogue provides information on best practices, feedback on wastewater management, rainwater collection and water conservation which will gradually be implemented in existing properties and new builds.

Property Development Division

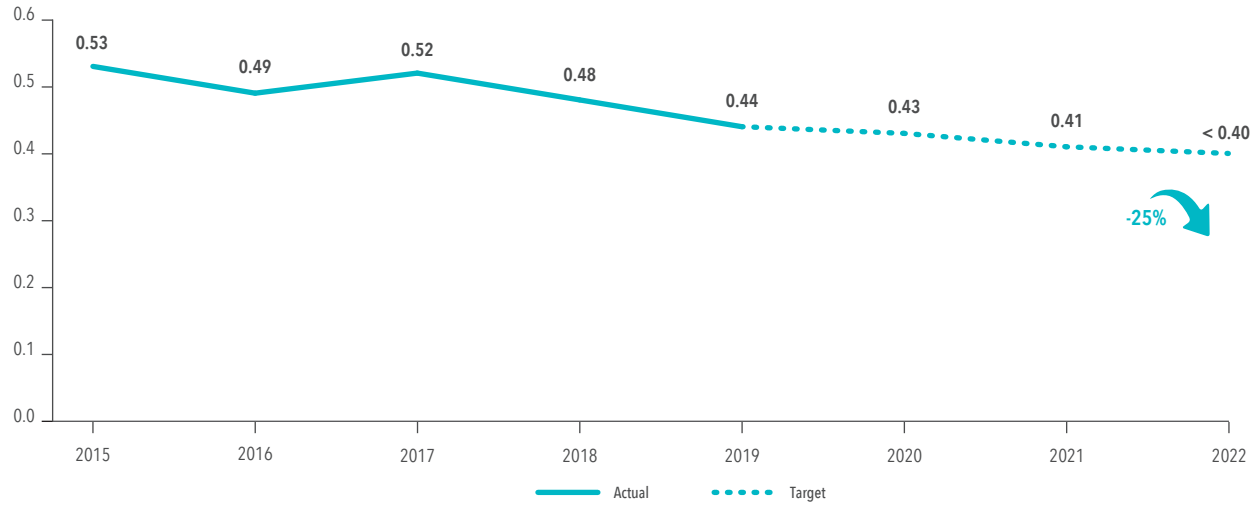
All of Icade's new builds systematically obtain NF certification, which implies stringent water management requirements for both water consumption in the operational phase and the impact on the soil during construction.

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 has enabled Icade to monitor the condition of the equipment in office buildings. Icade has automated the collection and analysis of data to better manage its consumption;
- the installation of retention basins in certain business parks reduces rainwater runoff and avoids saturating sewage treatment plants during periods of heavy rainfall. Icade has installed rainwater collection systems for watering and sanitary facilities, limited automatic watering and used plants that require little water;
- through Icade's green lease committees and green lease clubs, tenants are encouraged to adopt water management best practices, including the installation of water-efficient fixtures, metre readings, environmentally friendly practices, etc.;
- in 2018, Icade launched the innovative Bocage Urbain project in its Portes de Paris business park. This modular urban planning and landscaping solution, which has now been patented, is designed to manage urban runoff. Rooftop rainwater is collected in watertight, plant-filled containers at the base of the buildings. The main advantages of this approach include reduced runoff, self-sufficient irrigation and enhanced biodiversity.

WATER CONSUMPTION IN OFFICES AND BUSINESS PARKS *(in m³/sq.m/year)*



Water consumption decreased by 17% between 2015 and 2019 (in m³/sq.m/year) and by 8% between 2018 and 2019. This decrease is mainly due to the sale of assets whose water intensity was high and the acquisition of assets with greater water efficiency in 2019. It also resulted from the 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, see section 6.2. "Tables of environmental indicators of the Office Property Investment Division – EPRA format".

2.4. Integrating the best certification and labelling standards

Icade considers environmental labels and certifications to be strategic tools that ensure the environmental and social performance of its assets. A pioneer in the field, it is involved in testing new standards to prepare for upcoming regulations and meet the needs of its customers.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
OFFICE PROPERTY INVESTMENT DIVISION:		**OFFICE PROPERTY INVESTMENT DIVISION:**
• Increase in-use certified office space by +5% per year through to 2022.	✓	• In-use certified office space increased by 20% in 2019 vs. 2018 on a like-for-like basis.
• Obtain ISO 14001 certification for all business parks each year.	✓	• 100% of business parks have been ISO 14001-certified since 2016. Icade intends to maintain this performance.
HEALTHCARE PROPERTY INVESTMENT DIVISION:		**HEALTHCARE PROPERTY INVESTMENT DIVISION:**
• Obtain HQE certification for all new-build projects with a floor area above 7,500 sq.m each year starting in 2019.	✓	• All of the Healthcare Property Investment Division's projects above 7,500 sq.m aim to obtain HQE certification.
PROPERTY DEVELOPMENT DIVISION:		**PROPERTY DEVELOPMENT DIVISION:**
• Obtain HQE certification for 100% of offices and 35% of homes each year starting in 2019.	◔	• In 2019, 83% of offices and 28% of homes were HQE-certified, slightly below the objective. Icade will reinforce its efforts to achieve this objective in 2020.

✓ *Objective achieved* ◔ *Objective partially achieved* ⏱ *In progress* ⊗ *Objective not achieved*

2.4.1. Icade, a pioneer in new certifications and labelling

Icade continuously tests new standards, as demonstrated by its recent projects: as regards carbon and energy performance, the Thémis office building, completed in 2017 in Paris, is one of the first office developments to obtain BBCA (low-carbon building) certification and the French government's E+C- label (with an E2C2 rating), a precursor of the upcoming French Environmental Regulations; 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 2018. Icade was the first private real estate player to receive HQE certification for office buildings in 2005, the BiodiverCity® label in 2014 and the "Biosourced Building" label in 2015.

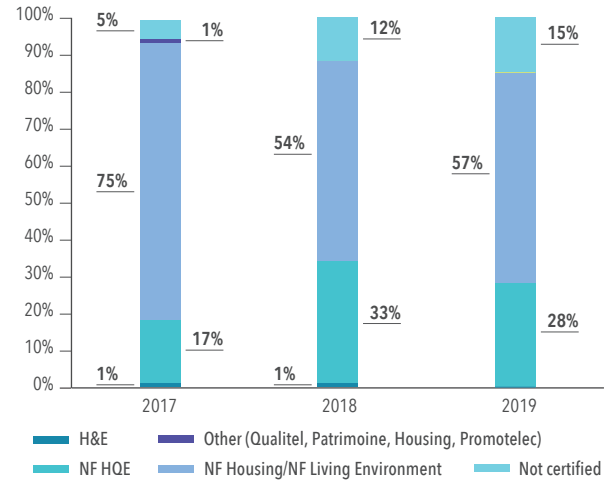
Icade is also involved in developing new standards related to building connectivity. The PB5 Tower in La Défense obtained one of the first WiredScore labels in France, with a Gold rating, and four other sites aim to obtain the R2S (Ready to Service) label developed by Smart Building Alliance (SBA), with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

2.4.2. Developing environmental certifications for new builds and existing properties

Property Development Division

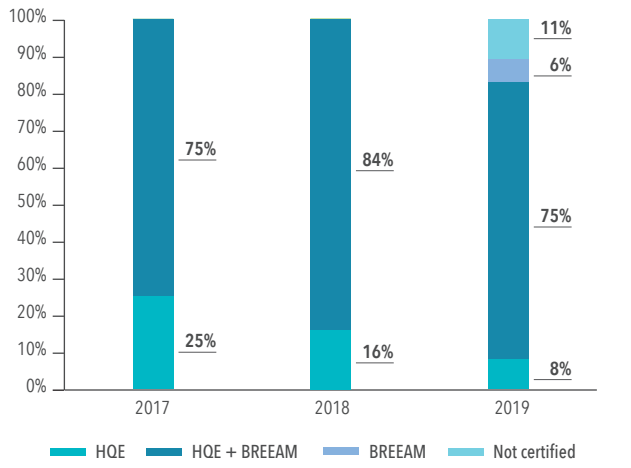
In 2019, 85% of residential projects obtained one of the NF certifications (HQE/Housing/Living Environment) and 28% obtained NF HQE environmental certification (% in terms of floor area of buildings in projects). Among HQE-certified projects, 57% had a "Good" rating, 18% had a "Very Good" rating and 25% had an "Excellent" rating.

CERTIFICATIONS OF RESIDENTIAL PROJECTS



83% of office starts have obtained HQE certification, with 75% of them having both HQE and BREEAM certifications. 6% of them have only BREEAM certification. Among HQE-certified projects, 30% have a "Very Good" rating and 70% have an "Excellent" rating. Among BREEAM-certified projects, 8% have a "Good" rating, 60% have a "Very Good" rating and 32% have an "Excellent" rating.

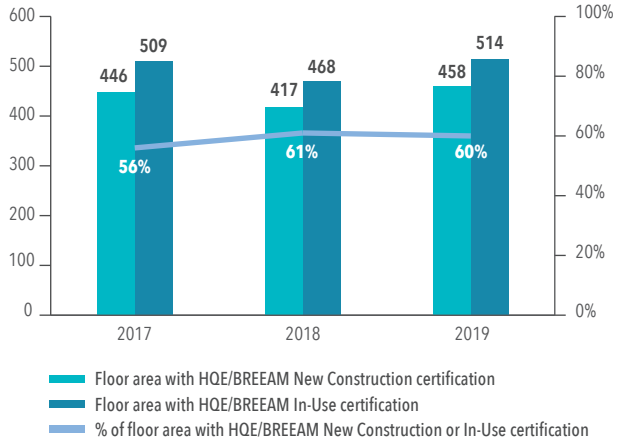
CERTIFICATIONS OF OFFICE PROJECTS



Office Property Investment Division

Icade is committed to implementing environmental certification for its existing properties, projects under development and acquisitions. Planned acquisitions and disposals are also assessed based on their certifications and labels. In-use certified space increased by 20% between 2018 and 2019 on a like-for-like basis, exceeding the objective of +5% per year. In 2019, 60% of the property portfolio was HQE- and/or BREEAM-certified (construction and/or in-use).

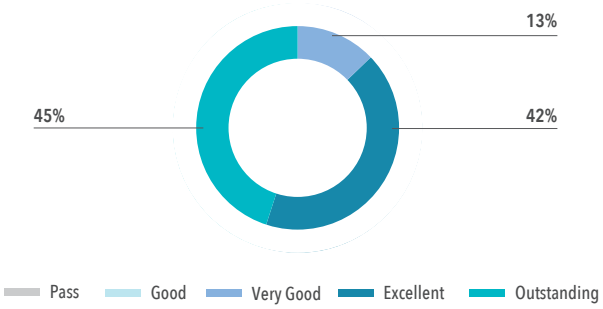
OFFICE AND BUSINESS PARK FLOOR SPACE CERTIFIED HQE/BREEAM
(in thousands of sq.m and % in terms of floor area)



100% of Icade's business parks are ISO 14001-certified. The Office Property Investment Division ensures the implementation of an environmental management system for its business parks and buildings.

IN-USE CERTIFICATION OF OFFICES AND BUSINESS PARKS BY RATING

HQE in-use certification by rating



BREEAM In-Use certification by rating

Among HQE In-use-certified projects, 13% have a "Very Good" rating, 42% have an "Excellent" rating and 45% have an "Outstanding" rating. Among BREEAM In-use-certified projects, 66% have a "Very Good" rating and 34% have an "Excellent" rating.

Healthcare Property Investment Division

Icade Santé has achieved its goal to obtain HQE certification for all its development projects with a floor area above 7,500 sq.m. In 2019, 85% of total new projects obtained HQE certification (for all its development projects combined), including 11% with a "Very Good" rating and 89% with an "Excellent" rating. For example, the Greater Narbonne private hospital, developed with the Elsan group and scheduled for completion in 2020, is aiming for HQE certification with an "Excellent" rating. The building's architect selected a bioclimatic design, with interior comfort ensured through the use of healthy materials. The complex's energy supply comes from district heating and cooling with 70% from wood sources.

HQE CONSTRUCTION CERTIFICATION OF HEALTHCARE FACILITIES BY RATING

2.5. Developing solutions for sustainable mobility

The transport sector accounts for 39% of greenhouse gas emissions in France[1] at a time when 70% of French commuters drive to work[2]. To reduce its impact, Icade sees to it that its buildings are located close to public transport. 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 appeal of its assets.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
OFFICE PROPERTY INVESTMENT DIVISION:		**OFFICE PROPERTY INVESTMENT DIVISION:**
• Equip 100% of offices and business parks with charging stations for electric vehicles by 2019.		• 90% of business parks and offices were equipped at the end of 2019. Efforts will be made to equip 100% of the property portfolio in 2020.
• Implement at least one ecomobility solution in addition to the existing charging stations for electric vehicles in all business parks and offices by 2021.		• 49% of business parks and offices have implemented one ecomobility solution in addition to charging stations for electric vehicles.
PROPERTY DEVELOPMENT DIVISION:		**PROPERTY DEVELOPMENT DIVISION:**
• Develop at least 75% of projects less than a five-minute walk from public transport each year starting in 2019.		• 79% of projects were located less than a five-minute walk from public transport in 2019.
• Routinely add a sustainable mobility solution to all new office and residential developments by 2022.		• A catalogue of sustainable mobility solutions will be made available to the operational teams in early 2020 for the purpose of implementing new mobility alternatives by 2022.

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

(1) Ademe, 2018, https://www.ademe.fr/expertises/mobilite-transports/chiffres-cles-observations/chiffres-cles.

(2) Ademe, 2018, https://presse.ademe.fr/2018/03/plans-de-mobilite-le-rac-lademe-et-cci-france-aident-les-entreprises.html.

Property Development Division

Committed to sustainable mobility, the Property Development Division sees to it that its assets are less than a five-minute walk (400 metres) from public transport. In 2019, 79% of its projects met this criterion.

Starting in 2022, Icade is committed to offering future home owners at least one ecomobility solutions such as a car-sharing service, charging stations for electric vehicles, bicycle-sharing services, etc. To achieve this objective, a catalogue of sustainable mobility solutions will be compiled in 2020.

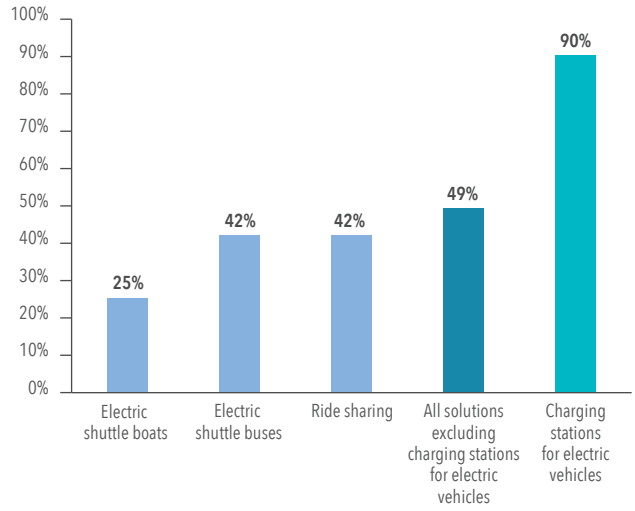
Office Property Investment Division

The Office Property Investment Division has adopted a proactive policy in terms of ecomobility. It provides a wide range of alternative means of transport to private vehicles and ensures that assets are close to public transport: 94% of its assets are less than 400 metres (a five-minute walk) from public transport.

The main solutions offered include:

- **electric shuttle boats and buses:** all of the business parks offer private electric shuttle buses which connect to public transport and some business parks are equipped with all-electric shuttle boats for the tenants;
- **electric vehicles, car sharing, ride sharing and bicycles:** charging stations for electric vehicles and ride-sharing solutions are available on 90% and 42% of the combined floor area of offices and business parks, respectively;
- **Icade helps its customers:** it provides its tenants with the opportunity to meet to exchange ideas on mobility and puts them in touch with service providers able to help them find solutions to meet their needs. In addition, mobility monitoring committees have been organised by the Office Property Investment Division every six months in the business parks to discuss solutions that could be applied across the different parks.

ECOMOBILITY SOLUTIONS OF THE OFFICE PROPERTY INVESTMENT DIVISION



In 2019, greenhouse gas emissions related to transport used by business park and office users stood at 36,091 tonnes of CO_2 (scope 3).

2.6. Maintaining a commitment to sustainable finance

Icade contributes to the development of new sustainable finance instruments

Sustainable finance policies and solutions are undergoing rapid and far-reaching changes that are sources of opportunity for committed companies and investors. To contribute to this progress, Icade has become involved in several professional associations and business groups.

Following its inaugural €600 million Green Bond issue in September 2017, Icade signed the Green Bond Pledge in December 2017. The Company then took part in the Corporate Forum on Sustainable Finance in January 2019 alongside 22 other issuers, representing about two-thirds of European green bonds. Its objective is to contribute to the development of financial instruments under the umbrella of sustainable finance. In 2019, the Forum published five position papers in response to the European Union's consultations for the Sustainable Finance Initiative. It also initiated a dialogue with the main rating agencies about their ESG assessment methodologies. As a member of the European Public Real Estate Association's (EPRA) sustainable development committee, Icade has also contributed to EPRA recommendations on technical taxonomy for the real estate sector as part of the European Union's Sustainable Finance Initiative. They aim to include energy efficiency and renewable energy projects and an approach for analysing the life cycle [(1)].

Lastly, Icade contributed to the preparation of the "Suggested Impact Reporting Metrics for Green Building Projects" document from the Green Bond Principles, published in 2019.

An inaugural Green Bond issued in 2017

A rigorous selection process for green assets and projects

The proceeds from the Green Bond issued in 2017 are used to finance or refinance green assets and projects for the Office Property Investment Division selected based on stringent criteria over a building's entire life cycle.

The proceeds from this green issue are used for:

- the construction and renovation of "green" office buildings in France (green assets) meeting the following three cumulative criteria: HQE and/or BREEAM certification with a minimum rating of "Very Good", distance from public transport less than or equal to 400 metres and green lease committees;
- investments in favour of environmental transition made in the existing property portfolio (green projects): energy efficient equipment enabling energy savings of at least 20% and/or reducing CO_2 emissions by 20%, renewable energy and ecomobility solutions.

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

(1) EPRA's position papers on the Sustainable Finance Initiative are available via this link https://www.epra.com/sustainability/sustainability-regulation/sustainable-finance.

Cross-functional approach and reporting commitments

The Green Bond Committee – composed of several Executive Committee members and representatives of the divisions and departments involved (Finance, CSR, Office Property Investment, Portfolio Management, Investments and Legal) – meets once a year to select the assets and projects associated with the green bond.

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

- 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 emissions avoided.

The main results as of December 31, 2018 from the second Green Bond report were as follows:

- in 2018, seven HQE/BREEAM-certified assets totalling 158,000 sq.m and three types of green projects were financed or refinanced by the Green Bond. They represented 938 tonnes of CO_2 emissions avoided (including 69% from green assets and 31% from green projects);
- in 2018, 40% of the proceeds were allocated to financing activities (vs. 20% in 2017) and 60% to refinancing, surpassing the goal of allocating one-third of the proceeds to financing.

In 2018, the quality of Icade's Green Bond was recognised by the ESG rating agency ISS with "Approved" status and the grade of B (on a scale ranging from D- to A+). In addition, Icade was awarded the top spot in the world's top 10 ranking for the quality of Green Bond reporting by the Climate Bonds Initiative in its March 2019 report "Post-issuance Reporting in the Green Bond Market".

All documentation relating to the Green Bond is available on Icade's website: https://www.icade.fr/en/finance/financing/green-financing.

3. New habits and lifestyles and partnerships with local authorities and communities

Icade contributes to the economic development, social cohesion and quality of life of the areas in which it operates, by developing new, innovative real estate solutions and services. Well-being, more flexible uses, close ties to local communities and community activities that address the needs of the most vulnerable all serve one goal – to design and build cities and neighbourhoods that are diverse, inclusive and connected.

3.1. Contributing to territorial cohesion and inclusion

Real estate companies play a crucial role in reinvigorating local communities and economies. Icade has made territorial cohesion and inclusion one of its priorities for 2019-2022. Its various initiatives are designed to strengthen ties and bolster long-term cooperation with local communities and authorities. They contribute to revitalising neighbourhoods and promoting the well-being of inhabitants and inclusion of the most vulnerable.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
OFFICE PROPERTY INVESTMENT DIVISION:		**OFFICE PROPERTY INVESTMENT DIVISION:**
• Increase the number of local community partnerships in the business parks between 2019 and 2022.	In progress	• 25 local community initiatives were organised for business park tenants in 2019 (a charity run, an ethical Christmas market, etc.).
HEALTHCARE PROPERTY INVESTMENT DIVISION:		**HEALTHCARE PROPERTY INVESTMENT DIVISION:**
• Adapt real estate solutions to help healthcare operators improve the quality of patient care starting in 2019.	Objective achieved	• Icade launched an audit process to assess the quality of patient care in its healthcare facilities in 2019 in order to provide improvement solutions to healthcare operators.
• Develop a Code of Ethics setting out the quality requirements for investing in nursing homes in 2019.	Objective achieved	• The Code was finalised in 2019 and will be implemented starting in 2020 for new investments.
PROPERTY DEVELOPMENT DIVISION:		**PROPERTY DEVELOPMENT DIVISION:**
• Include professional integration commitments for all projects with construction costs over €20 million starting in 2020 and promote local job creation.	In progress	• 49% of major construction projects included professional integration commitments and the Property Development Division used local suppliers for more than 2/3 of its procurement needs in 2019.

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

3.1.1. Dialogue and partnerships with local players

Office Property Investment Division

Joint action with local players

Icade is actively involved alongside various local bodies dedicated to local economic and social development. For example, the Company works in close partnership with Plaine Commune, a local administrative body encompassing nine municipalities in which nearly half of Icade's business park floor area and many development projects are located. In 2018, Icade signed several charters in connection with this area, especially on the circular economy, sustainable development and professional integration. In addition, a local development charter, first signed by Icade in 2005 and renewed in 2018, provides for local employment and training.

Concrete action to support local job creation and socially responsible initiatives involving tenants

In order to increase the appeal of its business parks and contribute to the economic and social development of the areas in which they are located, Icade has stepped up its efforts in favour of local job creation, solidarity and culture for its tenants. For example, Icade organised a job fair in partnership with the Val-de-Marne Chamber of Commerce and Industry in the Orly-Rungis business park in 2019. The purpose of the event was to allow job seekers to meet the business park's tenant companies. Icade also supported the "Pop-up Job Workshop" initiative undertaken by the employment committee for the Val-de-Marne area by making temporarily vacant space available to job seekers over 45. In addition, Icade supports entrepreneurs and business buyers most likely to create jobs locally. As part of these efforts, partnerships were signed with the "réseaux Entreprendre Val-de-Marne" and "réseaux Entreprendre 93" networks in 2018.

Icade has also organised socially responsible initiatives in partnership with local associations and companies in its business parks. Examples include an ethical Christmas market in collaboration with local artisans, clothes collections, charity runs, workshops in support of UNICEF (a UN agency partnered with the City of Rungis), redistribution of surplus food from company restaurants to associations, etc. Cultural activities were also organised with local partners, such as the Rungis Theatre and street artists. In 2019, 25 local community initiatives were organised in the business parks, attracting a growing number of tenants.

Healthcare Property Investment Division

Icade Santé helps to improve the quality of healthcare in its facilities. It provides on-site audits for its healthcare operators to assess the adequacy of existing facilities in dealing with new medical practices. These audits will identify new solutions for adapting the properties to optimise their quality of care as well as the well-being of patients and caregivers alike.

Icade Santé is also committed to ensuring quality care for the dependent elderly. In 2019, it developed a "CSR and Quality of Life in Nursing Homes" Charter which sets out commitments and criteria with respect to future investments in nursing homes. Drafted with the support of the French standardisation agency AFNOR, the charter includes an internal framework encompassing over 100 criteria related to well-being, quality of living environments, resident safety and care, used as part of the acquisition due diligence process.

Property Development Division

The Property Development Division supports local economic and social development and shows this support through the signing of charters with local authorities and the inclusion of professional integration commitments in construction projects. Icade aims to make professional integration a routine part of construction projects, with professional integration representing at least 5% of total working hours for projects with construction costs over €20 million starting in 2020 (vs. €50 million under the previous plan). In 2019, almost half of major construction projects and 33% of all construction projects regardless of size included a professional integration commitment.

Local integration plays a key role in the success of property development projects. The new "Terres de Versailles" neighbourhood, whose construction is scheduled to begin in 2020, is a prime example of community involvement. Developed in partnership with the City of Versailles and an ecosystem of various local players, this mixed-use project combines innovation, education and environmental ambition. It will include homes, shops, a school, a childcare centre, a micro-farm, a permaculture training centre, shared gardens, etc. In addition, Icade has developed innovative projects to strengthen ties with local players, namely companies, artists and residents. It made vacant space in the Portes de Paris business park available to artists, designers and architects for five months in 2019, allowing them to develop solutions to address urban challenges through the Art&Design Lab. The "Paglissade" project – aimed at converting construction site fencing into spaces offering services to residents, such as community libraries – exemplifies the projects developed in this context. Eager to further pursue this type of innovative project, the Property Development Division signed a charter for the development of temporary occupation as a tool to serve the Paris area in 2019.

3.1.2. Employee engagement promoting the inclusion of the most vulnerable

For Icade, socially responsible initiatives that involve all its employees are a strong driver of inclusion, creating forward momentum and proactive employee engagement in favour of local communities.

- **Initiatives targeting long-term unemployed youth:**

  Since 2010, Icade has partnered with the Plaine Commune Young Talent Club and launched and co-managed the initiative in the area. The club assists young people in Seine-Saint-Denis with their search for training or a job by organising coaching sessions and meetings with companies. This programme has helped 272 young people since 2010 and proven its relevance with 77% of its participants having signed permanent or fixed-term employment contracts or received vocational training.

  Icade strengthened its commitment to long-term unemployed youth in 2018 by adhering to the "Pacte avec les quartiers pour toutes les entreprises" (PAQTE, Pact with Priority Neighbourhoods for All Businesses) launched by the French government. This initiative seeks the inclusion of young people from priority neighbourhoods through awareness-raising campaigns, training and recruitment. As a result, Icade now also reaches out to the youngest among them by organising sessions to present its activities to secondary school students in priority neighbourhoods through the "Tous en Stage" and "100,000 Entrepreneurs" associations. In this regard, Icade organised multi-day sessions in 2019 to present its activities to "troisième" students (Year 10 in the UK, Ninth grade in the US) featuring on-site visits and fun-filled workshops to foster interaction. Some of its employees also met with the students to discuss their jobs. In addition, Icade regularly organises extracurricular activities with schools located in the areas in which it operates. Examples include cultural field trips, such as visiting the Musée d'Orsay with students from vocational schools in the Plaine Commune area. The Company also supported a climate change challenge for students from Bartholdi high school in Saint-Denis.

- **Skills sponsorship agreement to support emergency accommodation associations:**

  Icade aims to allow willing employees to share their expertise to support projects that tangibly contribute to the fight against poverty and social exclusion in connection with emergency accommodations. Under a skills sponsorship agreement, Icade lent its project management support expertise to help Samusocial of Paris create its first accommodation and healthcare centre at the Charles-Foix public hospital in Ivry-sur-Seine. Completed in 2019, the centre can accommodate up to 190 people. A second skills sponsorship agreement with regard to emergency accommodations will be signed in 2020.

- **Solidarity days to promote social inclusion where Icade operates:**

  In 2019, Icade continued to organise solidarity days in the areas in which it operates. In total, 70 employees participated in five solidarity days organised both inside and outside the Paris region. For example, Icade organised a solidarity day for the accommodation centre of Samusocial of Paris in Ivry-sur-Seine, mobilising around 30 employees to landscape its gardens.

3.1.3. Functional, social and age diversity

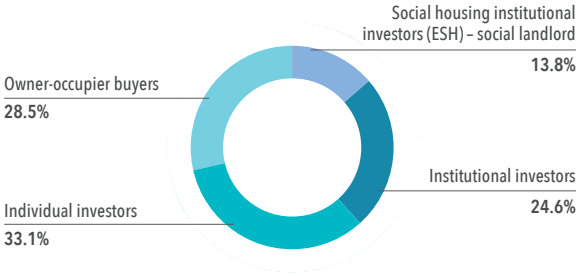
For Icade, diversity – whether social, functional or age – is both a societal commitment and a key factor in urban development.

Property Development Division

The Property Development Division seeks to foster social cohesion in the neighbourhoods it develops by factoring diversity criteria into its projects.

The breakdown by type of customer is balanced, with buyers of social housing units and owner-occupier buyers representing 42.3% of Icade's orders.

BREAKDOWN OF ORDERS BY TYPE OF CUSTOMER IN 2019



Icade created Synergies Urbaines which aims to develop large-scale projects and authentic, bio-inspired cities that respect their cultural heritage and environment.

The "Bruneseau Seine" project, co-developed with Les Nouveaux Constructeurs, AG Real Estate and Nexity with first completions scheduled in 2024, is in line with this approach. This new 95,000-sq.m neighbourhood features 25,000 sq.m of office space, 47,000 sq.m of housing (owner-occupier units, participative housing, residences for seniors and students, etc.), 23,000 sq.m of shops, artisan boutiques, business premises, coworking areas and a hotel. This project will ensure seamless urban continuity between Paris and Ivry-sur-Seine.

To meet the needs of small and medium-sized cities, Icade has designed the "Mix'Cité" programme dedicated to developing medical-social projects which include a mix of complementary property types – social housing, owner-occupier units, residences for students and seniors, nursing homes, medical services, etc. These facilities will also promote interaction between residents of different ages. Based on the pooling of space, services and employees, the Mix'Cité programme optimises construction and operating costs and creates a social bond between the residents. After the first project built in Montaigu (Vendée) in 2015, other similar projects have been developed including the over 12,000-sq.m Chrysalide complex in Marseille due for delivery in 2022. It will be home to the Chrysalide association's headquarters and inclusive housing units for persons with disabilities and this ESAT's [1] employees.

3.1.4. Sponsorship and patronage

Icade considers sponsorship and patronage to be important drivers of local development. In 2019, Icade spent €1.7 million funding various sporting, cultural and community activities.

For example, the Company donated close to €47,000 to three associations, namely L'Étoile de Martin, Les Amis de Mikhy and Le Centre Damien de Molokai, as part of a charity challenge open to all its employees.

In addition, the Company is committed to sponsoring 15-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. This commitment is representative of the close ties between Icade and the Plaine Commune area.

(1) Centres that facilitate the social and professional integration of people with disabilities.

3.2. Innovating with employees and the ecosystem of stakeholders

Against the backdrop of changing urban habits and lifestyles, innovation plays a key role in meeting future societal challenges, promoting more responsible lifestyles and creating long-term value for all stakeholders.

In 2015, Icade created a department dedicated to innovation, composed of four employees and, since 2018, from two to six young graduates have been enrolled each year in its Innovation Graduate Programme. Alongside an Innovation Commitments Committee overseen by the Executive Committee, the Innovation Department manages an in-house Innovation Fund with an annual budget of €2 million.

An Advisory Board, made up of outside specialists, assists the Innovation Department. In 2019, its members met to discuss key trends shaping society and assess their impact on lifestyles and the real estate business.

Icade's innovation initiatives rest on two pillars: "Innovation Transformation" to help Icade's businesses integrate innovation into their practices and "New Business" focused on exploring new markets by creating nimble start-ups with Urban Odyssey, Icade's start-up studio.

"Innovation Transformation"

This pillar aims to help employees familiarise themselves with innovation and create an ecosystem composed of intrapreneurs, start-ups and city stakeholders by working closely with local communities. Its objectives: involvement at a very early stage to adapt processes and solutions and expand the scope of pilot projects and solutions proposed by existing start-ups to better meet the needs of customers and partners. Four components have been defined:

- create a culture of innovation for all employees: monitoring processes (innovation library and monthly newsletters), conferences, workshops, training and involving recent hires enrolled in the Innovation Graduate Program in innovation projects carried out in Icade's divisions;
- promote intrapreneurship: in total, four projects were supported and financed by the Innovation Commitments Committee in 2019, including:
  - Kiwi Homes: this 2.0 manager designs and manages co-living buildings adapted to the needs of a new generation of workers. The first co-living project is currently being developed in the Portes de Paris business park,
  - Walixo: this zero office waste solution is based on a web platform accessible to all company players to facilitate and improve the oversight of their waste management. It provides access to innovative solutions in addition to waste reporting and monitoring tools.

  Depending on their potential, projects may then be nurtured in the Urban Odyssey start-up studio to accelerate their growth (see the "New Business" section). This is the case for Ambu'Stage, a geolocation solution for patients developed by Icade Santé employees and Icade Promotion's Healthcare Expertise Department. Tested in a healthcare facility in 2018, it has now been incubated for six months;
- Open Innovation with external start-ups: co-founder of the "Real Estate of the Future" incubation programme supported by Paris&Co, Icade works with around twenty partners each year by testing solutions developed by start-ups. This is the case for the "Dessus Dessous" project launched with the start-up Solstyce, which combines solar panels and green roofs;
- Open Innovation in local communities and academia: Icade spearheads an ecosystem of partners to gain insight into the city of tomorrow. Examples include CEEBIOS (the European Centre of Excellence in Biomimetics of Senlis), École Nationale Supérieure d'Architecture Paris Val-de-Seine (National School of Architecture), Chair in Entrepreneurship, Local Development and Innovation established by the University of Paris 1 Panthéon-Sorbonne, etc. For local communities, Icade has made its business parks and expertise as an urban developer available to conduct on-site pilot projects as part of the "Quartiers d'Innovation Urbaine" (Urban Innovation Districts) scheme led by Urban Lab. As a result, Icade tested an urban design solution in 2018. This modular urban landscaping solution is designed to manage and recover urban runoff. This project became Vertuo in 2019, a start-up accelerated at Urban Odyssey.

In addition to these efforts to incite all its employees to innovate, Icade aims to encourage the large-scale implementation of innovations in cities and the real estate industry through the creation of start-ups:

"New Business" with Urban Odyssey, Icade's start-up studio

Launched in 2019 by Icade in partnership with the HEC Incubator, the start-up studio Urban Odyssey at Station F is dedicated to shaping the cities of tomorrow. Its purpose is to scale up innovative solutions in response to the new challenges companies face today. Urban Odyssey aims to co-create 4 to 6 start-ups each year with outside entrepreneurs and Icade's intrapreneurs. Projects that join the start-up studio benefit from three advantages – funding, an immediate impact on business through unique access to the Group's activities, and the resources and expertise made available by the HEC Incubator. Five start-ups joined the start-up studio in 2019, including three intrapreneurial projects. They are focused on eco-friendly solutions, such as reducing greenhouse gas emissions, urban agriculture and rainwater recycling.

3.3. Improving occupants' well-being and adapting to new habits and lifestyles

The real estate market is transforming itself to take into account new needs and build comfortable homes and workspaces that foster agility and collaborative work. Icade develops innovative products and services that meet the needs of new ways of living and working.

3.3.1. Guaranteeing the well-being, health and safety of occupants

As the well-being, health and safety of occupants are key issues, Icade has adopted a comprehensive strategy that includes proven solutions, pilot projects and performance indicators.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
ICADE:		**ICADE:**
• Compile a catalogue of solutions to measure and manage indoor air quality and improve communication with users by 2020.	In progress	• The catalogue of solutions to measure and manage indoor air quality was introduced in 2019 with the solutions proposed being gradually implemented by 2022.
OFFICE PROPERTY INVESTMENT DIVISION:		**OFFICE PROPERTY INVESTMENT DIVISION:**
• Implement campaigns to analyse air quality in multi-tenant buildings over 15,000 sq.m by 2022.	In progress	• 91% of multi-tenant buildings over 15,000 sq.m benefited from an air quality assessment in 2019.
HEALTHCARE PROPERTY INVESTMENT DIVISION:		**HEALTHCARE PROPERTY INVESTMENT DIVISION:**
• For HQE-certified projects over 7,500 sq.m, ensure that at least 75% of floor space is composed of low-emitting materials starting in 2020.	Objective achieved	• The objective was met in 2019, one year ahead of schedule.
PROPERTY DEVELOPMENT DIVISION:		**PROPERTY DEVELOPMENT DIVISION:**
• Implement measures to improve indoor air quality in at least 75% of residential development projects starting in 2019.	Objective achieved	• 85% of residential development projects included measures to improve indoor air quality in 2019.

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

Measures to improve air quality

A key factor contributing to the comfort and health of occupants, air quality has become a growing concern for Icade's stakeholders. For this reason, the Company has made it an important part of its new CSR strategy.

The Office Property Investment Division is testing two solutions:

- **indoor air quality sensors:** Icade is a partner of Airparif (a French association approved by the French Ministry for Ecological and Solidarity Transition responsible for monitoring air quality in the Paris region) and a founding member of Airlab (an ecosystem of players called upon to find innovative air quality solutions). As part of this initiative, Icade has been testing two solutions to measure indoor air quality at its headquarters for a one-year period since April 2019 in partnership with Veolia. Around twenty micro-sensors continuously measure indoor air quality and quantitative data is complemented by an occupant survey. The findings will determine whether these types of solutions should be implemented on a larger scale;
- **green walls to reduce pollution in cities:** the two "urban trees" (consisting of moss walls that act as a natural filter which purifies the air) tested in La Défense with the start-up Green City Solution, are innovative outdoor air filter solutions designed for urban settings. Icade plans to install a new generation of "city trees" in other locations, suitable for improving urban air quality.

The Office Property Investment Division is also committed to launching campaigns to analyse air quality in all multi-tenant buildings over 15,000 sq.m by 2022 in order to put in place solutions tailored to each asset. In 2019, 91% of buildings benefited from these campaigns.

The Healthcare Property Investment Division is committed to ensuring that at least 75% of floor, wall and ceiling space of all HQE-certified projects is composed of low-emitting materials starting in 2020. The objective was met one year ahead of schedule in 2019.

The Property Development Division also put in place a series of measures to improve air quality. As regards the air quality of its NF Housing/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. For some types of housing units, Icade offers its customers air quality sensors together with a mobile app to monitor results and identify the parameters to adjust to create a healthier indoor environment. 85% of housing units included measures to improve air quality in 2019.

To further implement measures to improve air quality in its three divisions, Icade compiled a catalogue of dedicated solutions in 2019 in collaboration with the operational teams from its various divisions.

Solutions to promote health and well-being in the business parks

Business park tenants benefit from a range of services that promote their health and well-being. Examples include sports and relaxation areas, fitness and yoga group classes, shared gardens and so much more. Among these services, the "Icade Athletics" solution encourages business park tenants to take part in sport.

In 2019, Icade also conducted awareness-raising activities on health-related themes such as preventing high cholesterol and diabetes.

Guaranteeing the health and safety of occupants

The Office Property Investment Division's health and safety policy includes a variety of measures, including security systems, fire safety systems, heightened security measures for high-rise buildings and the most exposed strategic assets (access controls and additional security staff). The business parks are also all equipped with video surveillance systems. In addition, Icade's Health and Safety Department is involved in the development, construction and acquisition projects undertaken by the Company's various divisions.

Certifications guaranteeing health and safety

ISO 14001 and HQE In-Use certifications, which cover most of the property assets whose operation is controlled by Icade (83%), provide for additional measures to ensure the occupants' health and safety. These certifications cover pollution (air, water and soil), operating incidents (fires, floods, etc.), comfort (hygrothermal, sound and visual), emergency situation management, accessibility, etc. Lastly, all of the business parks have been retrofitted to ensure access for those with limited mobility or who are visually impaired.

In 2019, Icade reported 14 health and safety incidents. They mainly related to minor environmental pollution, heat waves and people injured in accidents. These incidents had no major impact on the tenants or the Company. The causes of such incidents were analysed and appropriate procedures were put in place where needed.

Reducing noise pollution on construction sites and ensuring a satisfactory level of acoustic comfort in new builds

New builds offer a high level of acoustic comfort in the operational phase, with noise levels two times lower than the regulatory thresholds. Homes with NF Living Environment certification enjoy reduced noise pollution thanks to quieter equipment, reinforced insulation and absorbent materials. Particular attention is also paid during the construction phase. HQE-certified buildings have introduced green construction site charters which limit noise levels.

3.3.2. Adapting to changing habits and lifestyles to better meet occupant needs

2019-2022 COMMITMENTS	RESULTS	COMMENTS
OFFICE PROPERTY INVESTMENT DIVISION: • Ensure that 100% of the main business parks are covered by the proprietary "Business Park of Excellence" label.		**OFFICE PROPERTY INVESTMENT DIVISION:** • 100% of the main business parks had this label in 2019.
PROPERTY DEVELOPMENT DIVISION: • Have a positive Net Promoter Score (NPS) on project completion by 2020 and an improved score between 2020 and 2022.		**PROPERTY DEVELOPMENT DIVISION:** • The Net Promoter Score will be released in 2020. Up until 2019, Icade continued to release a customer satisfaction index on project completion, which stood at 6.1/10.

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

Office Property Investment Division

- **A range of services to improve the quality of life in business parks:**

  Whether it involves a wide array of eating areas, shared gardens, ride-sharing or the creation of communities through fun-filled group activities and regularly-scheduled events, Icade endeavours to develop services that enhance CSR excellence and the quality of working life.

  Icade's business parks were awarded the "Business Park of Excellence" label by an external certifying body. Covering all the main business parks since 2018, the "Business Park of Excellence" label encompasses 60 requirements and close to 200 performance indicators (green spaces, connectivity, wellness, etc.). Several satisfaction surveys have been conducted in the parks in order to assess tenant feedback and identify strengths and areas for improvement.

- **Real estate solutions responding to new ways of working:**

  Icade offers a wide array of real estate solutions tailored to changing business needs by developing alternative workspaces that are both versatile and flexible:

  – Grow Up (formerly "Maison des Start-up"): located in the Portes de Paris business park, this 1,000-sq.m site hosts start-ups, allowing them to interact with local players and companies present in the park;

  – Smartdesk: these co-working areas tailored for various uses (meeting rooms, creativity workshops, networking events, etc.) are available in four locations (Paris, La Défense, Nanterre and Rungis);

  – Smartroom: conducive to exchanging ideas, this 880-sq.m event space in the Orly-Rungis business park offers services for work sessions organised as a workshop, seminar or other type of event.

  These solutions, grouped in 2019 under the brand name Imagin'Office, assist companies in transforming their workspaces and offer them a range of services that contribute on a daily basis to improving the quality of life.

- **Customer service that meets tenants' needs in the business parks:**

  Business park tenants are provided with accessible customer service whose quality is regularly monitored. In 2019, 87% of requests were answered in less than 24 hours.

Healthcare Property Investment Division

To help healthcare facility operators improve the quality of patient care, Icade assesses the adequacy of its real estate solutions in dealing with new medical practices. For this purpose, in 2019 Icade developed an audit to assess the performance of healthcare facilities and strengthen its partnerships with operators. These audits began in 2019 and will continue to be conducted in 2020. Icade Santé also supports new medical practices, such as the growth of outpatient care, by offering innovative solutions. The Ambu'Stage application, developed by Icade's intrapreneurs in partnership with start-ups, is the first service for the geolocation of patients and their portable lockers. Ambu'Stage enables caregivers to locate patients, track their movements and reassure their families during their outpatient stay. Tested in a healthcare facility as early as 2018, the application will be available in three additional facilities in 2020. A new version intended for the emergency departments of healthcare facilities has been added.

In addition, CSR & innovation committees created in 2018 make it possible to co-develop action plans promoting innovation, patient wellness and the facilities' environmental performance in partnership with their operators. In 2019, 59% of the Healthcare Property Investment Division's floor area was covered by a CSR and Innovation committee.

Property Development Division

Improving customer satisfaction is one of Icade's top priorities. The customer satisfaction index on project completion stood at 6.1/10 in 2019. Icade has continued to step up its efforts to improve customer satisfaction.

- **Focus on customers in the Icade Store:**

  Icade will continue to open Icade Stores. This multi-purpose setting is where property is sold and potential customers are informed. Its showroom of home interiors and materials aims to facilitate the property acquisition process so as to provide a successful customer experience. After the first store was launched in the Millénaire business park in the north of Paris in 2018, four other Icade Stores opened their doors in major French cities outside Paris in 2019. They will gradually be present in all of Icade's local offices.

- **A digital and personalised customer journey:**

  The Property Development Division offers its future home buyers an improved 100% digital customer journey with new features. In 2019, new property developments enabled customers to co-design a bespoke home using the digital platform Imagin'Home even before applying for a building permit. In addition to existing services, the platform 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 using a 3D home design program. Icade has also introduced a mobile app which facilitates punch list clearance by providing customers with a dedicated space where they can declare any items that need correcting and track their resolution online.

3.3.3. Using digital technology to improve performance and the user experience

2019-2022 COMMITMENTS	RESULTS	COMMENTS
OFFICE PROPERTY INVESTMENT DIVISION:		**OFFICE PROPERTY INVESTMENT DIVISION:**
• Include "e-clauses" in 90% of new-build leases starting in 2020.		• Lease "e-clauses" are being drawn up and will be introduced in 2020. The purpose of these "e-clauses" is to establish a digital trust framework between lessor and lessee.
PROPERTY DEVELOPMENT DIVISION:		**PROPERTY DEVELOPMENT DIVISION:**
• Ensure that 100% of housing units are smart or connected in 2019.		• 100% of housing units were smart or connected in 2019.
• Develop 100% of new offices and homes using BIM in 2022.		• 34% of new offices and homes were developed using BIM in 2019.

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

The digital revolution requires companies to undergo profound transformations and reinvent how they do business and even their business itself. As an honorary member of the Smart Building Alliance (SBA) – an organisation bringing together more than 300 participants interested in the challenges facing the cities of tomorrow – Icade is actively involved in digital transition. It is committed to developing new solutions to better meet the needs of companies and adapting its own internal organisation for greater efficiency:

- **Design, construction and operation: building information modelling (BIM), a tool that promotes sustainable cities:**

  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, building information modelling helps reduce costs, optimises the resources used and facilitates the flow of information between the project's various participants. Icade has drafted its own BIM charter for all its divisions to promote and harmonise best practices. Several of the Office Property Investment Division's projects have already implemented BIM and use it in the operational phase. Over a third of new office and residential projects were developed using BIM in 2019. These first experiences have made it possible to develop solutions adapted to the most frequent functional and technical issues Icade encounters, such as making projects more reliable in the pre-design phase. These solutions, in addition to guidelines and procedures for all of Icade's developments and business lines, will be implemented on a larger scale starting in 2020. To assist employees with this initiative, a BIM training programme is currently being launched.

- **Marketing and services: a digital journey:**

  Personalised digital tools have been developed for all of Icade's solutions to facilitate communication between the different stakeholders. While home buyers have access to a dedicated portal and the co-design platform Imagin'Home, office property customers can book co-working spaces and promote interaction among business park user communities via an online platform.

- **New habits and lifestyles: 100% smart and connected homes:**

  The Property Development Division works hard to provide its customers with homes with internet access. Through these efforts, all new homes have been equipped with fibre optic broadband so buyers have internet access from the very first day and with a home automation system to remotely control home devices.

- **Certifications and labels:**

  Icade regularly makes its properties available as testing grounds for new labels. For example, several Icade buildings have already obtained WiredScore certification, which evaluates the quality of the connectivity provided to occupants. Another example involves the "Smart and connected buildings" label, issued by the certification body Certivéa. It is based on the requirements of the R2S (Ready to Service) label, developed by the Smart Building Alliance (SBA) and HQE-GBC association. It reflects the level of security of the networks installed in the buildings when new technologies are introduced (connected objects, home automation). Several of Icade's projects are aiming to obtain this label.

- **Data protection:**

  As regards the collection and processing of personal data in the course of its business, Icade undertakes to comply with current regulations *(for further information, see section 3.6 "Ensuring business ethics")*. In 2020, the Office Property Investment Division will include an "e-clause" in commercial leases to establish a legal, digital trust framework between the tenants and their landlord.

3.4. Assisting customers in matters of environmental performance

Icade is committed to educating and assisting users with respect to improve their environmental performance as part of a co-design approach. Above and beyond a building's intrinsic quality, its environmental performance is directly impacted by the behaviour and habits of its users.

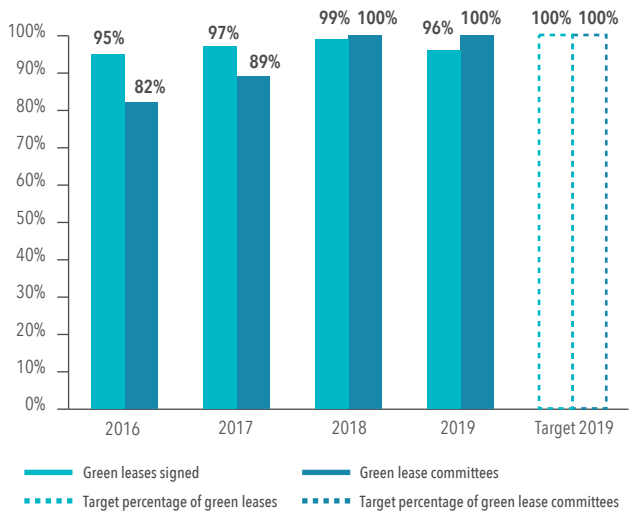
2019-2022 COMMITMENTS	RESULTS	COMMENTS
OFFICE PROPERTY INVESTMENT DIVISION:		**OFFICE PROPERTY INVESTMENT DIVISION:**
• Reach 100% of green lease clauses in 2019.		• 96% of green lease clauses were signed in 2019. The goal of 100% was maintained for 2020.
• Maintain the goal of 100% of green lease committees.		• The goal of 100% of green lease committees was once again reached in 2019.
HEALTHCARE PROPERTY INVESTMENT DIVISION:		**HEALTHCARE PROPERTY INVESTMENT DIVISION:**
• Set up CSR & innovation committees with at least 70% of healthcare operators by 2020.		• 59% of healthcare operators benefited from CSR & innovation committees in 2019.
PROPERTY DEVELOPMENT DIVISION:		**PROPERTY DEVELOPMENT DIVISION:**
• Offer an e-learning module on eco-friendly practices and the building's proper handling to all buyers starting in 2020.		• The e-learning module on eco-friendly practices will be available in 2020.

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

Office Property Investment Division

Icade helps its customers to better control their consumption in two ways. Since 2010, the Company has included green lease clauses in leases for retail and office space over 2,000 sq.m. These clauses set out benchmarks for energy and water consumption and waste generation, making it possible to measure any improvements. In 2019, 96% of the property portfolio's leases subject to French Environmental Regulations (50% of the assets) included green lease clauses. In addition, green lease committees now assist all tenants having signed a green lease clause. These regular meetings make it possible for tenants and their landlord to co-develop action plans to reduce a building's environmental impact. For example, a tenant in one of the buildings in the Portes de Paris business park reduced its energy consumption by 15% and CO_2 emissions by 13% between 2018 and 2019. These results were obtained thanks to the sealing and insulation work performed on the roof. In addition, existing light bulbs were replaced with LED bulbs and lighting is now controlled by the building management system.

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



Icade has also chosen to roll out "nudges" in several assets as a way to encourage tenants to adopt eco-friendly practices.

Healthcare Property Investment Division

The Healthcare Property Investment Division has stepped up its efforts to assist operators. In 2019, indicators of energy consumption and CO_2 emissions were monitored for 76% of the floor area of healthcare facilities. This database provides operators with comprehensive reports in addition to comparative data and recommendations for corrective action. Icade Santé routinely provides its operators with solutions to improve their energy performance if they decide to carry out extension projects or major works involving façade restoration and sealing.

Since 2018, Icade Santé has also supported its healthcare partners by inviting them to attend CSR & innovation committee meetings. These meetings make it possible to discuss many topics, such as energy, air quality, the circular economy, innovation, etc. with the aim of implementing co-developed action plans. For example, pilot projects that included reuse processes through the Cycle-Up platform were identified during CSR & innovation committee meetings.

Property Development Division

Recognising that customers have high expectations with respect to the operational environmental performance of buildings, Icade goes beyond its role as a property developer as it takes into account these expectations through project commissioning. This quality-assurance process guarantees the expected energy performance of buildings. In addition, it ensures that the resources that would be required to meet performance targets set during the construction in several areas, namely energy consumption, acoustic comfort and ventilation, are provided. Certifications and standards systematically encompass these guarantees. This includes HQE and BREEAM certification for office projects and NF Housing/Living Environment certification covering most of Icade's housing projects. In addition to these certifications, the Property Development Division provides future home buyers with a digital user guide via extranet. This guide collects any information and advice relevant to energy performance improvement and home maintenance. To further assist customers, the Property Development Division intends to make an e-learning module on eco-friendly practices available to buyers in 2020.

3.5. Reinforcing our responsible procurement policy and supplier relationships

Like everyone else in the real estate business, Icade makes a large volume of purchases and has an extensive network of suppliers. Efforts should therefore be made in this direction to reduce the Company's overall carbon footprint. As a large organisation, Icade is able to help its suppliers improve their practices. 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.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
ICADE:		**ICADE:**
• Implement the Responsible Procurement Charter 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-build construction sites of the Property Development Division (excluding jointly developed projects) starting in 2019.		• The objective has almost been met with 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 94% of the new-build construction sites of the Property Development Division (excluding jointly developed projects) including this Charter in 2019.
• Continue efforts to integrate CSR criteria into the procurement process starting in 2019.		• 85% of the Procurement Department's requests for quotation included CSR criteria in 2019.
• Increase procurement from the sheltered work sector by 50% between 2018 and 2022.		• Procurement from the sheltered work sector decreased by 3% between 2018 and 2019. Efforts will be reinforced to achieve this objective by 2022.
OFFICE PROPERTY INVESTMENT DIVISION:		**OFFICE PROPERTY INVESTMENT DIVISION:**
• Conduct a CSR evaluation 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.		• The objective was met in 2019.

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

3.5.1. Responsible Procurement Charter

The Responsible Procurement Charter applicable to Icade's three divisions is contractually binding on suppliers with regard to a range of topics, such as employment and integration, respect for human and labour rights, prevention of environmental risks and pollution, etc. This Charter covers new service provision contracts and construction contracts for the Office Property Investment Division's projects (excluding joint development projects whose administrative and/or technical management is not controlled by Icade). The scope of the Charter was extended to include the Healthcare Property Investment Division in 2019. It was recently updated 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.

3.5.2. Incorporating environmental and social criteria into the request for quotation process

Icade has set out a series of specific requirements in connection with social and environmental matters, which have been enforced for several years:

- **Sustainable materials and systems:**

  New builds are required to use materials and products that comply with 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:**

  Specific clauses encourage landscape maintenance contractors to use techniques and products that respect the environment.

- **Employing vulnerable workers:**

  Icade has set a goal to increase procurement from the sheltered work sector by 50% between 2018 and 2022 and reinforce measures to assist buyers. Icade also aims to systematically include professional integration commitments for all major projects with construction costs over €20 million starting in 2020 (49% in 2019).

- **Local employment:**

  Icade is an advocate of local procurement. Over 2/3 of the Property Development Division's procurement is obtained from local suppliers.

- **Fight against illegal employment:**

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

- **Safety requirements for suppliers and subcontractors:**

  To ensure compliance with the French Labour Code in matters of safety, an independent specialist will monitor the extent of compliance with safety rules for all of Icade's construction projects.

Inclusion of CSR criteria in requests for quotation issued by the Procurement Department:

In 2019, after having set up a Procurement Department, Icade sought to introduce more stringent requirements and put in place a framework to incorporate CSR criteria that are specific to each type of supplier. The Company partnered with OID (Sustainable Real Estate Forum) and co-led the creation of a responsible procurement guide for the real estate sector with Gecina. As part of this effort, a list of responsible procurement criteria was established for around fifty different types of real estate suppliers. Drawing on this guide, selected CSR criteria were incorporated into the specifications of 85% of the Procurement Department's quotation requests in 2019. For example, with respect to quotation requests for joinery, two criteria were taken into account – the environmental performance for technical aspects (acoustic and thermal insulation) and the use of wood from local, sustainably managed forests.

Assessment of suppliers and subcontractors:

In 2019, 100% of the main suppliers of Icade's Office Property Investment Division were evaluated by the specialised agency EcoVadis based on CSR criteria. Suppliers with a score below 50/100 are encouraged to draft an action plan in partnership with Icade to improve their practices. For example, thanks to Icade's support, a supplier specialised in building maintenance improved its performance in environmental, social, human rights and business ethics matters. As a result, its score jumped from 42/100 to 62/100, placing it in the top 5% of the highest scoring suppliers by this agency 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.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
ICADE:		**ICADE:**
• Provide training in the fight against corruption, money laundering and the financing of terrorism to 100% of employees identified as "at risk" by the end of 2019.		• 89% of employees identified as "at risk" were trained in 2019.
• Provide fraud risk training to 100% of employees identified as "at risk" by the end of 2020.		• Fraud prevention training will be introduced in 2020.
• Provide training in the best practices for personal data protection to 100% of employees identified as being the most "at risk" by the end of 2022.		• Training began in 2019 and covered 94% of employees identified as being the most "at risk".

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

Managing the business ethics policy

Icade's business ethics policy implemented by its Compliance Department includes measures to prevent and fight against corruption, the money laundering and the financing of terrorism, tax evasion and fraud. It also encompasses measures for protecting personal data and monitoring compliance with rules of professional conduct and business ethics. All of these activities are overseen by the Audit and Risk Committee which reports to the Board of Directors. An independent internal 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

In accordance with the Sapin II Law, the Code of Ethics has been made available to all employees and temporary staff on Icade's website and via the intranet. This Code sets out Icade's commitments and principles and helps to build a culture of compliance, ethics and integrity.

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;
- social dialogue and 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.

A secure online whistleblowing platform is available around the clock for any employee wishing to confidentially report any risk of non-compliance. 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;
- a collection of documents including the policy and procedures of each business division;
- a process for assessing the integrity of both customers and transactions ("KYC");
- online and face-to-face training for 89% of employees identified as being the most "at risk" at the end of 2019.

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

As regards the prevention and fight against corruption, Icade has put measures in place to control these risks:

- compliance risk mapping;
- an e-learning awareness module provided to all employees and new hires. 92% of employees were made aware of the fight against corruption through e-learning courses and/or information sessions at the end of 2019;
- using a tool to perform integrity due diligence on third parties;
- dedicated procedures regarding the declaration of gifts and benefits, conflicts of interest, prevention of insider trading and the prevention and fight against fraud.

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

Fight against tax evasion

The team dedicated to taxation ensures compliance with the OECD BEPS (Base Erosion and Profit Shifting) Project which aims to counter tax optimisation strategies, particularly in relation to the international expansion of the Healthcare Property Investment Division's activities. In accordance with applicable rules on tax transparency, Icade files an annual country-by-country reporting form (No. 2258) with French tax authorities and conducts no business with Non-Cooperative Countries and Territories.

In 2019, Icade introduced a policy to fight against tax evasion together with a best practice guideline which was made available to all employees.

Protection of personal data

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

An online GDPR awareness module is available for employees who also have the choice of being assisted and advised by Icade's Data Protection Officer. In 2019, 94% of employees identified as being the most "at risk" received training in personal data protection.

Monitoring compliance with rules of professional conduct and business ethics

In 2019, Icade recorded 18 incidents relating to business ethics, including 15 associated with external fraud. These incidents had no impact on Icade's operations.

No violations were found following an audit to assess ethics-related compliance conducted by Internal control. 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 2019.

Increased reliance on mediation

Icade is committed to relying more heavily on mediation in the event of conflict by including standard clauses providing for judicial mediation in the main contracts (leases, sponsorship and patronage agreements, etc.).

(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

To anticipate and keep pace with the changing needs of the Company and its employees, Icade has adopted an ambitious human resource management policy. This policy is based on developing employee skills in a collaborative and stimulating work environment, offering a healthy work-life balance and stepping up measures promoting diversity. It aims to attract the best talent and ensure the Company's success.

4.1. Developing employee skills, agility and engagement

Icade seeks to offer employees a stimulating career path with opportunities for advancement, thus increasing their involvement and engagement. Reflected in Icade's employer brand, this policy focuses on developing employee skills, agility, mobility and collaborative work.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
• Fill 25% of positions internally each year starting in 2019.		• 25% of positions were filled internally in 2019.
• Provide training to at least 90% of employees each year starting in 2019.		• 92% of employees received training in 2019.
• Provide training in the role of Positive Energy Manager (MEPOS) to at least 90% of managers by 2020.		• The Positive Energy Manager (MEPOS) training programme will be implemented in 2020.
• Train at least 90% of the employees eligible to receive job-specific training courses starting in 2019.		• 100% of sales managers and 20% of developers received training in 2019. The implementation of the training programme for developers will be completed in 2020.
• Make 80% of employees aware of CSR issues by 2019.		• The objective was met with 84% of employees having participated in CSR awareness training in 2019.
• Provide all employees with the opportunity to participate in community events starting in 2019.		• In 2019, 100% of employees were given the opportunity to participate in a community event.

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

4.1.1. Workforce

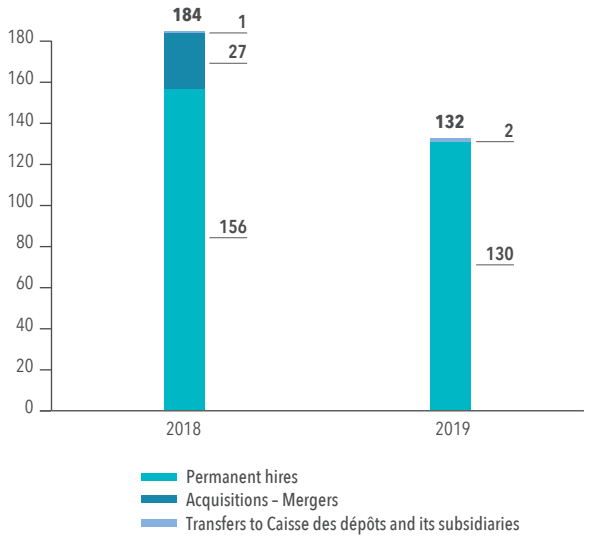
WORKFORCE BY CATEGORY AND TYPE OF CONTRACT

	2019	2018
TOTAL REGISTERED WORKFORCE AT THE END OF THE PERIOD (EXCLUDING INTERNS)	**1,174**	**1,186**
Year-on-year change	(1)%	5.1%
Like-for-like change	(1)%	2.7%
WORKFORCE BY CATEGORY (EXCLUDING INTERNS)		
Women	341	323
Men	447	467
Executives	**788**	**790**
Women	281	298
Men	105	98
Non-executives	**386**	**396**
WORKFORCE BY CONTRACT TYPE (INCLUDING INTERNSHIPS AND TEMPORARY CONTRACTS)		
Permanent contract	1,104	1,131
Fixed-term contract	21	20
Work-study/apprenticeship	49	35
Internship	4	4
Temporary contract (annual FTE)	15	11
ORGANISATION OF WORKING TIME		
Number of part-time employees	57	72

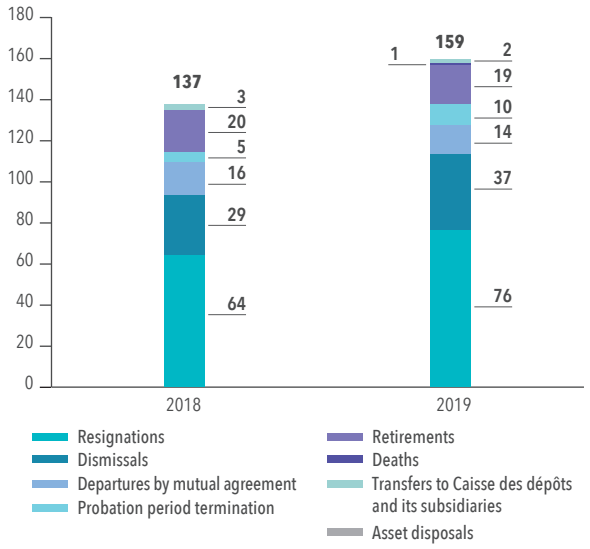
Icade's workforce decreased slightly, down 1% on a total and like-for-like basis.

Hires and departures (by reason) in 2018 and 2019

NUMBER OF HIRES – PERMANENT EMPLOYMENT CONTRACTS

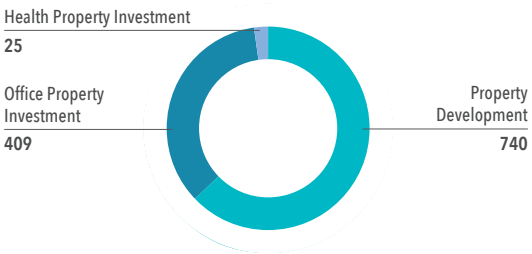


NUMBER OF DEPARTURES – PERMANENT EMPLOYMENT CONTRACTS



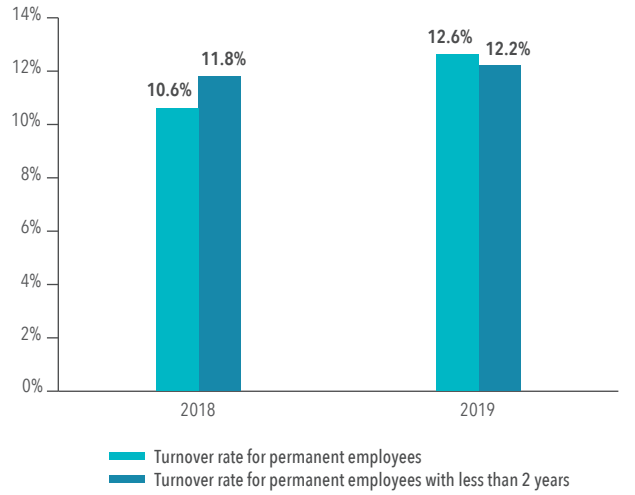
The Property Development Division has the largest share of the workforce (63%).

WORKFORCE BY DIVISION IN 2019



The employees are all located in France, with 65% in the Paris region ("Île-de-France") and 35% outside the Paris region. 99.5% of the employees outside the Paris region are from the Property Development Division.

TURNOVER RATE FOR PERMANENT EMPLOYEES AND TURNOVER RATE FOR PERMANENT EMPLOYEES WITH LESS THAN 2 YEARS' SERVICE IN 2018 AND 2019



The turnover rate for permanent employees overall and for permanent employees with less than 2 years' service was up slightly in 2019 due to a dynamic job market. It nonetheless remained at a reasonable level of around 12%.

4.1.2. Developing employee skills and agility

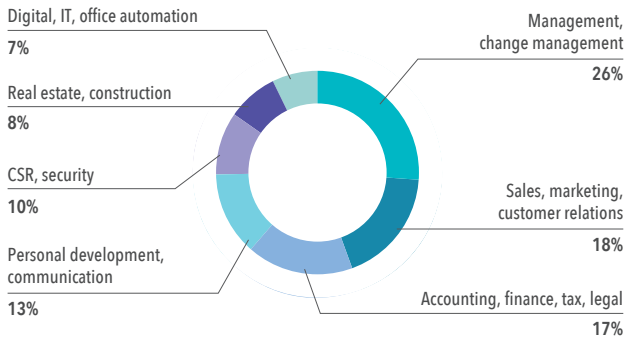
Developing the skills of its employees has been key to Icade's success. In 2019, 92% of employees received at least one form of training, with an average of 21 hours of training per employee. Training expenses represented 3.2% of the total payroll.

This policy is based on several principles:

- **promoting new ways of working and adapting managerial practices:** as part of its Open ID HR transformation project which aims to promote collaborative work and agility, Icade has created dynamic work environments (also called "Flex Office") while providing high-quality IT and digital tools. First launched in its headquarters in 2017, Open ID has gradually been implemented in Icade's local offices since 2019. To support these transformations, managers receive training in change management and are introduced to a new management philosophy through a Positive Energy Manager (MEPOS) programme. In 2019, the MEPOS Lab was set up with four conferences on collective intelligence, team dynamics, confidence and resilience. The implementation of the training programme for managers will be completed in 2020;
- **anticipating changes in the business environment:** Icade's innovative digital projects have led the Company to develop new skills and encourage employees to acquire additional knowledge. For example, the "Icade et moi" programme helped employees who were administrative assistants and sales managers become customer relationship managers as a new digital platform designed for customers was being launched. Specific training programmes were put in place for the Property Development Division's sales managers and developers, as these two professions are undergoing radical change. 100% of sales managers and 20% of developers participated in these programmes in 2019. The implementation of the training programme for developers will be completed in 2020;

- **encouraging employees to become actively involved in their development:** each year, Icade's online training platform, which is available to all employees, introduces new training modules. For example, three new modules on finance were added in 2019. In addition, Icade regularly organises "Rencontres du Hub" (thematic conferences) which enable employees to discover new market trends;
- **assisting intrapreneurs:** the Innovation Department supports employees in a variety of ways, notably by making a database called an innovation library available and providing financial support for intrapreneurial projects. Some intrapreneurship projects may also become start-ups in partnership with outside entrepreneurs and the incubator founded with HEC *(for further information, see section 3.2.);*
- **promoting employee awareness and commitment in favour of CSR and business ethics:** 84% of employees completed CSR awareness training modules at the end of 2019. 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 BY MAJOR SUBJECT AREA IN 2019



In 2019, the area of training with the highest number of hours was "Management, change management", reflecting the introduction of change management training in connection with customer relationship management, manager training on the quality of working life (QWL) and prevention of psychosocial risks. Training relating to sales, marketing and customer relationship management represents the area of training with the second highest number of hours, mainly due to a programme dedicated to sales teams.

4.1.3. Promoting internal mobility and improving the employer brand

Icade promotes internal mobility as much as possible: 25% of recruitment was conducted internally on average in 2019, in line with the target set by the Company.

This approach is based on various measures:

- **annual performance review:** in 2019, 93% of employees met with their managers to discuss their past performance and future prospects;
- **career interviews:** in 2019, HR teams conducted 96 career interviews;
- **a job and career planning process:** introduced in 2015 and complemented by an agreement signed in 2016 and then renewed in 2019, it includes a set of tools that maintains the employees' skills and allows them to adapt to changes and transformations in the real estate business so they can advance throughout their careers;
- **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;
- **Icade's mobility talent pool:** employees can now post data about their skills on a dedicated online platform that matches them to internal job openings.

In addition, Icade has developed its employer brand through the following initiatives, which are especially helpful when its needs cannot be filled internally:

- **employee referral programme:** employee referral campaigns and incentive bonuses diversify Icade's recruitment sources for some positions;
- **recruiting chatbot:** the interactive tool "IK2" accessible via Facebook Messenger facilitates the recruiting process by allowing candidates to quickly get their questions answered about the Company and its activities;
- **employee advocacy:** in order to promote the employer brand to attract new talent, this approach encourages employees to spread Icade's messages on professional networking sites;
- **onboarding:** in 2019, three employee onboarding seminars allowed around 144 newly hired employees to discover the Company, its culture and activities.

4.1.4. Employees committed to a socially and environmentally responsible company

Icade assists employees in a variety of ways to reinforce their awareness of CSR issues:

- **integrating CSR and innovation objectives into individual road maps:** this was the case for 73% of employees and 100% of managers in 2019. In addition, since 2016, 10% of the variable remuneration of Executive Committee members has been contingent upon meeting CSR and innovation objectives;
- **training and raising awareness:** employees have access to training on CSR issues (buildings' energy performance, reuse materials, etc.). They were also educated about the importance of eco-friendly practices at Icade's headquarters and local offices through a Zero Waste Challenge organised in 2019;
- **supporting participation in the community:** employees have the option of getting involved in community activities sponsored by the Company. This involvement is both meaningful and a source of motivation for the employees. In 2019, 100% of employees were given the opportunity to participate in community events:
  - solidarity challenge: launched in 2019, this charity challenge is open to all Icade employees. Using an application to count their steps, they were encouraged to take as many steps as possible. The number of steps was converted into donations to three associations chosen by the employees;
  - skills sponsorships: the first skills sponsorship project was completed in 2019. It involved project management support for the creation of an accommodation and healthcare centre at Charles-Foix public hospital in Ivry-sur-Seine, designed to care for 190 isolated individuals. In total, 625 hours of sponsorship were devoted to the project. A new skills sponsorship involving emergency accommodations will be put in place in 2020;
  - solidarity leave: it allows employees to accept a long-term assignment at an association while continuing to receive 75% of their salary. In 2019, an employee left for the Philippines and Japan on solidarity leave to take part in environmental awareness initiatives;

– solidarity days: five solidarity days were organised both inside and outside the Paris region, bringing together 70 employees to assist associations such as the Food Bank;
– donation collections: they made it possible to collect over 300 kg of toys, clothing and books for the Rejoué, La Cravate Solidaire and Recyclivre associations.

4.1.5. Sharing the earnings

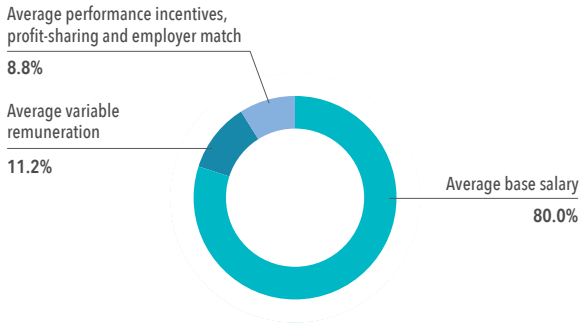
To involve employees in the Company's performance, Icade has introduced an incentive remuneration policy which includes individual variable remuneration and employee savings schemes.

In 2019, the average salary of permanent employees stood at a gross amount of €56,122, i.e. up 3.2% compared to 2018, assuming staff numbers remained unchanged.

Individual variable remuneration is calculated based on the Company's earnings and whether the employee's specified goals have been reached. In 2019, 81% of employees received a variable component representing on average 11.2% of their total remuneration, which includes a base salary, variable component, performance incentives and profit-sharing. Icade voluntarily complied with a measure adopted by the French government on emergency economic and social measures. As a result, the Company paid a special purchasing-power bonus in 2019 to 608 employees (52% of the workforce in 2019) totalling around €380,000. Performance incentives, profit-sharing and employer match represented on average 8.8% of total remuneration in 2019 vs. 8.0% in 2018. Thanks to a new, more advantageous agreement reached with social partners for the 2017-2019 period, employees had the opportunity to invest their performance incentives in a group savings plan (PEG), group retirement savings plan (PERCOG), etc.

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

BREAKDOWN OF AVERAGE TOTAL REMUNERATION IN 2019



4.2. Improving the quality of working life and promoting employee well-being

As an office property player, Icade is well aware of the close relationship between working conditions and employee well-being. The Company has developed a proactive approach that promotes the quality of working life, provides a testing ground for new services and features workspaces that showcase its expertise.

2019-2022 COMMITMENT	RESULTS	COMMENT
• 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.		• The campaigns were conducted at the end of 2019 and action plans will be implemented for each team in 2020. The deadline for meeting the objective was extended to 2020.

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

4.2.1. Well-being and quality of working life

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 workplace well-being. In 2019, six new Open IDs were opened with more to follow in 2020.

Measures to promote a healthy work-life balance

In addition to a number of services and benefits that help its employees better balance their personal and professional lives – namely concierge services, videoconferencing, telemedicine consultations, leisure activities, etc. – Icade now offers all of its employees the option to telecommute: 31% of them chose to do so in 2019. 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.

Meet'Icade, an initiative created by Icade employees, brings together employees of all ages and roles through cultural and leisure activities such as sophrology, theatre, oenology, etc. In 2019, around 100 employees participated in these activities.

Tools for monitoring and managing the quality of working life

Icade measures the effectiveness of its policy concerning the quality of working life via a dedicated platform in partnership with Wittyfit. This platform collects feedback from employees to assess their work-life balance, workloads, etc. A new countrywide campaign was launched at the end of 2019 and action plans will be drawn up for each team in 2020 based on the findings obtained.

This tool is in addition to a social barometer carried out by Caisse des dépôts, which was updated for the last time 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.

A recognised commitment

Icade's Open headquarters was the first office building in France to receive the OsmoZ label in 2018. Developed by the certification body Certivéa, this label measures workplace well-being by taking into account six issues, namely environmental health, healthy living, work-life balance, communication and social cohesion, building functionality and collaborative work. This certification reflects the quality of living environments, the HR policy and the services made available to employees.

4.2.2. Occupational health and safety

In 2019, the absenteeism rate and severity rate were slightly up while the frequency rate was down.

OCCUPATIONAL HEALTH AND SAFETY INDICATORS

	2019	2018
Frequency rate	2.1	5.26
Severity rate	0.23	0.13
Number of fatal accidents	0	0
Number of illnesses reported during the year	0	0
Absenteeism rate[(a)]	3.81%	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 thirteenth month pay).

In accordance with Ordinance No. 2017-1386 of September 22, 2017 on the "new organisation of social and economic dialogue in businesses", the Health, Safety and Working Conditions Committees (CHSCT) were replaced by the Economic and Social Committee in 2019. Merged into the Economic and Social Committee, the Health, Safety and Working Conditions Commission (CSSCT) is actively involved in Icade's health and safety policy and responsible for assessing professional risks. The Economic and Social Committee is consulted on all major projects related to working conditions. At the same time, local representatives chosen by geographic area have been appointed to maintain local social dialogue and act as a liaison with the Economic and Social Committee and the CSSCT.

Occupational safety

A "single risk assessment document" provides a framework for Icade's health and safety policy. As part of the Open ID transformation project and to take into account new work environments, the document was updated with the CSSCT and will be gradually implemented in all of Icade's offices. To meet the challenges posed by these transformations, the initiatives introduced to manage psychosocial risks – including workplace harassment prevention measures, the availability of a social worker, a toll-free line, etc. – have been reinforced by a prevention plan and support programme for managers and employees. In 2019, Icade supplemented these initiatives with measures to prevent sexual harassment and sexist behaviour through an *ad hoc* procedure, dedicated staff members and an awareness module. In 2020, the Company will continue to offer an awareness programme to all its managers on psychosocial risks and the quality of working life.

Lastly, Icade is committed to raising employee awareness of lifesaving techniques through fire safety and first aid training. Supplier health and safety is also one of Icade's top priorities. To that end, Icade commits its suppliers through its Responsible Procurement Charter to ensure that their activities cause no harm to the health and safety of its employees, subcontractors, project participants, surrounding communities and users of their products and services *(for further information, see section 3.5.).*

Occupational health

Icade's headquarters offers on-site health services, including a telemedicine booth in partnership with H4D. This booth makes it possible for employees to perform their own check-ups or consult a physician via videoconferencing. Services also include osteopathy and massages. Since introducing the telemedicine booth in 2016, 65% of headquarters staff has consulted a physician via videoconferencing and 100% of them are willing to repeat the experience. In addition to its other initiatives, Icade makes sports activities available (running coaches, discounted membership fees at sports clubs, etc.).

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 of the employees are covered by collective bargaining agreements and employee representative bodies which have now been merged into the Economic and Social Committee. Employee representative bodies are systematically involved in the Company's major strategic and operational projects.

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. In 2019, Icade strengthened social dialogue through a new agreement on reconciling a professional activity with the performance of employee representative duties. This agreement aims to:

- assist employee representatives in the performance of their duties while ensuring their continued employment;
- ensure the principle of non-discrimination is applied in matters of remuneration and career advancement;
- enhance the image of the role of elected and appointed employee representative and acknowledge the skills acquired in the course of their duties through a skills recognition system in line with job and career planning.

In 2019, 34 meetings were held with union representatives. Seven new agreements and two amendments were entered into.

The following main agreements are currently in effect:

- agreements on job and career planning (2019) to better anticipate the skills that are essential to a company;
- agreement on the prevention of psychosocial risks and quality of working life (2019) to increase managerial awareness of psychosocial risks;
- replacement collective agreement (2019) providing additional coverage to reimburse medical expenses;
- agreement on disabilities (2019) to promote the continued employment, inclusion and appropriate working conditions of people with disabilities at Icade;
- agreement on reconciling a professional activity with the performance of employee representative duties (2019);
- the 2018 agreement on elected and appointed representatives, and agreements on the pre-electoral memorandum of understanding and electronic voting of January 2019;
- agreement on the special purchasing-power bonus of January 31, 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 reward the collective performance of its employees;
- agreement on gender equality (2017) to ensure the fair treatment of employees regardless of gender and a better work-life balance;
- intergenerational agreement (2017) to promote the employability of young people, the continued employment of older workers and skills transfers;
- teleworking agreement (2017) to improve work-life balance;
- leave donation agreement (2017) enabling an employee caring for a child, spouse or elderly relative with an illness or disability or having suffered a serious accident to benefit from 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.

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 measures are drivers of Icade's social cohesion and performance.

2019-2022 COMMITMENTS	RESULTS	COMMENTS
• Increase the proportion of women managers from 31% in 2018 to 34% in 2022.		• The proportion of women managers stood at 31% in 2019. Measures are being implemented to achieve the objective.
• Fill 18% of permanent positions with people under the age of 26 starting in 2020.		• 16% of permanent positions were filled with people under the age of 26 in 2019.
• Reach 5% of work-study trainees in the workforce starting in 2020.		• Work-study trainees represented 4.2% of the workforce in 2019, vs. 3% in 2018.
• Maintain the proportion of employees over the age of 55 at 16% until 2022.		• Employees over the age of 55 represented 15% of the workforce in 2019.

Objective achieved *Objective partially achieved* *In progress* *Objective not achieved*

4.3.1. Developing age diversity

Icade has implemented measures to keep older workers over 55 in employment and increase the hiring of people under the age of 26 as part of the 2017 intergenerational agreement.

Involving and motivating young people

Icade strives to attract young talent through a number of measures:

- **Graduate Programme:** since 2018, from 2 to 6 talented young graduates from top-tier universities have been enrolled in the Innovation Graduate Programme each year. They devote 18 months to an innovation project (co-living spaces, application services for operators, etc.) before moving on to learn about one of Icade's business lines;
- **Y Board:** over the past two years, employees under 35, who are called upon to share their opinions with managers, were asked to reflect on Icade's strategic issues. In 2019, two projects emerged through their efforts, one of which being Imagin'Office. This solution assists companies in transforming their workspaces and offers them a range of services that contribute to improving the quality of working life. This project recently joined Icade's start-up studio "Urban Odyssey". These initiatives will continue with additional Y Board meetings scheduled for 2020;
- **school partnerships:** Icade has formed partnerships with ESTP, ESSEC and HEC to promote the hiring of young graduates;
- **developing work-study programmes and internships:** Icade uses work-study programmes and temporary contracts as a valuable tool to spot and hire young talent.

Young people under 26 represented 7% of the workforce and 16% of permanent hires in 2019, up compared to 2018. Work-study trainees represented 4.2% of the workforce in 2019 (vs. 3% in 2018).

Keeping older workers in employment

Older workers represented 15% of the Company's workforce in 2019, stable compared to 2018. Icade has introduced a series of specific measures to promote their continued employment and facilitate their transition to retirement. These measures include career interviews, retirement preparation courses and retirement information group meetings. Icade also assists employees over 58 by crediting hours to their Time Savings Accounts for the time they devote to solidarity days. Signed in 2019, the agreement on job and career planning provides for measures supporting older workers such as the availability of part-time work or phased retirement plans. Icade assumes the additional pension contributions needed for the employee to retire with a full pension.

4.3.2. Ensuring gender equality

The French government encourages companies to become increasingly involved in promoting gender equality, as reflected in the French law "for the freedom to choose one's professional future" which came into force in 2019. With an overall score of 99/100 on the gender equality index introduced by the French Ministry of Labour and Secretariat for Gender Equality, Icade has reaffirmed its commitment in this regard.

Entered into in 2017, the gender equality agreement covers 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;
- communication.

Remuneration

Following an initial study conducted in 2016, additional funds were made available to offset gender pay gaps in 2017 and 2018. In 2019, a new study based on major and detailed occupational groups and collectively agreed pay scale indices was conducted. Among nine categories of employees, only one presented an average gender pay gap above 5%. Additional funds were made available in 2019 to reduce the pay gaps observed.

Work-life balance

Several initiatives have been put in place to improve work-life balance. Examples include 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, an online platform providing solutions for families, etc.

Women's representation in management

The proportion of women managers remained stable at 31% in 2019. An updated action plan was implemented to achieve the objective of 34% by 2022. A support plan and dedicated mentoring programme have been made available to female employees identified as having managerial potential.

4.3.3. Creating a more inclusive environment for workers with disabilities

Icade renewed its agreement on the professional inclusion of people with disabilities for the fourth time in 2019. It provides for a range of measures in addition to those set out in previous agreements: accompanying employees dealing with the disability of a family member, increased funding for prepaid service vouchers (CESU) and company-wide access to the "Comptoir des solutions" platform dedicated to innovations developed by start-ups to offset disabilities.

The agreement covers the following areas:

- keeping people with disabilities in employment: on a regular basis, Icade encourages its employees to declare their disability. In 2019, 43 Icade employees were officially recognised as disabled, representing 3.7% of the workforce. In addition, nine workstations have been adapted with the help of experts;
- taking disabilities into account in everyday work: 22 employees benefited from at least one of the measures put in place to improve the comfort and quality of working life (pre-paid service vouchers for the disabled, transport assistance, etc.);
- organising awareness-raising campaigns to change the way people see disability: Hand'Icade, a disability awareness e-learning module, is available to all employees and awareness-raising events are organised during the European Disability Employment Week (EDEW). In addition, Icade participated in the DuoDay initiative in 2019 that enabled a person with disabilities to shadow an Icade employee for one day to discover the Company and its property development business;
- procurement from the sheltered work sector: totalling €108,423 in 2019, an awareness-raising campaign is conducted by the diversity policy officer for the procurement teams. In 2019, Icade created a new role of nationwide ambassador in order to significantly increase recourse to the sheltered work sector.

In 2019, associations dedicated to people with disabilities received a total of €56,026 thanks to the apprenticeship tax paid by Icade.

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 partnership with *Les jeunes talents de Plaine Commune* ("Young talent from Plaine Commune") *(for further information, see section 3.1.)*.

Icade is also involved in the *Pacte Avec les Quartiers pour Toutes les Entreprises* (PAQTE, "Pact with Priority Neighbourhoods for All Businesses") implemented by the French government. This initiative seeks the inclusion of young people from priority neighbourhoods [(1)]. In this regard, Icade organised sessions to present its activities to "troisième" students (Year 10 in the UK, Ninth grade in the US) from priority neighbourhoods through the "Tous en Stage" association starting in 2018. These efforts continued in 2019 with the "100,000 Entrepreneurs" association and employee outreach to various secondary schools.

Icade also promotes inclusion on its work sites and has set a goal to make professional integration a routine part of construction projects, with professional integration representing at least 5% of total working hours for projects with construction costs over €20 million starting in 2020.

(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.

CORPORATE SOCIAL RESPONSIBILITY
CSR commitments for 2019-2022 and progress made in 2019

5. CSR commitments for 2019-2022 and progress made in 2019

2019-2022 commitments	Scope	Indicators	Base year	Results 2017	Results 2018	Results 2019	Objectives	Time horizon	Progress	Comments
LOW-CARBON TRANSITION AND PRESERVATION OF RESOURCES										
1. TRANSITIONING TO A LOW-CARBON PATHWAY	**Office Property Investment**	Reduction in carbon intensity between 2015 and 2025 *(in kg CO_2/sq.m/year)*	2015	(10)%	(13)%	(27)%	(45)%	2025	In progress	Energy and carbon intensity improved significantly between 2015 and 2019. This is due to the delivery of an ambitious action plan: implementation of energy efficiency measures, use of low-carbon and renewable energy sources, integration of carbon efficiency into investment decisions, development of efficient buildings.
		Reduction in energy intensity between 2015 and 2025 *(in kWh_{pe}/sq.m/year)*	2015	(7)%	(10)%	(17)%	(30)%	2025	In progress	
		Proportion of renewable energy in the energy mix		17%	19%	20%	20%	2020	Objective achieved	
		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		N/Ap.	N/Ap.	In progress	Achieved	2022	In progress	An assessment of the physical risks associated with climate change was conducted for the portfolio as a whole. A review of measures put in place was carried out for existing buildings. A benchmark listing the various ways to adapt to climate change was established.
	Healthcare Property Investment	Proportion of property assets covered by energy performance monitoring		51%	72%	76%	75%	2019 to 2022	Objective achieved	76% of the Healthcare Property Investment Division's operators benefited from energy performance monitoring and recommendations to improve their performance.
		Proportion of façade renovations and sealing work and major extensions for which solutions to improve energy performance were made available		N/Ap.	N/Ap.	100%	100%	2019 to 2022	Objective achieved	Icade Santé supports its operators by routinely offering them solutions to improve their energy performance as part of extensions and major works involving the building envelope of their facilities.
	Property Development	Proportion of offices over 5,000 sq.m with the E+C- label		N/Ap.	N/Ap.	33%	100%	2022	In progress	Icade has been gradually implementing the experimental E+C- label in its new-build projects. The Company introduced an action plan to reduce carbon emissions throughout the life cycle of its developments: use of bio-sourced and reused building materials, use of renewable energy, tools made available to operational teams, etc.
		Proportion of residential units with the E+C- label		N/Ap.	N/Ap.	4%	33%	2022	In progress	
2. PRESERVING BIODIVERSITY AND PROMOTING NATURE IN CITIES	**Office Property Investment**	Proportion of business parks with a net positive impact on biodiversity		N/Av.	N/Av.	100%	25% 50%	2020 2022	Objective achieved	The objective was surpassed with 100% of business parks with a net positive impact on biodiversity in 2019.
		Proportion of business parks covered by the EcoJardin label		100%	100%	100%	100%	2019 to 2022	Objective achieved	100% of the business parks with green spaces were covered by the EcoJardin label in 2019.
	Office and Healthcare Property Investment	Proportion of land area developed by the Property Investment Divisions as part of developing new projects which is offset by funding the restoration of an equivalent area of natural habitat		100%	100%	100%	100%	2019 to 2022	Objective achieved	100% of the land area developed by the Property Investment Divisions as part of developing new property projects resulted in the restoration of an equivalent area under the Nature 2050 programme.
	Property Development	Proportion of new builds with a net positive impact on biodiversity		N/Ap.	15%	36%	25%	2020 to 2022	Objective achieved	Biodiversity improved on the sites of 36% of new builds launched in 2019 between the pre-project and post-project periods.
3. 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		N/Ap.	72%	72%	100%	2020 to 2022	In progress	In 2019, 72% of controlled operational waste was recycled or recovered, with 36% recycled and 36% recovered for energy generation.
		Proportion of renovations over 3,000 sq.m covered by a reuse process		N/Ap.	N/Ap.	N/Ap.	100%	2020 to 2022	In progress	This reuse process will be implemented in 2020.
		Reduction in building water consumption *(in m^3/sq.m/year)*	2015	(2)%	(9)%	(17)%	(25)%	2022	In progress	Water consumption was reduced by 17% between 2015 and 2019.
	Healthcare Property Investment	Proportion of refurbishments over 3,000 sq.m for which a reuse process was made available		N/Ap.	N/Ap.	N/Ap.	100%	2021 to 2022	In progress	Icade Santé is testing out the implementation of such measures in several pilot projects.
	Property Development	Proportion of demolitions over 5,000 sq.m that include a reuse process		N/Ap.	N/Ap.	67%	100%	2020 to 2022	In progress	67% of demolitions over 5,000 sq.m applied a reuse process in 2019.
		Compiling a catalogue of solutions to improve water management in homes and offices in 2019 and completing implementation by 2022		N/Ap.	N/Ap.	In progress	Achieved	2019 to 2022	In progress	The solution catalogue for improved water management was introduced in 2019 with the solutions proposed being gradually implemented by 2022.
4. INTEGRATING THE BEST CERTIFICATION AND LABELLING STANDARDS	**Office Property Investment**	Rate of annual increase in office floor area with in-use certification		+ 5%	+ 9%	+ 20%	+ 5%	2019 to 2022	Objective achieved	In-use certified office floor area increased by 20% in 2019 compared to 2018 on a like-for-like basis.
		Proportion of ISO 14001-certified business parks		100%	100%	100%	100%	2019 to 2022	Objective achieved	100% of business parks have been ISO 14001-certified since 2016. Icade intends to maintain this performance.
	Healthcare Property Investment	Proportion of new-build projects over 7,500 sq.m with HQE certification		N/Ap.	N/Ap.	100%	100%	2019 to 2022	Objective achieved	All of the Healthcare Property Investment Division's projects above 7,500 sq.m obtained an HQE certification with a "Very Good" or "Excellent" rating.
	Property Development	Proportion of new homes with HQE certification		18%	34%	28%	35%	2019 to 2022	Objective partially achieved	In 2019, 83% of offices and 28% of homes were HQE-certified, slightly below the objective. Icade will reinforce its efforts to achieve this objective in 2020.
		Proportion of new offices with HQE certification		100%	100%	83%	100%	2019 to 2022	Objective partially achieved	
5. DEVELOPING SOLUTIONS FOR SUSTAINABLE MOBILITY	**Office Property Investment**	Proportion of business parks and offices equipped with charging stations for electric vehicles		81%	96%	90%	100%	2019 to 2022	Objective partially achieved	90% of business parks and offices were equipped at the end of 2019. Efforts will be made to reach 100% in 2020.
		Proportion of business parks and offices having implemented at least one ecomobility solution in addition to charging stations for electric vehicles		N/Ap.	N/Ap.	49%	100%	2021 to 2022	In progress	49% of business parks and offices have implemented one ecomobility solution in addition to charging stations for electric vehicles: ride sharing, electric shuttle buses and river shuttles, car sharing, etc.
	Property Development	Proportion of new projects located less than a five-minute walk from public transport		81%	80%	79%	75%	2019 to 2022	Objective achieved	79% of projects were located less than a five-minute walk from public transport in 2019.
		Proportion of new office and residential developments including a sustainable mobility solution		N/Ap.	N/Ap.	N/Ap.	100%	2020 to 2022	In progress	A catalogue of sustainable mobility solutions will be made available to operational teams in early 2020 for the purpose of implementing new mobility alternatives by 2022.

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

Objective achieved · *Objective partially achieved* · *In progress* · *Objective not achieved*

CORPORATE SOCIAL RESPONSIBILITY
CSR commitments for 2019-2022 and progress made in 2019

2019-2022 commitments	Scope	Indicators	Base year	Results 2017	Results 2018	Results 2019	Objectives	Time horizon	Progress	Comments
NEW HABITS AND LIFESTYLES AND PARTNERSHIPS WITH LOCAL AUTHORITIES AND COMMUNITIES										
1. CONTRIBUTING TO TERRITORIAL COHESION AND INCLUSION	**Office Property Investment**	Number of local community partnerships in business parks	2019	N/Ap.	N/Ap.	25	Upward	2022	In progress	25 local community initiatives were organised for business park tenants in 2019 (a charity run, an ethical Christmas market, etc.).
	Healthcare Property Investment	Adapting real estate solutions to help healthcare operators improve the quality of patient care		N/Ap.	N/Ap.	Achieved	Achieved	2019 to 2022	Objective achieved	Icade put in place an audit process to assess the quality of patient care in its healthcare facilities in 2019 in order to provide improvement solutions to healthcare operators.
		Developing a Code of Ethics setting out the quality requirements for investing in nursing homes		N/Ap.	N/Ap.	Achieved	Achieved	2019	Objective achieved	The Code was finalised in 2019 and will be implemented starting in 2020 for new investments.
	Property Development	Proportion of projects with construction costs over €20 million including professional integration commitments		N/Ap.	N/Ap.	49%	100%	2020 to 2022	In progress	49% of major construction projects included professional integration commitments in 2019. This measure will be extended to 2020.
2. IMPROVING OCCUPANTS' WELL-BEING 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		N/Ap.	N/Ap.	In progress	Achieved	2019 to 2022	In progress	A catalogue of solutions for measuring and managing indoor air quality was set up in 2019 with the solutions proposed gradually implemented by 2022.
	Office Property Investment	Proportion of main business parks having the "Business Park of Excellence" proprietary label		0%	100%	100%	100%	2019 to 2022	Objective achieved	100% of the main business parks had this label in 2019.
		Proportion of new-build leases including an "e-clause"		N/Ap.	N/Ap.	N/Ap.	90%	2020 to 2022	In progress	"E-clauses" are being drawn up and will be introduced in 2020.
		Proportion of multi-tenant buildings over 15,000 sq.m having benefited from an air quality assessment		N/Ap.	N/Ap.	91%	100%	2022	In progress	91% of multi-tenant buildings over 15,000 sq.m benefited from an air quality assessment in 2019.
	Healthcare Property Investment	Proportion of HQE-certified projects over 7,500 sq.m with low-emitting materials accounting for at least 75% of floor area		N/Ap.	N/Ap.	100%	100%	2020 to 2022	Objective achieved	The objective was met one year ahead of schedule.
	Property Development	Net Promoter Score (NPS) on project completion		N/Ap.	N/Ap.	N/Ap.	> 0	2020 to 2022	In progress	The Net Promoter Score will be released in 2020.
		Proportion of new homes which are smart and/or connected		N/Ap.	N/Ap.	100%	100%	2019 to 2022	Objective achieved	100% of homes were smart or connected in 2019.
		Proportion of new offices and homes developed using BIM		N/Ap.	N/Ap.	34%	100%	2022	In progress	34% of new offices and homes were developed using BIM in 2019.
		Proportion of residential development projects including measures to improve indoor air quality		92%	87%	85%	> 75%	2019 to 2022	Objective achieved	85% of development projects included measures to improve indoor air quality in 2019.
3. ASSISTING CUSTOMERS IN MATTERS OF ENVIRONMENTAL PERFORMANCE	**Office Property Investment**	Proportion of floor area covered by a regulatory green lease clause		97%	99%	96%	100%	2019 to 2022	Objective partially achieved	96% of green lease clauses were signed in 2019. The deadline for meeting this goal of 100% was extended to 2020.
		Proportion of floor area covered by green lease committees		89%	100%	100%	100%	2019 to 2022	Objective achieved	The goal of 100% of green lease committees was once again reached in 2019.
	Healthcare Property Investment	Proportion of healthcare operators covered by CSR & innovation committees		N/Ap.	N/Ap.	59%	70%	2020 to 2022	In progress	59% of healthcare operators benefited from CSR & innovation committees in 2019.
	Property Development	Proportion of buyers having access to an e-learning module on eco-friendly practices and the buildings' proper handling		N/Ap.	N/Ap.	N/Ap.	100%	2020 to 2022	In progress	The e-learning module will be available in 2020.
4. REINFORCING OUR RESPONSIBLE PROCUREMENT POLICY AND SUPPLIER RELATIONSHIPS	**Icade**	Rate of increase in procurement from the sheltered work sector	2018	N/Ap.	N/Ap.	(3)%	+ 50%	2022	In progress	Procurement from the sheltered work sector decreased by 3% between 2018 and 2019. Efforts will be reinforced to achieve this objective by 2022.
		Integrate CSR criteria into the procurement process		N/Ap.	N/Ap.	Achieved	Achieved	2019 to 2022	Objective achieved	85% of the Procurement Departments' requests for quotation included CSR criteria in 2019.
	Office Property Investment	Proportion of the main service providers evaluated on CSR criteria		100%	100%	100%	100%	2019 to 2022	Objective achieved	All of the main service providers were evaluated by EcoVadis in 2019 and the assessment led to the drafting of action plans for those with a score below 50/100.
5. 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		N/Ap.	N/Ap.	89%	100%	2019	Objective partially achieved	89% of employees identified as "at risk" were trained in 2019.
		Proportion of employees identified as "at risk" who received fraud risk training		N/Ap.	N/Ap.	N/Ap.	100%	2020	In progress	Fraud prevention training will be introduced in 2020.
		Proportion of employees identified as being the most "at risk" who received training in the best practices for personal data protection		N/Ap.	N/Ap.	94%	100%	2022	In progress	Training began in 2019 and covered 94% of employees identified as being the most "at risk".
EMPLOYEE SKILLS DEVELOPMENT, WORKPLACE WELL-BEING AND DIVERSITY										
1. DEVELOPING EMPLOYEE SKILLS, AGILITY AND ENGAGEMENT	**Icade**	Proportion of employees who received training		80%	100%	92%	90%	2019 to 2022	Objective achieved	The objective was met with 92% of employees having received training in 2019.
		Proportion of positions filled internally		33%	28%	25%	25%	2019 to 2022	Objective achieved	25% of positions were filled internally in 2019, in line with the target.
		Proportion of eligible employees who received job-specific training		N/Ap.	N/Ap.	53%	90%	2019 to 2022	Objective partially achieved	100% of sales managers and 20% of developers received training in 2019. The implementation of the training programme for developers will be completed in 2020.
		Proportion of managers who received training in the role of Positive Energy Manager (MEPOS)		N/Ap.	N/Ap.	N/Ap.	90%	2020	In progress	The MEPOS training programme will be implemented in 2020.
		Proportion of employees made aware of CSR issues		22%	61%	84%	80%	2019	Objective achieved	The objective was met with 84% of employees having participated in CSR awareness training in 2019.
		Proportion of employees given the opportunity to participate in a community event		N/Ap.	N/Ap.	100%	100%	2019 to 2022	Objective achieved	In 2019, 100% of employees were given the opportunity to participate in a community event.
2. IMPROVING THE QUALITY OF WORKING LIFE AND PROMOTING WELL-BEING	**Icade**	Implementation of an action plan for each team having identified areas for improvement during the Wittyfit campaigns which assessed workplace well-being		N/Ap.	N/Ap.	In progress	Achieved	2019 to 2022	Objective partially achieved	The campaigns were conducted at the end of 2019 and action plans will be implemented for each team in 2020. The deadline for meeting the objective was extended to 2020.
3. PROMOTING DIVERSITY IN ALL ITS FORMS	**Icade**	Proportion of women managers		30%	31%	31%	34%	2022	In progress	The proportion of women managers stood at 31% in 2019. Measures are being implemented to achieve the objective.
		Proportion of permanent positions filled externally by people under the age of 26		15%	21%	16%	18%	2020 to 2022	In progress	People under the age of 26 represented 16% of permanent hires in 2019.
		Proportion of work-study trainees in the workforce		N/Ap.	N/Ap.	4.2%	5%	2020 to 2022	In progress	Work-study trainees represented 4.2% of the workforce in 2019, vs. 3% in 2018.
		Proportion of employees over the age of 55		16%	15%	15%	16%	2019 to 2022	Objective partially achieved	Employees over the age of 55 represented 15% of the workforce in 2019.

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

Objective achieved · *Objective partially achieved* · *In progress* · *Objective not achieved*

6. Summary tables and CSR indicators

6.1. Icade's carbon footprint

Using this consolidated carbon footprint assessment, it is possible to better identify the contribution of each one of Icade's divisions to its overall carbon footprint and differentiate between the emissions for which Icade is directly responsible (scope 1 and 2) and emissions for which the responsibility is shared with customers and suppliers (scope 3). 2018 figures were

Responsibility	Type of emission	Source of emissions	Scope of the relevant activity	2019 (tonnes CO_2e)	2019 (%)	2018 (tonnes CO_2e)	2018 (%)	Change between 2018 and 2019
Icade is directly responsible	Direct emissions (scope 1)	Direct emissions from stationary combustion	Office Property Investment: emissions from consumption of natural gas by common areas of multi-tenant office buildings whose operation is controlled by Icade	3,992	1%	4,809	N/Av.	(17.0)%
	Indirect emissions (scope 2)	Indirect emissions from electricity consumed	Office Property Investment: emissions from electricity consumed by common areas of multi-tenant office buildings whose operation is controlled by Icade	2,348	1%	2,485	N/Av.	(5.5)%
		Indirect emissions from steam, heat or cold consumed	Office Property Investment: emissions from consumption of district heating or cooling by common areas of multi-tenant office buildings whose operation is controlled by Icade	1,997	1%	2,269	N/Av.	(12.0)%
Responsibility shared with customers and suppliers	Other indirect emissions (scope 3)	Emissions from energy consumption not included in the categories "direct emissions" and "electricity indirect emissions"	Office Property Investment: upstream emissions and T&D losses for energy consumed by common areas of multi-tenant office buildings whose operation is controlled by Icade	2,116	1%	2,381	N/Av.	(11.2)%
		Downstream leased assets	Office Property Investment: emissions from energy consumption by the private areas of multi-tenant office buildings and total energy consumption by single-tenant office buildings whose operation is not controlled by Icade	5,484	2%	4,825	N/Av.	13.7%
			Healthcare Property Investment: emissions from energy consumption by healthcare facilities whose operation is not controlled by Icade[(a)]	42,495	14%	38,110	N/Av.	11.5%
		Transport related to visitors and customers	Office Property Investment: carbon emissions from tenant commuting	36,091	12%	37,733	N/Av.	(4.4)%
		Procurement of products and services	Property Development: emissions from building construction (materials, transport and construction waste)	200,921	68%	N/Av.	N/Av.	N/Av.
TOTAL				**295,443**	**100%**	**N/AV.**	**N/AV.**	**N/AV.**

(a) As 100% of healthcare facilities are operated by the healthcare providers themselves, Icade has no control over the operation of this type of asset.

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

ENERGY CONSUMPTION OF OFFICES AND BUSINESS PARKS ON A TOTAL BASIS IN 2018 AND 2019: CONTROLLED AND NON-CONTROLLED ASSETS

			Total basis					
			Controlled assets				Non-controlled assets	
			Controlled data (common areas)		Non-controlled data (private areas)			
Indicator	**EPRA code**	**Unit**	**2019**	**2018**	**2019**	**2018**	**2019**	**2018**
Total electricity consumption	Elec-Abs	MWh_{pe}	151,128	159,646	112,705	126,094	104,328	68,193
Total district heating & cooling consumption	DH&C-Abs	MWh_{pe}	17,839	20,602	0	0	2,554	1,659
Total fuel consumption	Fuels-Abs	MWh_{pe}	23,619	28,458	16	16	1,031	1,095
TOTAL ENERGY CONSUMPTION		**MWh_{pe}**	**192,586**	**208,705**	**112,721**	**126,111**	**107,913**	**70,947**
Energy intensity per floor area – primary energy	Energy-Int	kWh_{pe}/sq.m	398	442	398	442	405	458
Energy intensity per person – primary energy	Energy-Int	kWh_{pe}/pers.	5,971	6,626	5,971	6,626	6,081	6,864
Energy intensity per floor area – primary energy – weather adjusted	Energy-Int	kWh_{pe}/sq.m	400	433	400	433	406	455
Energy intensity per floor area – final energy	Energy-Int	kWh_{fe}/sq.m	187	211	187	211	165	188

ENERGY CONSUMPTION OF OFFICES AND BUSINESS PARKS ON A TOTAL AND LIKE-FOR-LIKE BASIS IN 2018 AND 2019

			Total basis		Like-for-like basis	
			Overall		Overall	
Indicator	**EPRA code**	**Unit**	**2019**	**2018**	**2019**	**2018**
Coverage rate of the reporting scope (based on floor area)		%	97%	87%	97%	97%
Proportion of total energy consumption which is estimated		%	7%	2%	7%	2%
Electricity consumption from renewable sources purchased from utility suppliers (green certificates)	Elec-Abs/LfL	MWh_{pe}	113,682	N/Av.	113,682	N/Av.
Electricity consumption from renewable sources generated on site (solar photovoltaic)	Elec-Abs/LfL	MWh_{pe}	1,143	N/Av.	1,143	N/Av.
Electricity consumption purchased from the grid (excluding green certificates)	Elec-Abs/LfL	MWh_{pe}	253,335	N/Av.	253,335	N/Av.
Total electricity consumption	**Elec-Abs/LfL**	**MWh_{pe}**	**368,161**	**353,934**	**368,161**	**391,398**
Energy consumption from district heating and cooling generated from renewable sources	DH&C-Abs/LfL	MWh_{pe}	5,734	N/Av.	5,734	N/Av.
Energy consumption from district heating and cooling generated from non-renewable sources	DH&C-Abs/LfL	MWh_{pe}	14,659	N/Av.	14,659	N/Av.
Total district heating & cooling consumption	**DH&C-Abs/LfL**	**MWh_{pe}**	**20,393**	**22,260**	**20,393**	**21,887**
Total fuel consumption	**Fuels-Abs/LfL**	**MWh_{pe}**	**24,666**	**29,569**	**24,666**	**25,639**
TOTAL ENERGY CONSUMPTION		**MWh_{pe}**	**413,220**	**405,763**	**413,220**	**438,923**
Energy intensity per floor area – primary energy	Energy-Int	kWh_{pe}/sq.m	400	444	400	425
Energy intensity per person – primary energy	Energy-Int	kWh_{pe}/pers.	6,000	6,666	6,000	6,373
Energy intensity per floor area – primary energy – weather-adjusted	Energy-Int	kWh_{pe}/sq.m	401	437	401	425
Energy intensity per floor area – final energy	Energy-Int	kWh_{fe}/sq.m	182	207	182	193

GREENHOUSE GAS EMISSIONS OF OFFICES AND BUSINESS PARKS ON A TOTAL BASIS IN 2018 AND 2019: CONTROLLED AND NON-CONTROLLED ASSETS.

			Total basis							
			Controlled assets						Non-controlled assets	
			Controlled data (scope 1 and 2)		Controlled data on upstream emissions and T&D losses (scope 3)		Non-controlled data (scope 3)		Scope 3	
Indicator	**EPRA code**	**Unit**	**2019**	**2018**	**2019**	**2018**	**2019**	**2018**	**2019**	**2018**
Direct greenhouse gas emissions	GHG-Dir-Abs	tonnes CO_2e	3,992	4,809	843	1,016	0	0	0	0
Indirect greenhouse gas emissions	GHG-Indir-Abs	tonnes CO_2e	4,311	4,714	1,231	1,316	2,498	2,794	2,987	2,031
TOTAL GREENHOUSE GAS EMISSIONS		**tonnes CO_2e**	**8,302**	**9,523**	**2,074**	**2,332**	**2,498**	**2,794**	**2,987**	**2,031**
Building carbon intensity	GHG-Int	kg CO_2e/sq.m	17	19	17	19	17	19	11	13
Building carbon intensity	GHG-Int	kg CO_2e/pers./year	252	290	252	290	252	290	168	197

GREENHOUSE GAS EMISSIONS OF OFFICES AND BUSINESS PARKS ON A TOTAL AND LIKE-FOR-LIKE BASIS IN 2018 AND 2019

			Total basis		Like-for-like basis	
			Overall		Overall	
Indicator	**EPRA code**	**Unit**	**2019**	**2018**	**2019**	**2018**
Coverage rate of the reporting scope (based on floor area)		%	97%	87%	97%	97%
Proportion of total greenhouse gas emissions which are estimated		%	6%	2%	6%	1%
Direct greenhouse gas emissions	GHG-Dir-Abs/LfL	tonnes CO_2e	4,835	5,825	4,835	5,030
Indirect greenhouse gas emissions	GHG-Indir-Abs/LfL	tonnes CO_2e	11,026	10,855	11,026	11,608
TOTAL GREENHOUSE GAS EMISSIONS		**tonnes CO_2e**	**15,861**	**16,680**	**15,861**	**16,638**
Building carbon intensity	GHG-Int	kg CO_2e/sq.m	15	18	15	16
Building carbon intensity	GHG-Int	kg CO_2e/pers./year	230	274	230	242

WASTE PRODUCTION OF OFFICES AND BUSINESS PARKS ON A TOTAL BASIS IN 2018 AND 2019: CONTROLLED AND NON-CONTROLLED ASSETS

			Total basis					
			Controlled assets				Non-controlled assets	
			Controlled data (common areas)		Non-controlled data (private areas)			
Indicator	**EPRA code**	**Unit**	**2019**	**2018**	**2019**	**2018**	**2019**	**2018**
Proportion of waste recycled	Waste-Abs	%	36.0%	38.4%	43.0%	29.1%	40.1%	34.4%
Proportion of waste recovered through composting and/or biogas production	Waste-Abs	%	0%	0.3%	6.6%	8.0%	5.3%	10.2%
Proportion of waste incinerated with energy recovery	Waste-Abs	%	35.6%	33.7%	40.6%	44.0%	41.8%	33.5%
PROPORTION OF TOTAL RECYCLED OR RECOVERED WASTE	**Waste-Abs**	**%**	**71.5%**	**72.4%**	**90.2%**	**81.1%**	**87.2%**	**78.1%**
Proportion of hazardous waste	Waste-Abs	%	0.01%	0.01%	0.1%	0.4%	2.3%	2.5%
Proportion of recycled or recovered hazardous waste	Waste-Abs	%	100%	100%	100%	9.3%	82.3%	77.1%
Proportion of recycled or recovered non-hazardous waste	Waste-Abs	%	71.6%	72.3%	90.3%	81.4%	87.3%	78.2%
TOTAL WEIGHT OF WASTE	**Waste-Abs**	**Tonnes/year**	**5,627**	**6,188**	**850**	**1,159**	**2,936**	**2,050**

WASTE PRODUCTION OF OFFICES AND BUSINESS PARKS ON A TOTAL AND LIKE-FOR-LIKE BASIS IN 2018 AND 2019

			Total basis		Like-for-like basis	
			Overall		Overall	
Indicator	**EPRA code**	**Unit**	**2019**	**2018**	**2019**	**2018**
Coverage rate of the reporting scope (based on floor area)		%	97%	87%	97%	97%
Proportion of weight of waste which is estimated		%	18%	15%	18%	10%
Proportion of waste recycled	Waste-Abs/LfL	%	37.9%	36.4%	37.9%	38.6%
Proportion of waste recovered through composting and/or biogas production	Waste-Abs/LfL	%	2.3%	3.4%	2.3%	3.6%
Proportion of waste incinerated with energy recovery	Waste-Abs/LfL	%	38.0%	34.9%	38.0%	33.3%
PROPORTION OF TOTAL RECYCLED OR RECOVERED WASTE	**Waste-Abs/LfL**	**%**	**78.1%**	**74.7%**	**78.1%**	**75.4%**
Proportion of hazardous waste	Waste-Abs/LfL	%	0.7%	0.6%	0.7%	0.7%
Proportion of recycled or recovered hazardous waste	Waste-Abs/LfL	%	82.6%	71.5%	82.6%	75.7%
Proportion of recycled or recovered non-hazardous waste	Waste-Abs/LfL	%	78.1%	74.7%	78.1%	75.4%
TOTAL WEIGHT OF WASTE	**Waste-Abs/LfL**	**Tonnes/year**	**9,413**	**9,396**	**9,413**	**9,477**

WATER CONSUMPTION OF OFFICES AND BUSINESS PARKS ON A TOTAL BASIS IN 2018 AND 2019: CONTROLLED AND NON-CONTROLLED ASSETS

			Total basis					
			Controlled assets				Non-controlled assets	
			Controlled data		Non-controlled data			
Indicator	**EPRA code**	**Unit**	**2019**	**2018**	**2019**	**2018**	**2019**	**2018**
TOTAL WATER CONSUMPTION	**Water-Abs**	**m³**	**289,047**	**345,440**	**34,518**	**22,763**	**128,406**	**68,128**
Building water intensity	Water-Int	m³/sq.m/year	0.42	0.49	0.42	0.49	0.48	0.44
Building water intensity	Water-Int	litre/pers./day	29.2	33.6	29.2	33.6	33.3	30.4

WATER CONSUMPTION OF OFFICES AND BUSINESS PARKS ON A TOTAL AND LIKE-FOR-LIKE BASIS IN 2018 AND 2019

			Total basis		Like-for-like basis	
			Overall		Overall	
Indicator	**EPRA code**	**Unit**	**2019**	**2018**	**2019**	**2018**
Coverage rate of the reporting scope (based on floor area)		%	97%	87%	97%	97%
Proportion of total water consumption which is estimated		%	41%	36%	41%	18%
TOTAL WATER CONSUMPTION	**Water-Abs/LfL**	**m³**	**451,971**	**436,331**	**451,971**	**452,961**
Building water intensity	Water-Int	m³/sq.m/year	0.44	0.48	0.44	0.44
Building water intensity	Water-Int	litre/pers./day	30.2	33.0	30.2	30.3

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

There is no difference between the total scope and the like-for-like scope as the Corporate scope remained unchanged in 2018 and 2019.

ENERGY CONSUMPTION FOR THE CORPORATE SCOPE ON A LIKE-FOR-LIKE BASIS IN 2018 AND 2019

			Like-for-like basis	
			Corporate	
Indicator	**EPRA code**	**Unit**	**2019**	**2018**
Electricity consumption from renewable sources purchased from utility suppliers (green certificates)	Elec-Abs/LfL	MWh_{pe}	2,534	2,784
Electricity consumption from renewable sources generated on site (solar photovoltaic)	Elec-Abs/LfL	MWh_{pe}	0	0
Electricity consumption purchased from the grid (excluding green certificates)	Elec-Abs/LfL	MWh_{pe}	1,644	2,042
Total electricity consumption	**Elec-Abs/LfL**	**MWh_{pe}**	**4,177**	**4,826**
Energy consumption from district heating and cooling generated from renewable sources	DH&C-Abs/LfL	MWh_{pe}	0	0
Energy consumption from district heating and cooling generated from non-renewable sources	DH&C-Abs/LfL	MWh_{pe}	0	0
Total district heating & cooling consumption	**DH&C-Abs/LfL**	**MWh_{pe}**	**0**	**0**
Total fuel consumption	**Fuels-Abs/LfL**	**MWh_{pe}**	**42**	**33**
TOTAL ENERGY CONSUMPTION		**MWh_{pe}**	**4,219**	**4,859**
Energy intensity per floor area – primary energy	Energy-Int	kWh_{pe}/sq.m	360	414
Energy intensity per person – primary energy	Energy-Int	kWh_{pe}/pers.	5,398	6,127
Energy intensity per floor area – primary energy – weather-adjusted	Energy-Int	kWh_{pe}/sq.m	360	414
Energy intensity per floor area – final energy	Energy-Int	kWh_{fe}/sq.m	142	162

GREENHOUSE GAS EMISSIONS FOR THE CORPORATE SCOPE ON A LIKE-FOR-LIKE BASIS IN 2018 AND 2019

			Like-for-like basis			
			Corporate (scope 1 and 2)		Controlled data on upstream emissions and T&D losses (scope 3)	
Indicator	**EPRA code**	**Unit**	**2019**	**2018**	**2019**	**2018**
Direct greenhouse gas emissions	GHG-Dir-Abs/LfL	tonnes CO_2e	7	6	1	1
Indirect greenhouse gas emissions	GHG-Indir-Abs/LfL	tonnes CO_2e	64	74	28	33
TOTAL GREENHOUSE GAS EMISSIONS		**tonnes CO_2e**	**71**	**79**	**30**	**34**
Building carbon intensity	GHG-Int	kg CO_2e/sq.m	9	10	9	10
Building carbon intensity	GHG-Int	kg CO_2e/pers./year	129	145	129	145

WASTE PRODUCTION FOR THE CORPORATE SCOPE ON A LIKE-FOR-LIKE BASIS IN 2018 AND 2019

			Like-for-like basis	
			Corporate	
Indicator	**EPRA code**	**Unit**	**2019**	**2018**
Proportion of waste recycled	Waste-Abs/LfL	%	39.3%	44.7%
Proportion of waste recovered through composting and/or biogas production	Waste-Abs/LfL	%	0.0%	0.1%
Proportion of waste incinerated with energy recovery	Waste-Abs/LfL	%	53.0%	47.7%
PROPORTION OF TOTAL RECYCLED OR RECOVERED WASTE	**Waste-Abs/LfL**	**%**	**92.4%**	**92.5%**
Proportion of hazardous waste	Waste-Abs/LfL	%	0.1%	0.0%
Proportion of recycled or recovered hazardous waste	Waste-Abs/LfL	%	100%	N/Ap.
Proportion of recycled or recovered non-hazardous waste	Waste-Abs/LfL	%	92.4%	92.5%
TOTAL WEIGHT OF WASTE	**Waste-Abs/LfL**	**Tonnes/year**	**62**	**64**

WATER CONSUMPTION FOR THE CORPORATE SCOPE ON A LIKE-FOR-LIKE BASIS IN 2018 AND 2019

			Like-for-like basis	
			Corporate	
Indicator	**EPRA code**	**Unit**	**2019**	**2018**
TOTAL WATER CONSUMPTION	**Water-Abs/LfL**	**m^3**	**3,967**	**4,021**
Building water intensity	Water-Int	m^3/sq.m/year	0.34	0.34
Building water intensity	Water-Int	litre/pers./day	23.4	23.7

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

As the healthcare facilities are operated by the healthcare providers themselves, the Healthcare Property Investment Division has no control over the operation of this type of asset. The assets are therefore 100% non-controlled by Icade.

ENERGY CONSUMPTION OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION IN 2018 AND 2019

			Total basis		Like-for-like basis	
			Overall		Overall	
Indicator	**EPRA code**	**Unit**	**2019**	**2018**	**2019**	**2018**
Coverage rate of the reporting scope (based on floor area)		%	76%	72%	76%	76%
Proportion of total energy consumption which is estimated		%	15%	9%	15%	17%
Total electricity consumption	Elec-Abs/LfL	MWh_{pe}	463,912	420,972	463,912	476,518
Total district heating & cooling consumption	DH&C-Abs/LfL	MWh_{pe}	3,966	2,852	3,966	4,225
Total fuel consumption	Fuels-Abs/LfL	MWh_{pe}	153,515	138,139	153,515	159,690
TOTAL ENERGY CONSUMPTION		**MWh_{pe}**	**621,394**	**561,962**	**621,394**	**640,434**
Energy intensity per floor area – primary energy	Energy-Int	kWh_{pe}/sq.m	540	546	540	557
Energy intensity per bed or place – primary energy	Energy-Int	kWh_{pe}/bed or place/year	44,039	44,917	44,039	44,852
Energy intensity per floor area – primary energy – weather-adjusted	Energy-Int	kWh_{pe}/sq.m	551	584	551	606
Energy intensity per floor area – final energy	Energy-Int	kWh_{fe}/sq.m	293	295	293	303

GREENHOUSE GAS EMISSIONS OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION IN 2018 AND 2019

			Total basis		Like-for-like basis	
			Scope 3		Scope 3	
Indicator	**EPRA code**	**Unit**	**2019**	**2018**	**2019**	**2018**
Coverage rate of the reporting scope (based on floor area)		%	76%	72%	76%	76%
Proportion of total greenhouse gas emissions which are estimated		%	16%	9%	16%	19%
Indirect greenhouse gas emissions	GHG-Indir-Abs/LfL	tonnes CO_2e	42,495	38,110	42,495	44,037
TOTAL GREENHOUSE GAS EMISSIONS		**tonnes CO_2e**	**42,495**	**38,110**	**42,495**	**44,037**
Building carbon intensity	GHG-Int	kg CO_2e/sq.m	37	37	37	38
Building carbon intensity	GHG-Int	kg CO_2e/bed or place/year	3,012	3,046	3,012	3,084

WATER CONSUMPTION OF THE HEALTHCARE PROPERTY INVESTMENT DIVISION IN 2018 AND 2019

			Total basis		Like-for-like basis	
			Overall		Overall	
Indicator	EPRA code	Unit	2019	2018	2019	2018
Coverage rate of the reporting scope (based on floor area)		%	49%	57%	49%	49%
Proportion of total water consumption which is estimated		%	23%	32%	23%	2%
TOTAL WATER CONSUMPTION	**Water-Abs/LfL**	**m³**	**883,820**	**918,539**	**883,820**	**907,755**
Building water intensity	Water-Int	m³/sq.m/year	1.19	1.11	1.19	1.22
Building water intensity	Water-Int	litre/bed or place/year	97,391	93,968	97,391	97,264

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.

6.5. 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.

	2019
Air conditioning equipment	12
Gas-fired equipment	15
Electrical equipment	2
TOTAL	**29**

6.6. Table of HR indicators

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

	2019	2018
REGISTERED WORKFORCE		
Total workforce at the end of the period	**1,174**	**1,186**
Absolute change	(1.0)%	5.1%
Like-for-like change	(1.0)%	2.7%
Average monthly registered workforce	1,161	1,161
Workforce by division		
Office Property Investment	409	419
Healthcare Property Investment	25	25
Property Development	740	742
Workforce by region		
Paris region	761	757
Outside the Paris region	413	429
Workforce by category		
Executives	788	790
Non-executives	386	396
Workforce by contract type (including internships and temporary contracts)		
Permanent contract	**1,104**	**1,131**
Women	586	590
Men	518	541
Fixed-term contract	**21**	**20**
Women	12	16
Men	9	4
Work-study/apprenticeship	**49**	**35**
Women	24	15
Men	25	20
Internship	**4**	**4**
Women	4	2
Men	0	2
Temporary contract (annual FTE)	**15**	**11**
Women	14	10
Men	1	1
CHANGES IN WORKFORCE		
Permanent hires		
External permanent hires	130	156
Acquisitions – Mergers	0	27
Transfers from Caisse des dépôts and its subsidiaries	2	1
TOTAL	132	184
Departures of permanent employees		
Resignations	76	64
Dismissals	37	29
Departures by mutual agreement	14	16
Probation period termination	10	5
Retirements	19	20
Deaths	1	0
Transfers from Caisse des dépôts and its subsidiaries	2	3
Disposals	0	0
TOTAL	159	137
Turnover rate for permanent employees	12.6%	10.6%
Turnover rate for permanent employees with less than 2 years' service	12.2%	11.8%

	2019	2018
ORGANISATION OF WORKING TIME		
Employees, supervisors and non-autonomous executives		
Average number of actual working hours per week	37.5	37.5
Autonomous executives		
Number of days worked per year	211	210
Number of part-time employees		
Women	56	70
Men	1	2
TOTAL	57	72
SOCIAL DIALOGUE		
% of employees covered by collective bargaining	100%	100%
Number of agreements signed during the year	9	3
Number of agreements relating to occupational health and safety signed during the year	1	0
REMUNERATION		
Fixed remuneration (average annual base salary of permanent employees as of December 31 excluding sales managers, Executive Committee members and corporate officers)		
Executives	64,809	63,441
Non-executives	32,082	31,422
TOTAL	56,122	54,791
Variable remuneration		
Average variable remuneration ***(in %)***	11.2%	10.7%
Average performance incentive, profit-sharing and employer matched contributions ***(in %)***	8.8%	8.0%
Number of categories of employees[(a)] with a gender pay gap > 5%	**1**	**N/Av.**
SKILLS AND CAREER		
Training		
Total number of training hours for permanent employees	20,990	N/Av.
Training expenses ***(in euros)***	2,590,725	2,598,593
Proportion of payroll dedicated to training ***(in %)***	3.16%	3.26%
Number of permanent employees trained	1,016	N/Av.
Average number of training hours per permanent employee trained	**21**	N/Av.
Women	20	N/Av.
Men	22	N/Av.
Executives	19	N/Av.
Non-executives	25	N/Av.
Proportion of permanent employees trained *(in %)*	**92%**	**100%**
Career management		
% of positions filled internally	25%	28%
% of employees who had an annual performance review		
Women	93%	98%
Men	93%	99%
Executives	90%	99%
Non-executives	100%	98%
TOTAL	93%	99%

(a) Categories of employees are defined based on collectively agreed pay scale indices.

	2019	2018
HEALTH AND SAFETY		
Absenteeism		
Absenteeism rate	3.81%	3.42%
Breakdown of hours of absence		
Illness (excluding part-time sick leave)	91%	91%
Workplace/commuting accident	3%	3%
Family events	1%	1%
Other causes	6%	5%
Accidents		
Number of workplace accidents	4	10
Number of commuting accidents	3	4
Frequency rate	2.10	5.26
Severity rate	0.23	0.13
Number of fatal accidents	0	0
Occupational illnesses		
Number of illnesses reported during the year	0	0
DIVERSITY		
Gender equality		
% of women on the Executive Committee	30%	44%
% of women managers	31%	31%
% of women in the workforce	53%	52%
Breakdown of the workforce by age		
< 26 years old	6.8%	6.2%
26-39 years old	34.4%	35.5%
40-55 years old	43.5%	43.7%
> 55 years old	15.2%	14.7%
Average age		
Executives	43.1	43.2
Non-executives	41.4	41.9
Average length of service ***(in years)***	10.2	10.4
Disability		
Number of employees officially recognised as disabled	43	44
Amount of services paid to the sheltered work sector ***(in euros)***	108,423	112,094

7. 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 decided 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 matched each of Icade's material CSR issues, commitments and initiatives with the 169 SDG targets. 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 were 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 new market opportunities 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 it to be part of its societal responsibility.

This analysis made it possible to identify Icade's main contributions to SDGs for the purpose of prioritising the issues and defining the CSR commitments for 2019-2022. *The method used is detailed in section 1.2.2. "Materiality assessments as a tool for prioritising Icade's CSR issues"*. The following table was updated in 2019.

Icade's contribution to SDGs				SDG targets relevant to Icade[a]	Key commitments, results and measures taken by Icade for each target
	Operational efficiency	Developing new products and services	Societal commitment		
PRIORITY GOALS	3	3		**Three relevant targets from SDG 3:** – promote mental health and well-being (target 3.4); – give access to quality essential healthcare services at an affordable price (target 3.8); – reduce the number of deaths and illnesses from air, water and soil pollution (target 3.9).	➥ Health innovations: optimised outpatient care, telemedicine booth with H4D, wellness areas and fitness trails in the business parks, etc.; ➥ measures to promote the quality of working life, Well and OsmoZ labels; ➥ measures to promote air, water and soil quality in Icade's buildings, micro-sensors to measure indoor air quality tested in partnership with Veolia and Airparif, compiling a catalogue of solutions to measure and manage indoor air quality.
	7	7	7	**Two relevant targets from SDG 7:** – increase the share of renewable energy in the energy mix (target 7.2); – double the global rate of improvement in energy efficiency by 2030 (target 7.3).	➥ **20%** of renewable energy in the Office Property Investment Division portfolio's energy mix in 2019, meeting the objective one year ahead of schedule; ➥ **-17%** in the energy consumption of offices and business parks between 2015 and 2019 (vs. target of -30% between 2015 and 2025); ➥ €40 million action plan dedicated to energy efficiency and a low-carbon strategy between 2019 and 2022 for the Office Property Investment Division; ➥ the goal is for all new offices measuring over 5,000 sq.m and 33% of new homes to be E+C- certified in 2022.
	8	8	8	**Four relevant targets from SDG 8:** – promote entrepreneurship, innovation and the growth of small- and medium-sized enterprises (target 8.3); – achieve decent work and equal pay for equal work (target 8.5); – reduce the proportion of youth not in employment, education or training (target 8.6); – protect labour rights and promote safe and secure working environments for all workers (target 8.8).	➥ Launch of Urban Odyssey, Icade's start-up studio which aims to co-create 4 to 6 start-ups each year, a real estate solution dedicated to start-ups (Grow Up, Icade's accelerator); ➥ agreements relating to gender equality, disability and age diversity; ➥ **16%** of permanent positions filled by people under the age of 26 in 2019; ➥ **1/3** of construction projects included professional integration commitments and **2/3** of procurement was obtained from local suppliers in 2019; ➥ employee involvement in helping young people from priority neighbourhoods find employment; ➥ responsible procurement charters and supplier CSR evaluations; ➥ policies dealing with health, safety and the quality of working life.
		9		**Two relevant targets from SDG 9:** – develop quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being (target 9.1); – increase access to information technology (target 9.c).	➥ Five start-ups joined Icade's start-up studio which is involved in developing environmentally friendly innovations; ➥ new property solutions and services: flexible workspaces, shared green spaces, sustainable mobility, certified buildings, etc.; ➥ **100%** connected homes, pilot company for the "Smart and connected buildings" label, use of 3D building information modelling (BIM).
	11	11	11	**Five relevant targets from SDG 11:** – ensure access for all to safe and affordable housing (target 11.1); – provide access to safe, affordable, accessible and sustainable transport systems for all (target 11.2); – enhance capacities for sustainable urban planning and participatory management (target 11.3); – 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).	➥ Social housing units and owner-occupied units represented **42%** of Icade's housing orders in 2019; ➥ soft mobility services (car sharing, ride sharing, electric shuttles, etc.). In 2019, **79%** of new projects were located less than a five-minute walk from public transport; ➥ employment and sustainable development charters signed with local authorities, participation in local consultation bodies; ➥ measures to improve air quality and responsible waste management for existing properties and new builds, EcoJardin-labelled green spaces for **100%** of business parks and development of urban agriculture in the business parks.
	12	12		**Three relevant targets from SDG 12:** – achieve the sustainable management and efficient use of natural resources (target 12.2); – reduce waste generation (target 12.5); – ensure that people everywhere have the relevant information and awareness for sustainable development (target 12.8).	➥ Use of materials and products that comply with rigorous standards regarding the protection of health and the environment (Class A or A+); ➥ paperless office policy, on-site waste recycling and recovery; ➥ reuse process for major refurbishments and demolitions; ➥ **72%** of controlled operational waste from the Office Property Investment Division was recycled or recovered in 2019 (target of 100% by 2020); ➥ **84%** of employees received CSR awareness training in 2019, green lease committees for office tenants (**100%** in 2019), CSR & innovation committees with healthcare operators (**59%** in 2019), user guides for property buyers to help raise awareness about eco-friendly practices.
	13	13		**Two relevant targets from SDG 13:** – strengthen resilience and adaptive capacity to climate change (target 13.1); – improve awareness-raising on climate change for all (target 13.3).	➥ Assessment of the risks associated with the physical impact of climate change on assets in order to adapt the office properties; ➥ **85%** of housing projects were covered by NF Living Environment and NF Living Environment HQE certifications which guarantee a satisfactory level of resilience; ➥ raising the awareness of employees and customers (employee training, green lease committees, CSR & innovation committees, user guides for property buyers).
	15	15	15	**Three relevant targets from SDG 15:** – ensure the conservation, restoration and sustainable use of ecosystems (target 15.1); – promote the sustainable management of forests (target 15.2); – halt the loss of biodiversity (target 15.5).	➥ **100%** of business parks and **36%** of new builds had a net positive impact on biodiversity in 2019; ➥ restoration of **6,777 sq.m** of biodiversity by the Property Investment Divisions as part of the Nature 2050 programme; ➥ use of FSC®- or PEFC-certified wood.
SIGNIFICANT GOALS	5		5	**Two relevant targets from SDG 5:** – end all forms of discrimination against women (target 5.1); – ensure women's effective participation for leadership (target 5.5).	➥ Gender equality agreement: solutions for working parents, raising the awareness of recruitment agencies, special budget to bridge the gender pay gap.
	6			**Two relevant targets from SDG 6:** – increase water-use efficiency and ensure sustainable withdrawals of freshwater (target 6.4); – support and strengthen the participation of local communities in improving water management (target 6.b).	➥ **-17%** in water consumption for the Office Property portfolio between 2015 and 2019; ➥ rainwater collection systems, reduced automatic watering and exploring innovative solutions to manage urban runoff; ➥ raising the awareness of employees and customers (employee training, green lease committees, green lease clubs, CSR & innovation committees, user guides for property buyers).
	10		10	**Two relevant targets from SDG 10:** – promote the inclusion of all, irrespective of age, sex, disability, etc. (target 10.2); – ensure equal opportunity by eliminating discriminatory practices and promoting appropriate policies (target 10.3).	➥ Agreements relating to gender equality, disability and age diversity; ➥ disability awareness e-learning module.
	16			**One relevant target from SDG 16:** – reduce corruption and bribery in all their forms (target 16.5).	➥ Code of Ethics, a compliance officer, know-your-customer framework, anonymous whistleblower system and risk mapping; ➥ **89%** of employees identified as "at risk" trained in the fight against corruption and money laundering.
	17	17	17	**One relevant target from SDG 17:** – promote partnerships, especially public-private and civil society partnerships (target 17.17).	➥ Partnerships and working groups with institutions, local governments, industrial players, start-ups, artists, schools and associations.

** Further information about SDG targets referred to in this table is available on the following website: http://www.un.org/sustainabledevelopment/sustainable-development-goals/.*

CORPORATE SOCIAL RESPONSIBILITY
Contribution to UN Sustainable Development Goals

3

CORPORATE SOCIAL RESPONSIBILITY
CSR risks and opportunities and related performance indicators

8. CSR risks and opportunities and related performance indicators

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 and their probability of occurrence. This assessment results in action plans and procedures being introduced, whose effectiveness is checked on a regular basis by 270 control points, overseen by the Audit, Risk, Compliance and Internal Control Department.

Icade considers CSR as a tool for improving risk management and as a source of opportunity and value creation. 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 analysis of Icade's contribution to UN Sustainable Development Goals and a materiality assessment. It was then updated in 2018 and 2019 *(for further information, see section 1.2)*. In 2019, over 60 CSR risks were so identified (i.e. around 30% of the 200 risks included in the map).

The opposite table outlines Icade's main CSR risks and opportunities, their impact, control measures, solutions implemented and the key performance indicators for the risks. *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 (TFCD) that was assembled at the behest of the G20 and Financial Stability Board (FSB). *These climate risks are detailed in section 2.1*. Icade recorded no provisions or coverage for environmental liabilities for the financial year 2019.

Themes	Description	Associated risks and opportunities	Impact	Main risk control measures and solutions implemented	Performance indicators
Impact of climate change and low-carbon transition	– Degree of alignment of Icade's strategy with a 2°C or 1.5°C pathway; – compliance with Icade's CSR commitments with respect to climate change; – transition towards a low-carbon economy; – impact of climate change on the assets and their use; – scarcity of resources, higher energy prices.	**Risks:** obsolescence of assets, higher energy prices, business interruption events, damage to an asset, project postponed, damage to brand image due to failure to comply with low-carbon commitments. **Opportunities:** attractiveness and value of the assets, operational control, occupancy optimisation, improved brand image due to compliance with low-carbon commitments.	Regulatory, Reputational, Operational, Financial, Physical	Key climate commitments: reducing the Office Property Investment Division's carbon intensity by 45% between 2015 and 2025 with 100% of new offices over 5,000 sq.m and 33% of new homes having the E+C- label in 2022. These goals are based on action plans: – Office Property Investment: an energy efficiency and low-carbon development plan with a €40 million budget between 2019 and 2022; conducting an assessment of the risks associated with the physical impact of climate change on assets in order to gradually adapt the properties; – Healthcare Property Investment: energy/carbon mapping and suggesting improvements co-developed with healthcare operators; – Property Development: use of bio-sourced and reused building materials and bioclimatic architecture, developing buildings with the E+C- label (positive energy and low-carbon buildings). *For further information, see section 2.1.*	**Office and Healthcare Property Investment Divisions:** – energy intensity and carbon intensity*. **Healthcare Property Investment Division:** – proportion of healthcare operators covered by energy mapping and recommendations for improved energy performance. **Property Development Division:** – proportion of offices and homes with the E+C- label (% based on the number of buildings in projects)*; – carbon intensity*.
Preservation of resources: circular economy and biodiversity	– Compliance with Icade's CSR commitments with respect to biodiversity; – including opportunities related to the re-use of building materials in construction, renovation and demolition works.	**Risks:** decreased attractiveness and loss of market share, damage to brand image due to failure to comply with biodiversity commitments. **Opportunities:** attractiveness and value of assets, increased market share, improved brand image due to compliance with biodiversity commitments.	Regulatory, Reputational, Operational, Financial	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 by 2020 and 50% by 2022, and 25% for its new builds by 2020. As regards the circular economy, Icade has made commitments and implemented measures with respect to reuse processes, waste recovery and water management. *For further information, see sections 2.2 and 2.3.*	**Office and Healthcare Property Investment Divisions:** – water intensity (in m³/sq.m/year)*. **Office Property Investment Division:** – proportion of recycled or recovered waste*; – proportion of business parks with a net positive impact on biodiversity. **Healthcare Property Investment Division:** – proportion of developed land in which investments were made as part of Nature 2050*. **Property Development Division:** – proportion of new builds with a net positive impact on biodiversity*.
Compliance with environmental, health and safety regulations	– Compliance with environmental regulations: pollution, energy consumption, etc.; – compliance with health and safety regulations: asbestos, air quality, water quality, etc.	**Risks:** postponement or cost increase for a project, incident affecting an asset, legal claims against Icade. **Opportunities:** attractiveness and value of the assets, occupancy optimisation, operational control.	Regulatory, Reputational, Operational, Financial, Physical	Environmental, health and safety risk management is ensured through a robust framework 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.). *For further information, see sections 2.1, 2.2, 2.3, 2.4 and 3.3.*	**Office and Healthcare Property Investment Divisions:** – proportion of floor area covered by an environmental certification (% in terms of floor area of buildings in projects)*. **Property Development Division:** – proportion of offices, homes and "other activities" covered by an environmental certification*.
Innovation and adaptation to customers' needs	– Adapting products and services to new habits and lifestyles: teleworking, co-working, well-being, digitalisation, etc.; – integrating innovation into products and services and bids for tenders, anticipating new labels and certifications.	**Risks:** obsolescence of assets, decrease in asset value, loss of market share. **Opportunities:** attractiveness and value of the assets, occupancy optimisation, increased market share.	Reputational, Operational, Financial, Physical	Icade's innovation initiatives rest on two pillars, namely helping Icade's businesses integrate innovation into their practices and exploring new markets by creating nimble start-ups supported through Urban Odyssey, Icade's start-up studio. With an annual budget of €2 million, these initiatives support its divisions: – for example, the Office Property Investment Division develops real estate solutions adapted to new practices in office environments under the brand name Imagin'Office; – the Healthcare Property Investment Division assists healthcare operators in integrating new healthcare practices through the implementation of innovative solutions such as Ambu'stage; – the Property Development Division develops creative products and services such as the home co-design platform Imagin'home. *For further information, see sections 3.2 and 3.3.*	**Healthcare Property Investment Division:** – proportion of CSR & innovation committees*.
Customer relations	– Brand promise and image; – user experience, effectiveness of marketing tools; – responsible marketing practices.	**Risks:** deterioration in the customer relationship, legal claims against Icade. **Opportunities:** improving the customer retention and recommendation rates.	Regulatory, Reputational, Operational	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, performance assessment audits, etc. *For further information, see section 3.3.*	**Office Property Investment Division:** – proportion of the main business parks awarded the Business Park of Excellence label*. **Property Development Division:** – Net Promoter Score (NPS) on project completion*.
Consideration of the needs of local communities	– Integrating local needs into bids for tenders: local issues and challenges, professional integration, proposals for appropriate cultural and sporting services, etc.; – considering the social situation in the main locations where the Company operates and taking measures supporting priority neighbourhoods; – joint action with local stakeholders: local authorities, local communities, associations, etc.	**Risks:** unsuccessful tenders, declining attractiveness of assets. **Opportunities:** increased market share, occupancy optimisation, improved right to operate.	Operational, Financial	Icade maintains a regular, active dialogue with local communities: – concerted efforts with local players and initiatives promoting local job creation, professional integration and solidarity; – employee engagement promoting the inclusion and education of the most vulnerable; – development of functional, social and age diversity for existing properties and new builds. *For further information, see sections 1.5 and 3.1.*	**Office Property Investment Division:** – Number of local community partnerships in the main business parks*. **Healthcare Property Investment Division:** – implementing a Code of Ethics setting out the quality requirements for investing in nursing homes*. **Property Development Division:** – proportion of construction projects with professional integration commitments.
Responsible procurement	– Worksite safety and labour law compliance; – compliance with commitments made by suppliers and subcontractors in the responsible procurement charters: environmental protection, fair commercial practices, etc.; – compliance with Icade's CSR commitments relating to procurement from the sheltered work sector.	**Risks:** legal claims against Icade, deterioration in the customer relationship. **Opportunities:** operational control, improved customer relationships.	Regulatory, Reputational, Operational	Icade's responsible procurement policy is based on: – the signing of responsible procurement charters by its suppliers and assessing compliance with the charter; – the inclusion of CSR criteria in the request for quotation process: sustainable materials and equipment, biodiversity, professional integration, procurement from the sheltered work sector, fight against illegal employment, safety requirements for suppliers and subcontractors, etc. *For further information, see section 3.5.*	**Office Property Investment and Property Development Divisions:** – proportion of suppliers having signed the responsible procurement charter*.
HR policy: adaptation of skills, workplace well-being and diversity	– Adaptation of skills to the Company's strategy: anticipation of needs, adaptability, attractiveness and key skills retention; – workplace well-being and diversity: measures in favour of the quality of working life, preventing discrimination and harassment, managing restructuring, social dialogue.	**Risks:** legal claims against Icade, lower productivity, loss of competitiveness, deterioration in employee relations. **Opportunities:** improved productivity, ensuring the Company's growth.	Regulatory, Reputational, Operational	Icade's HR policy endeavours to develop expertise, create a collaborative and stimulating work environment, offer a healthy work-life balance, improve workplace well-being and promote diversity. *For further information, see section 4.*	**Icade:** – proportion of permanent employees having received training*. – proportion of work-study trainees in the workforce*. – proportion of women managers*. – total workforce and breakdown of employees by gender, age and geographic area*.
Business ethics	– Prevention of the risk of corruption, money laundering, financing of terrorism, fraud, collusion, conflict of interest and illegal insider trading.	**Risks:** legal claims against Icade, damage to brand image and brand value. **Opportunities:** establishing transparent, trust-based relationships with stakeholders, improving brand image and optimising brand value.	Regulatory, Reputational, Financial	The Audit, Risk, Compliance and Internal Control Department manages Icade's business ethics policy which includes the prevention and fight against corruption, money laundering and the financing of terrorism, and the fight against tax evasion and fraud. The policy is based on a Code of Ethics, a compliance officer, risk mapping, a know-your-customer framework, regular employee training and an anonymous whistleblower system. *For further information, see section 3.6.*	**Icade:** – proportion of employees identified as "at risk" having received training in the fight against money laundering and the financing of terrorism (AML/CFT), and compliance with the Sapin II anti-corruption law*.
Data protection and security	– Cybersecurity; – compliance with regulations governing the use of data.	**Risks:** legal claims against Icade, loss of strategic data, reduced productivity, deterioration in customer relationships. **Opportunities:** operational control, improved customer relationships.	Regulatory, Reputational, Operational	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 EU General Data Protection Regulation, and employees are made aware of the subject matter through e-learning courses. *For further information, see sections 3.3.3 and 3.6.*	**Icade:** – proportion of employees made aware of the EU General Data Protection Regulation (GDPR)*.

Regulatory *Reputational* *Operational* *Financial* *Physical*

* *Tests of details were used by the independent third-party body to audit key performance indicators.*

9. Summary of the reporting scope and methods

9.1. Reporting standards and choice of indicators

To monitor the progress of its environmental, social and societal performance, Icade has adopted key performance indicators in connection with its CSR commitments. Each indicator was selected by Icade for its relevance to its business activities, strategy and main risks in accordance with the requirements relating to the non-financial performance statement and expectations of its stakeholders (materiality assessment updated in 2018). These indicators are also in line with recommendations set out in international standards, such as the Global Reporting Initiative (GRI) standards published in October 2016 and the GRI "Real Estate Sector Supplement", version 4 (GRIG4) as well as the EPRA "Sustainability Best Practices Recommendations Guidelines" of September 2017.

A detailed fact sheet is provided for each indicator in Icade's CSR reporting procedure available on the Company's website.

9.2. Reporting period

The period selected for annual reporting is the calendar year from January 1 to December 31, 2019.

9.3. Reporting scope

9.3.1. Scope of environmental and societal data

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 that is set out in the management report. Only majority-owned assets are included in non-financial reporting and accounted for on a full consolidation basis.

Depending on the environmental or societal performance indicators, the Office Property Investment Division considers several reporting scopes:

- **financial reporting scope**: the portfolio of the Office Property Investment Division for financial year N includes all the assets held as of December 31, N which make up the total floor area, including leasable and non-leasable floor area. It is used for some indicators across Icade's property portfolio or business parks, such as: risk assessment related to climate change, services available to tenants, the proportion of renewable energy in the energy mix, Classified Facilities for Environmental Protection (ICPEs) and green leases. Some indicators are exclusively dedicated to business parks, such as: the EcoJardin label, indicators used to measure the "net positive impact on biodiversity", access for those with limited mobility or who are visually or hearing impaired, ISO 14001 certification and the Business Park of Excellence label;
- **"CSR" reporting scope**: is obtained by excluding the following assets from the financial reporting scope: assets being or soon to be renovated, assets with low occupancy rates, assets under development/construction, assets sold during the year, 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.) and business premises not mainly composed of offices (less than 50% of the leased floor area is office space). Indicators for the CSR reporting scope include: HQE/BREEAM certifications for offices and business parks, energy performance contracts, LED lighting, indoor air quality assessments and solutions, eco-mobility solutions, distance of the properties from public transport, transport-related CO_2 emissions, health and safety measures for the assets, etc.;
- **"mapped floor area" reporting scope**: subject to an assessment of certain key environmental indicators such as energy, carbon, water and waste and charging stations for electric vehicles;
- **"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, the Corporate scope is a separate category rather than a subcategory of the "CSR" or "mapped floor area" scope 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 as "offices") and offices located in business parks (referred to as "business parks").

SCOPE OF THE OFFICE PROPERTY INVESTMENT DIVISION AS OF 12/31/2019

	Total 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	738,827	330,343	325,199	98%	95%	5%
Offices	931,741	735,665	707,925	96%	65%	35%
OFFICE PROPERTY INVESTMENT DIVISION	**1,670,568**	**1,066,008**	**1,033,124**	**97%**	**74%**	**26%**
Corporate	11,723	11,723	11,723	100%	100%	0%

In the CSR scope covering 1,066,008 sq.m, mapped buildings represented 1,033,124 sq.m at the end of 2019, i.e. 97% of the 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). Floor area identified as "controlled" is floor area in multi-tenant buildings whose operation is controlled by Icade (common areas of the controlled buildings). Floor area identified as "non-controlled" consists of the private areas of controlled buildings on the one hand and non-controlled buildings on the other hand.

Healthcare Property Investment Division

The scope of environmental and societal reporting for the Healthcare Property Investment Division is based on the consolidated financial reporting scope that is set out in the management report. Depending on the environmental or societal performance indicators, the Healthcare Property Investment Division considers several reporting scopes:

- **financial reporting scope**: includes all the healthcare properties held as of December 31, N which make up the total floor area, including leasable and non-leasable floor area. No CSR indicator is calculated for this scope;
- **"CSR" reporting scope**: includes the healthcare properties of the financial reporting scope and the extensions made in year N-1 on existing buildings. The following assets are excluded: assets being or soon to be renovated, assets with low occupancy rates, assets under development/construction, assets sold during the year, healthcare properties in use for less than one year over the full calendar year (acquired less than one year ago or undergoing works during the year), extension works completed during the year and nursing homes. The indicators for the CSR scope include CSR & innovation committees and solutions to improve air quality;
- **"mapped floor area" reporting scope**: includes the healthcare properties whose environmental indicators (energy, carbon and water) were mapped during the financial year. The water indicator covers less floor space than the energy and carbon indicators due to the impossibility to obtain data from certain local water suppliers which do not have digital data collection portals. Waste indicators are not currently monitored for the Healthcare Property Investment Division due to the specificity of medical waste and its disposal routes.

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. As part of its partnerships with healthcare operators, Icade owns the properties but 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 12/31/2019

	Total 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
HEALTHCARE PROPERTY INVESTMENT DIVISION	**1,876,269**	**1,508,380**	**1,149,931**	**76%**	**742,292**	**49%**	**0%**	**100%**

The floor area of mapped healthcare properties for energy and carbon indicators equals 1,149,931 sq.m, i.e. 76% of the CSR scope. The floor area of healthcare properties covered by the collection of water consumption indicators equals 742,292 sq.m, i.e. 49% of the CSR scope.

Healthcare Property Investment Division's new projects

The scope used is that of the Healthcare Property Investment Division's projects for which construction has been started during the financial year (work order has been approved). These projects have been broken into four sub-scopes:

- new builds, i.e. new projects developed by the Healthcare Property Investment Division;
- extension works on the property portfolio's existing buildings;
- refurbishment works, i.e. modifying the structure of existing buildings;
- major renovation works on façades and sealing [1].

While most indicators are calculated upon approval of a work order, some specific indicators are calculated from the moment the work order is approved to project completion (e.g. HQE certifications, impact on health of building materials) or in the completion phase (e.g. completions of projects developed using BIM, newly developed land which is offset by funding the restoration of an equivalent area of natural habitat).

A number of indicators exclude amendments with respect to assignment and assumption of contract [2]: responsible procurement, impact on health of building materials, HQE certification, solutions to improve energy performance and reuse materials analysis.

Property Development Division

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

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

- breakdown of orders by type of customer (scope: number of housing orders during the year);
- proportion of home buyers having access to an e-learning module on eco-friendly practices (scope: housing units completed);
- Net Promoter Score (scope: projects completed).

(1) They relate to works as set out in Article 606 of the French Civil Code: https://www.legifrance.gouv.fr/affichCodeArticle.do?idArticle=LEGIARTI000006429505&cidTexte=LEGITEXT000006070721&dateTexte=18040209.

(2) An amendment with respect to assignment and assumption of contract is a particular type of amendment establishing the transfer to and assumption of contractual obligations by a legal person that is not party to the original contract.

PROPERTY DEVELOPMENT DIVISION SCOPE AS OF 12/31/2019

	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	64	301,894	100%
Offices	6	59,790	100%
Other activities (Healthcare, Amenities)	9	57,605	100%
TOTAL	**77**	**419,289**	**100%**

It should be noted that two of the projects are mixed-use, combining office and business premises. Both duplicates have been subtracted from the total number of projects.

9.3.2. 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.

9.4. Change in scope

There has been no major change in the scope in 2019.

9.5. Reporting process

9.5.1. Organisation of reporting

Employees from different areas of the Company are involved in the CSR reporting process across the Office Property Investment, Healthcare Property Investment and Property Development Divisions and the HR Department. Contributors are responsible for collecting, inputting and consolidating the data generated by the network of reporters in business IT systems and the CSR reporting tool. Data approvers review and approve the data inputted by the contributors. The CSR Department is the second-level approver for all the indicators pertaining to the three divisions and HR Department. It ensures data reliability and its proper consolidation in non-financial reporting. The data is ultimately checked by an independent third-party body.

9.5.2. Reporting tools

A CSR reporting and management tool was introduced in 2019 to automate data imports from the various business IT systems and allow for the manual input of some indicators. All CSR data is consolidated and validated directly through this tool by internal approvers and an independent third-party body. For further information about the business IT systems associated with the CSR tool, please refer to the CSR reporting procedure available on Icade's website.

9.6. Methodological clarification

9.6.1. Methodological clarifications with respect to the energy, carbon, water and waste indicators for the Office Property Investment Divisions and Healthcare Property Investment Divisions

Estimation of unavailable consumption data

Data on the consumption of utilities (energy, water, waste) which has not been collected on the entry closure date can be estimated based on the procedures set out in the reporting protocol available on Icade's website.

To assess the actual environmental performance of Icade's portfolio, environmental indicators are calculated based on a 100% occupancy rate including the total consumption of the common and private areas. Sites with a very low occupancy rate (an occupancy rate below 20% over the course of the year) are excluded from the reporting scope.

Weather adjustment

To remove weather variations and enable energy consumption within the reporting scope to be compared from one year to another, the raw data has been adjusted using a methodology proposed by the national weather service Météo-France. The data was adjusted based on weather conditions in 2015, which was chosen by Icade as the base year for the Office Property Investment Division's energy intensity commitments.

Calculation method on a total and like-for-like basis

To meet EPRA's reporting recommendations, Icade has reported the environmental indicators of the Office 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 portfolio that remains unchanged for three years, i.e. from January 1, year N-2 to December 31, year N for the Healthcare Property Investment Division and for two years, i.e. from January 1, year N-1 to December 31, year N for the Office Property Investment Division. For assets which were newly added to the mapping process in year N, data is collected ex post for years N-2 and N-1 and integrated into the calculations. Data that cannot be collected ex post is estimated using the most recently available data.

Adjustment of the Office Property Investment Division's energy consumption and carbon emissions in 2018

An adjustment was made following the detection of an error with regard to the inclusion of energy consumption data from some district heating or cooling networks in 2018. An impact of around 8% was adjusted retroactively on the Office Property Investment Division's 2018 energy and carbon data in the EPRA tables in this document.

9.6.2. Methodological clarifications with respect to labour-related data indicators

Training in the fight against corruption, money laundering and financing of terrorism (AML/CFT) for employees identified as "at risk"

The target group taken into account to calculate this indicator includes the Property Development Division's sales managers and the Office Property Investment Division's asset managers. The indicator at the end of 2019 (89%) was calculated by adding together the total percentage of employees trained in 2018 (16%) and 2019 (73%).

Data protection training for employees identified as "at risk"

The target group considered in calculating this indicator includes employees from the Group's Legal Department and the Property Development Division's Legal Department.

Average gender pay gap

For the indicator on the employee categories with an average gender pay gap above 5%, such categories are defined in accordance with the pay scale indices set out in Icade's collective agreement. There are 30 collectively agreed pay scale indices at Icade and nine employee categories.

9.6.3. 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 little reporting on these issues in the CSR chapter. This is due to the following reasons:

- the topics of food 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. Icade nonetheless addresses this topic through the measures put in place to promote biodiversity.

9.7. Methodological changes

Under the 2019-2022 Plan, new indicators have been defined in order to better manage and reflect Icade's performance across its various CSR issues. Methodological clarifications associated with these new indicators are set out in the reporting procedure available on Icade's website. For some indicators which were already in the previous plan, methodological adjustments were made to better reflect Icade's CSR performance. The main changes are described below.

9.7.1. Methodological changes for the Office Property Investment Divisions and Healthcare Property Investment Divisions

Calculating greenhouse gas emissions and carbon intensity for the Property Investment Divisions

In 2018, Icade conducted an in-depth review of its carbon accounting methods as part of defining its 2019-2022 Strategic Plan in order to include the best practices set out in the Greenhouse Gas Protocol, EPRA Sustainability Guidelines and carbon footprint assessment. Carbone 4, a consulting firm specialised in climate action strategy, assisted Icade in these efforts. Based on its recommendations, Icade made several adjustments to its carbon calculation method.

It should be noted that Icade continues to use a location-based method by accounting for its greenhouse gas emissions based on national or local emission factors in accordance with GHG Protocol and EPRA recommendations.

- **Emission factors:** for years prior to 2019, Icade used carbon conversion factors taken from the Order dated September 15, 2006 for gas and electricity. Since 2019, Icade has used the most recent emission factors available as of the reporting date, reflecting the most recent changes in the carbon intensity of France's energy mix. These factors are taken from ADEME's (French Environment and Energy Management Agency[(1)]) carbon database for electricity and fuels (natural gas, fuel oil, propane). The emission factors used for district networks are taken from the most recent version of the Order on the CO_2 content of district heating and cooling networks (last updated on April 11, 2018).
- **Calculating the upstream portion:** in addition to the combustion emission factors set out in the Order, Icade includes the upstream portion, i.e. 10% of the combustion emission factor for the relevant district heating and cooling network (carbon footprint assessment method). These changes were retroactively applied to historical carbon intensities since 2015 (base year for the Office Property Investment Division's carbon objectives).
- **Renewable energy:** to comply with the GHG Protocol, Icade no longer deducts its CO_2 emissions avoided by buying green certificates (which guarantee the purchase of renewable energy) from the calculation of the Office Property Investment Division's overall carbon intensity. This change was applied to historical carbon intensities since 2015 that have been reported as part of its carbon reduction commitment and its pathway to 2025.

(1) In the carbon database, emission factors were last updated as of the reporting date in December 2018 for electricity, in 2015 for natural gas and 2017 for fuel oil and propane. For further information: http://www.bilans-ges.ademe.fr.

Office Property Investment Division's indicators that measure the net positive impact on biodiversity

In 2019, the list of indicators used to assess the ecological quality of Icade's business parks in connection with biodiversity performance contracts was revised by CDC Biodiversité and Écosphère after areas of improvement were identified for some indicators (insufficiently detailed protocols, overly complex indicators or those that have proven to be inadequate). The revised list of indicators is the result of work to simplify and refine them. The number of indicators was ultimately reduced from 21 to 18. The new indicators have been recalculated retroactively from 2014 to be able to assess any changes. The Mauvin business park, representing less than 5% of all business park floor space, was not included in this review due to the very limited amount of green space on the site as a whole and highly built environment which leave little room to improve biodiversity. Further information on the methodology for assessing the net positive impact on biodiversity is available on Icade's website.

9.7.2. Methodological changes for the Property Development Division

Calculating greenhouse gas emissions

As in the case of its Property Investment Divisions, Icade modified its carbon accounting methods for the Property Development Division. As a result, it revised and refined its carbon tool with the support of Carbone 4.

- **Construction phase:** assumptions used to measure CO_2 emissions produced in the construction phase of its projects under development have been clarified and refined. These emissions relate to building materials (grey energy), transport and on-site waste. Using around forty input data points for each project with respect to floor area, property type, the design of various aspects of the project (joinery, number of floors, façades, etc.) and the building materials used for each aspect, the tool applies the relevant emission factors to assess the carbon impact of the project's grey energy. This tool uses median carbon footprints (or the most conservative estimate in the absence of the data) of each type of solution, using statistical analysis obtained from the INIES [1] database. This information will be gradually supplemented by the actual parameters of the relevant construction products and equipment when they become available.
- **Operational phase:** this tool also calculates CO_2 emissions produced in the operational phase over a 50-year horizon for its projects under development consistent with a life-cycle carbon accounting approach. These emissions result from the energy consumption of the five end uses as defined in French Thermal Regulations (space heating, water heating, lighting, cooling and auxiliary equipment) and emissions generated by the treatment and transport of water which will be consumed by the buyers. Emission factors taken from the E+C- label framework are used for this calculation.
- **Scopes:** Icade provides information on its carbon intensity in two separate scopes:
  - reporting scope: represents actual emissions in the construction phase of projects built in year N and only includes emissions related to grey energy and construction. *This consumption is provided in section 6.1 "Icade's carbon footprint";*
  - "commitment" scope: demonstrates Icade's willingness to provide information on its carbon performance over the whole life cycle of buildings and includes construction data from the reporting scope and operational data over a 50-year horizon. *This data is provided in section 2.1.*

Professional integration commitments used for construction projects

Icade has imposed stricter requirements as regards its commitment on the proportion of major construction projects which include professional integration commitments. Projects with construction costs over €20 million, not €50 million as previously required, must now include these commitments, with professional integration accounting for at least 5% of total working hours.

9.7.3. Methodological changes related to labour-related data:

Scope adjusted for training-related indicators

Icade has limited the scope of several training-related indicators to permanent employees considered more relevant for these indicators: hours of training by gender and by category, hours of training per subject, proportion of employees having received training, training and awareness modules on CSR and business ethics.

9.8. 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 report on the non-financial performance statement".

(1) INIES is a reference database containing environmental and health information on construction products, equipment and services for buildings sold in France. It provides Environmental and Health Declaration Sheets (FDES) for construction products, Product Environmental Profiles (PEP) for equipment, utility service data (energy, water, etc.) and material life cycle inventories in line with French regulatory requirements.

10. Summary of investor feedback

In preparing the CSR chapter of its 2019 universal registration document, Icade sought to better understand investor expectations to ensure the relevance of this document and have the opportunity to refine its format and content. To accomplish this, the Company conducted a survey among ten ESG/SRI analysts and portfolio managers from both French and international investment companies between July and November 2019 with the help of the sustainable development consulting firm Utopies. The findings of this work made it possible to adapt this CSR chapter and identify areas where the reporting can be improved in the future.

Main expectations expressed by investors and responses made

Increase the transparency of the analysis of CSR risks and opportunities in the CSR chapter

A summary of this analysis has been provided at the beginning of the CSR chapter in section 1.2 and its relevance to the materiality matrix has been made clear. A detailed analysis is provided in section 8.

Clarify CSR governance

The presentation of CSR governance was revised in section 1.4. in order to underscore the appointment of a new Head of CSR and Innovation in the Executive Committee and to clarify the role of the various governance bodies. The composition of the CSR Advisory Committee is provided in the CSR section of Icade's website.

Strengthen the ties between the business and its CSR policy

In 2019, Icade unveiled its Corporate Purpose which is in line with its CSR strategy and key priorities as described in section 1.2.

Provide more information about the low-carbon strategy

Following recommendations that were made, several items were added to section 2.1. "Transitioning to a low-carbon pathway":

- a graphic representation of Icade's carbon footprint assessment;
- information on the low-carbon strategy and methodology used to define it, in line with a 2°C or 1.5°C pathway, broken down into objectives for the three divisions;
- action plans reported by division.

In addition, Icade has incorporated recommendations from the Task Force on Climate-related Financial Disclosures (TFCD), notably by including an analysis of risks and opportunities associated with climate change in sections 2.1. and 8.

Lastly, Icade's comprehensive carbon footprint assessment encompassing scopes 1, 2 and 3 has been added in section 6.1.

Provide more detail on the certification level obtained by the property portfolio and new projects

A breakdown of the portfolio by certification level has been added for the main environmental certifications (HQE, BREEAM) for each division in section 2.4.

Provide more information on the socio-economic value created for local communities and the social impact of Icade's activities

Some information, such as the percentage of procurement needs fulfilled by local suppliers, has been added in section 3.5. Icade will examine the possibility of including new indicators to measure its social impact in its next publication.

11. Non-Financial Performance Statement, Global Reporting Initiative and EPRA Correspondence Tables

CORRESPONDENCE TABLE FOR THE SECTIONS OF CHAPTER 3 OF THE 2019 UNIVERSAL REGISTRATION DOCUMENT WITH THE DECREE NO. 2017-1265 OF AUGUST 9, 2017 ON THE DISCLOSURE OF NON-FINANCIAL INFORMATION.

Heading	Section of the universal registration document
BUSINESS MODEL	
Summary of the business model	**Chapter 1 section 4**
Description of the main business activities and geographic distribution	
Office Property Investment Division	Chapter 2 section 2.3
Healthcare Property Investment Division	Chapter 2 section 2.4
Property Development Division	Chapter 2 section 3
Key figures	
Key figures for the Office Property Investment Division	Chapter 1 section 5 and chapter 2 section 2.3.7
Key figures for the Healthcare Property Investment Division	Chapter 1 section 5 and chapter 2 section 2.4.7
Key figures for the Property Development Division	Chapter 1 section 5 and chapter 2 sections 3.1, 3.2 and 3.3
Key stakeholders	**Chapter 3 section 1.5**
Competitive position	
Office Property Investment Division	Chapter 2 sections 2.3.1 and 2.3.2
Healthcare Property Investment Division	Chapter 2 sections 2.4.1 and 2.4.2
Property Development Division	Chapter 2 section 3.1
Position in the business ecosystem – types of suppliers and service providers	**Chapter 3 section 3.5**
Outlook	**Chapter 1 section 7**
CSR RISKS AND OPPORTUNITIES AND RELATED CONTROL MEASURES	CHAPTER 3 SECTIONS 1.2 AND 8
POLICIES, RESULTS AND KEY PERFORMANCE INDICATORS	CHAPTER 3 SECTIONS 5 AND 8
SOCIAL AND ENVIRONMENTAL IMPACT OF BUSINESS ACTIVITIES	
Social impact	Chapter 3 sections 3 and 4
Environmental impact	Chapter 3 section 2
CLIMATE CHANGE	CHAPTER 3 SECTIONS 1.3, 2.1, 2.5, 6.1, 6.2, 6.3 AND 6.4
CIRCULAR ECONOMY	CHAPTER 3 SECTION 2.3
RESPECT FOR HUMAN RIGHTS	CHAPTER 3 SECTIONS 3.5, 4.2.3 AND 4.3
COLLECTIVE AGREEMENTS	CHAPTER 3 SECTION 4.2.3
FIGHT AGAINST DISCRIMINATION, PROMOTION OF DIVERSITY	CHAPTER 3 SECTION 4.3
MEASURES IN SUPPORT OF PEOPLE WITH DISABILITIES	CHAPTER 3 SECTION 4.3.3
FIGHT AGAINST CORRUPTION	CHAPTER 3 SECTIONS 3.5 AND 3.6
FIGHT AGAINST TAX EVASION	CHAPTER 3 SECTION 3.6
FIGHT AGAINST FOOD WASTE	CHAPTER 3 SECTION 9.6.3
FIGHT AGAINST FOOD INSECURITY, RESPECT FOR ANIMAL WELFARE AND EQUITABLE AND SUSTAINABLE FOOD	CHAPTER 3 SECTION 9.6.3

CORRESPONDENCE TABLE BETWEEN THE UNIVERSAL 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 universal registration document	External assurance
GENERAL INDICATORS				
		Organisational profile		
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, 2.3 and 2.4	
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, 3 and 5 and Chapter 2 sections 1, 2 and 3	
102-8		Detailed information on the workforce	Chapter 3 sections 4.1 and 6.6	X
102-9		Describe the organisation's supply chain	Chapter 3 sections 1.5 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, 1.4 and 8	
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 1.5	
102-13		List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation participates	Chapter 3 section 1.5	
		Strategy		
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 Frédéric Thomas; Interview of Olivier Wigniolle	
102-15		Information related to key risks, opportunities and impacts	Chapter 3 sections 1.2 and 8, and chapter 4	
		Ethics and integrity		
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	
		Governance		
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 1.4 and chapter 5 section 2	
102-21		Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	Chapter 3 sections 1.2, 1.4 and 1.5	
102-22	Gov-Board	Report the composition of the highest governance body and its committees	Chapter 5 section 2	
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 2 and 4	
		Stakeholder engagement		
102-40		Provide a list of stakeholder groups engaged by the organisation	Chapter 3 section 1.5	
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 1.5	
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, 1.4 and 1.5	

GRI code	EPRA code	General standard disclosures	Section of the universal registration document	External assurance
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 1.5	
		Report profile		
102-45		List all entities included in the organisation's consolidated financial statements or equivalent documents	Chapter 1 section 1 and chapter 6 section 1 (note 13.5)	
102-46		Explain the process for defining the report content and the aspect boundaries	Chapter 3 sections 1.2 and 9	
102-47		List all the material aspects identified in the process for defining report content	Chapter 3 sections 1.2, 5 and 9	
102-48		Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	Chapter 3 section 9	
102-49		Report significant changes from previous reporting periods in the scope and aspect boundaries	Chapter 3 section 9	
102-50		Reporting period (such as fiscal or calendar year) for information provided	Chapter 3 section 9	
102-51		Date of most recent previous report (if any)	March 31, 2020	
102-52		Reporting cycle	Chapter 3 section 9	
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 9	
103-2		Explain the management approach and its components	Chapter 3	
103-3		Evaluation of the management approach	Chapter 3	
ECONOMIC INDICATORS				
		Anti-corruption		
205-2		Communication and training on anti-corruption policies and procedures	Chapter 3 section 3.6	X
205-3		Confirmed incidents of corruption and actions taken	Chapter 3 section 3.6	
ENVIRONMENTAL INDICATORS				
		Materials – management approach		
301-1		Materials used by weight or volume	Chapter 3 sections 2.3, 6.2, 6.3 and 6.4	
		Energy – management approach		
302-1	Elec-Abs	Energy consumption within the organisation	Chapter 3 sections 2.1, 6.2 and 6.3	X
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, 2.5, 6.2 and 6.4	X
302-4		Reduction of energy consumption	Chapter 3 sections 2.1 and 3.4	X
302-5		Reductions in energy requirements of products and services	Chapter 3 sections 2.1, 2.4, 2.5 and 3.4	X
CRE1	Energy-Int	Energy intensity	Chapter 3 sections 2.1, 6.2, 6.3 and 6.4	X
		Water – management approach		
303-1	Water-Abs Water-Lfl	Total water withdrawal by source	Chapter 3 sections 2.3 and 6.2, 6.3 and 6.4	X
CRE2	Water-Int	Water intensity	Chapter 3 sections 2.3, 6.2, 6.3 and 6.4	X
		Biodiversity – management approach		
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	X
		Emissions – management approach		
305-1	GHG-Dir-Abs	Direct greenhouse gas (GHG) emissions (Scope 1)	Chapter 3 sections 2.1, 6.1, 6.2 and 6.3	X
305-2	GHG-Indir-Abs	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Chapter 3 sections 2.1, 6.1, 6.2 and 6.3	X
305-3		Other indirect greenhouse gas (GHG) emissions (Scope 3)	Chapter 3 sections 2.1, 2.5, 6.1, 6.2 and 6.4	X
305-4	GHG-Int	Greenhouse gas (GHG) emissions intensity	Chapter 3 sections 2.1, 6.1, 6.2, 6.3 and 6.4	X
305-5		Reduction of greenhouse gas (GHG) emissions	Chapter 3 sections 2.1, 3.4, 6.1, 6.2, 6.3 and 6.4	X
CRE3		Greenhouse gas emissions intensity from buildings	Chapter 3 sections 2.1, 6.1, 6.2, 6.3 and 6.4	X
CRE4		Greenhouse gas emissions intensity from new construction and redevelopment activity	Chapter 3 sections 2.1 and 6.1	X

GRI code	EPRA code	General standard disclosures	Section of the universal registration document	External assurance
		Effluents and waste – management approach		
306-2	Waste-Abs	Total weight of waste by type and disposal method	Chapter 3 sections 2.3, 6.2 and 6.3	X
	Waste-Lfl			X
SOCIAL INDICATORS				
		Employment – managerial approach		
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 6.6	
		Occupational health and safety – management approach		
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 6.6	
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 6.6	
		Training and education – management approach		
404-1	Emp-Training	Average hours of training per year per employee by gender, and by employee category	Chapter 3 sections 4.1 and 6.6	X
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 6.6	
		Diversity and equal opportunity – management approach		
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, 6.6	X
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, 6.6 and chapter 9	
		Local communities – management approach		
413-1	Comty-Eng	Operations with significant actual and potential negative impacts on local communities	Chapter 3 sections 3.1 and 3.3	
		Supplier social and environmental assessment – management approach		
414-1		Report the percentage of new suppliers that were screened using human rights criteria	Chapter 3 section 3.5	
		Customer health and safety – management approach		
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 2.4, 3.3 and 3.5	X
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 and chapter 4 section 2	
CRE8	Cert-Tot	Type and number of certification, rating and labelling schemes for new construction, occupation and redevelopment	Chapter 3 section 2.4	X

12. Independent third-party body report on the non-financial performance statement

Financial year ended December 31, 2019

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), we hereby report to you on the consolidated non-financial performance statement for the financial year ended December 31, 2019 (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 accordance 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 Company's reporting guidelines (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 applicable legal and regulatory requirements, ethical requirements and professional standards.

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, or on 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 and the professional guidance issued by the French Institute of Statutory Auditors relating to this engagement, and with ISAE 3000 (1):

- We reviewed the entity's business performance and that of all the entities included in the scope of consolidation, as well as the main risks;
- 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 and the fight against corruption and tax evasion;
- 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 that it provides, where applicable, an explanation of the reasons for non-disclosure of the information required by the 2nd paragraph of III of Article L. 225-102-1;
- We verified that the Statement includes a reference to the business model and a description of the main risks associated with the entity's business activities, including, where relevant and proportionate, the risks arising from its business relations, products and services, as well as policies, actions and results, including key performance indicators for the main risks;
- We consulted documentary sources and conducted interviews to:
  - assess the process for selecting and approving the main risks and the consistency of the results and key performance indicators selected for the main risks and policies presented, and
  - substantiate the qualitative information (actions and results) that we considered to be the most important (presented in Appendix 1). Regarding the risks, our work was carried out in the relevant Departments.

(1) ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information.

- We verified that the Statement covers the consolidated scope, namely all the entities included in the scope of consolidation in accordance with Article L. 233-16 within the limits specified in the Statement;
- We have taken note of the internal control and risk management procedures implemented by the entity and assessed the data collection process to ensure that the Information is both complete and accurate;
- Regarding the key performance indicators and other quantitative results that we considered to be material (presented in Appendix 1), we used:
  - 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 selected for these tests;
- 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 six people during a total of six weeks between November 2019 and March 2020.

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, March 16, 2020

The independent third-party body

Mazars SAS

Edwige REY

Partner, CSR & Sustainable Development

Appendix 1: Information considered most important

Qualitative information (actions and results) relating to the main risks

- Implementation of a Code of Ethics for investments in nursing homes
- Impact of climate change
- Preservation of resources: circular economy and biodiversity
- Compliance with environmental, health and safety regulations
- Innovation and adaptation to customers' needs
- Customer relations
- Consideration of the needs of local communities
- Adaptation of skills, workplace well-being and diversity

Quantitative indicators including key performance indicators

- Social indicators:

  Total workforce and breakdown of employees by gender, age and geographic area; Absenteeism rate; Proportion of work-study trainees in the workforce; Proportion of women managers; Proportion of permanent employees who received training (Total number of permanent employees who received training/average number of employees; Total number of permanent employees who received training/total number of permanent employees).

- Environmental indicators:

  Proportion of floor area (office and other activities) and projects (residential) covered by an environmental certification – Property Development Division; Proportion of floor area covered by an environmental certification – Office and Healthcare Property Investment Divisions; Proportion of offices and homes with the E+C- label – Property Development Division; Carbon intensity – Property Development Division; Proportion of new builds with a net positive impact on biodiversity (projects for which the Biotope Area Factor improves between the baseline assessment and the post-project assessment) – Property Development Division; Proportion of developed land for which investments are made as part of Nature 2050 – Healthcare Property Investment Division; Energy intensity adjusted for unified degree days and carbon intensity – Office and Healthcare Property Investment Divisions; Water intensity – Office and Healthcare Property Investment Divisions; Proportion of recycled or recovered waste – Office Property Investment Division.

- Societal indicators:

  Proportion of CSR & innovation committees – Healthcare Property Investment Division; Proportion of suppliers who have signed the Responsible Procurement Charter – Office Property Investment and Property Development Divisions; Proportion of main business parks having the "Business Park of Excellence" label – Office Property Investment Division; Customer satisfaction index on project completion – Property Development Division; Proportion of employees identified as "at risk" who received training in AML/CFT and the Sapin II Act; Proportion of employees made aware of the EU General Data Protection Regulation (GDPR); Number of local and community partnerships in the main business parks – Office Property Investment Division.