

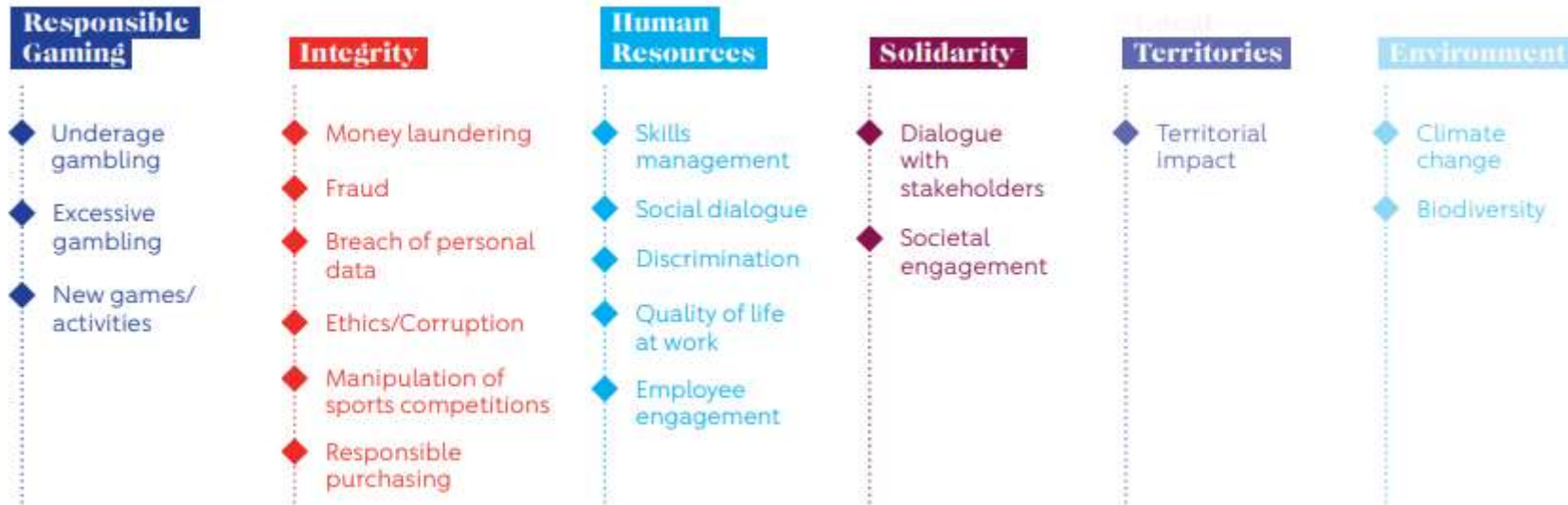
◆ TABLE OF CSR INDICATORS ◆

FDJ GROUP

JUNE 2023

Preamble

This document lists the CSR performance indicators monitored by the FDJ Group. They are divided according to the six CSR risk areas identified by FDJ: responsible gaming, integrity, human resources, solidarity, territories and the environment. A final section lists the cross-cutting indicators.



Scope

Scope	Units concerned
Group	FDJ, FDP, FDI, PDJ, FGS France, FDJ Développement, FGS UK & Sporting Group (merger), FGS Canada, FDJ Services
Group France	FDJ, FDP, FDI, FGS France, FDJ Services
Group, SBT scope (Group, excluding Sporting Group et FGS UK and including FM)	FDJ, FDI, SGE, FGS France, FM, FDP (headquarters and agencies), FDJ Développement, PDJ
FDJ sites (Boulogne Delta, Boulogne Aguesseau, Saint-Mard, Saint-Witz, Villepinte, Vitrolles)	FDJ, FDI, SGE, FGS France, FM, FDP headquarters (excluding FDP agencies)

Table of corresponding units

FDJ	FDP	FDI	PDJ	FGS France	FDJ Développement	FGS UK	Sporting Group	FGS Canada	FDJ Services
FDJ SA		Française d'images	Pacifique des Jeux	FDJ Gaming Solutions France		FDJ Gaming Solutions UK			

Responsible gaming

Risk	Scope	Reference	Indicator	Unit	2021	2022
Underage gambling	Group excluding PDJ	1100	Underage testing: number of tests performed	Number	1278	2693
Underage gambling	Group excluding PDJ	1101	Underage testing compliance rate	%	70,8	75,6
Underage gambling	Group excluding PDJ	1102	Number of partner retailers specifically trained to refuse sales to minors	Number	2000	4502
Underage gambling	Group excluding PDJ	1103	Underage testing: number of tests carried out following a non-conformity	Number	303	462
Underage gambling	Group excluding PDJ	1104	Underage testing : number of two-week suspensions of approval	Number	7	40
Underage gambling	Group excluding PDJ	1105	Underage testing : number of one-month suspensions of approval	Number	0	1
Underage gambling	Group excluding PDJ	1106	Underage testing : number of approvals withdrawn	Number	0	0
Underage gambling	Group excluding PDJ	1107	Percentage of exposure of minors to FDJ commercial campaigns on TV media	%	5,0	4,8
Underage gambling	Group excluding PDJ	1404	Number of partner retailers who have taken a refresher course	Number	0	31
Underage gambling	Group	7306	Image of FDJ taking action to prevent under-18s from playing gambling games	%	63	61
Excessive gambling	Group	1200	Proceeds from FDJ Responsible Gaming partnerships	k€	1234	1385
Excessive gambling	Group	1201	Amount donated to hotlines (responsible gaming partnerships)	€	548000	235000
Excessive gambling	Group	1202	Percentage donated to hotlines (responsible gaming partnerships)	%	44,4	17,2
Excessive gambling	Group	1203	Amount donated to prevention and harm reduction initiatives (responsible gaming partnerships)	€	304500	593500
Excessive gambling	Group	1204	Percentage donated to prevention and harm reduction initiatives (responsible gaming partnerships)	%	25	43
Excessive gambling	Group	1205	Amount donated to fund research and disseminate knowledge (responsible gaming partnerships)	%	381500	541000
Excessive gambling	Group	1206	Portion donated to funding research and disseminating knowledge (responsible gaming partnerships)	€	31	40

Risk	Scope	Reference	Indicator	Unit	2021	2022
Excessive gambling	Group excluding PDJ	1210	Overall compliance of sales outlets with responsible gaming criteria	%	93,8	94,8
Excessive gambling	Group	1212	Percentage of Playscan registrants identified as "green" risk	%	92,67	92,57
Excessive gambling	Group	1213	Percentage of Playscan registrants identified as "yellow" risk	%	5,38	5,25
Excessive gambling	Group	1214	Percentage of Playscan registrants identified as "red" risk	%	1,95	2,18
Excessive gambling	Group	1215	Percentage of GGR carried by exclusive high-risk online lottery players	%		2,34
Excessive gambling	FDJ	1216	Canadian Problem Gambling Index - Percentage of recreational or low-risk gamblers	%	93,1	92,9
Excessive gambling	FDJ	1217	Canadian Problem Gambling Index - Percentage of moderate-risk gamblers	%	5,8	5,9
Excessive gambling	FDJ	1218	Canadian Problem Gambling Index - Percentage of problem gamblers	%	1,2	1,2
Excessive gambling	FDJ, FDP, FGS France	1219	Number of employees trained in responsible gambling	Number	2059	2591
Excessive gambling	FDJ, FDP, FGS France	1219bis	Percentage of employees trained in responsible gambling	%	76	96
Excessive gambling	FDJ	1220	Percentage of total advertising budget devoted to responsible gaming communications	%	11,8	13
Excessive gambling	Group	1221	Number of gambling-related vulnerability reports processed	Number	367	475
Excessive gambling	Group	1222	Number of vulnerable situations related to responsible gambling	Number	132	222
Excessive gambling	Group	1223	Number of outgoing calls made	Number	2062	2077
Excessive gambling	Group	7301	Number of FDJ players (in millions)	Millions	25,6	25,5
Excessive gambling	Group	7300	Percentage of respondents stating that FDJ informs the public about the risks of gambling addiction	%	66	72
New activities	Group excluding PDJ	1300	Number of sets subject to the universal SERENIGAME matrix	Number	38	36
New activities	Group excluding PDJ	1301	Percentage of games subject to the universal SERENIGAME matrix	%	100	100
Big prize-winners	Group	1400	Number of big prize winners	Number	388	442
Big prize-winners	Group	1401	Number of millionaires	Number	178	209
Big prize-winners	Group	1402	Number of workshops held to support big prize winners	Number	17	17

Risk	Scope	Reference	Indicator	Unit	2021	2022
Big prize-winners	Group	1403	Number of participations by big prize winners in services offered as part of the support program	Number	193	275

Integrity

Risk	Scope	Reference	Indicator	Unit	2021	2022
Fraud	FDJ	2100	Fraud rate (non-payments) on remote CB payments	%	0,9	0,4
Fraud	National data	2101	National fraud rate for remote CB payments	%	0,17	0,20
Money laundering	Group	2200	Number of suspicious transaction reports filed with Tracfin	Number	282	357
Money laundering	Group	2717	Number of qualified visits	Number		361
Breach of personal data	Group	2300	Number of employees trained in personal data protection (RGPD)	Number	2061	235
Breach of personal data	Group	2301	Percentage of employees trained in RGPD	%	76	8
Manipulation of sports competitions	FDJ	2400	Number of French sports players made aware of the issue of sports manipulation by FDJ	Number	650	960
Manipulation of sports competitions	FDJ	2401	Number of alerts transmitted to the National Platform	Number	24	12
Ethics/Corruption	Group	2500	Number of employees trained in ethics and anti-corruption	Number	2094	2193
Ethics/Corruption	Group	2501	Percentage of employees trained in ethics and anti-corruption	%	77	78
Responsible tax policy	Group	2600	Group income tax expense	M€	123	113
Responsible tax policy	Group	2601	Group effective tax rate	%	30	27
Responsible purchasing	FDJ	2700	Number of suppliers categorized as strategic and important	Number	181	160

Risk	Scope	Reference	Indicator	Unit	2021	2022
Responsible purchasing	FDJ	2701	Number of strategic and key suppliers assessed on their CSR performance	Number	123	116
Responsible purchasing	FDJ	2702	Rate of strategic and key suppliers assessed on their CSR performance	Number	68	74
Responsible purchasing	FDJ	2704	Average Ecovadis score for suppliers - environmental section	/100	55	68
Responsible purchasing	Group	2705	Purchases made during the year	M€	620	676
Responsible purchasing	Group	2707	Share of purchases made in France	%	90	90
Responsible purchasing	FDJ	2708	Average payment times	Number	37	38
Responsible purchasing	FDJ	2709	Percentage of invoices paid late	%	2,8	2,2
Responsible purchasing	Group	2710	Share of French purchases by SMEs	%	33	43
Responsible purchasing	Group	2711	Share of French purchases by ETIs	%	25	42
Responsible purchasing	Group	2712	Share of French purchases by GE	%	42	15
Responsible purchasing	Group	2713	Amount of solidarity purchases	k€	924	1306
Responsible purchasing	FDJ	2714	Percentage of FDJ suppliers located in urban policy districts (QPV)	%	7	7
Responsible purchasing	FDJ	2715	Percentage of orders for the manufacture of promotional products placed in factories located in high-risk countries and certified SA 8000 or covered by a social audit	%	86	100
Responsible purchasing	Group	2716	Number of suppliers	Number	2305	2423
Responsible purchasing	FDJ	2718	Average Ecovadis supplier rating	/100	56	68
Responsible purchasing	FDJ	2719	Share of French purchases by SMEs and ETIs	%	58	85

Human Resources

Risk	Scope	Reference	Indicator	Unit	2021	2022
Absence	Group	510	Absenteeism rate	%	2,5	3,4
Absence	FDJ	510	Absenteeism rate	%	2,43	3,34
Absence	Group	520	Frequency rate	%	1,3	2,5
Absence	Group	520a	Number of lost-time accidents	Number	5	10
Absence	Group	520b&520bis	Number of days lost to accidents	Number	159	278
Absence	Group	520c	Number of commuting accidents with lost time	Number	7	5
Absence	Group	520d	Number of fatal commuting and workplace accidents	Number	0	0
Absence	Group	520e	Number of hours worked	Number	3831562	4005390
Absence	FDJ	520e	Number of hours worked	Number	2265112	2434742
Absence	Group	520f	Severity rate	%	0,01	0,07
Absence	Group	520g	Theoretical number of days worked	Number	546053	562184
Absence	Group	520h	Number of days lost due to accidents at work and commuting accidents	Number	159	289
Absence	Group	520i	Number of days lost to illness	Number	13436	18822
Work-study	Group	504	Number of alternating employees at 31/12	Number	169	130
Work-study	FDJ	504	Number of alternating employees at 31/12	Number	167	130
Work-study	Group	504a	Number of women alternates at 31/12	Number	81	63
Work-study	FDJ	504a	Number of women alternates at 31/12	Number	63	48
Work-study	Group	504b	Number of men alternates at 31/12	Number	88	67
Work-study	FDJ	504b	Number of men alternates at 31/12	Number	67	56

Risk	Scope	Reference	Indicator	Unit	2021	2022
Work-study	Group	504c	Percentage of work-study students at 31/12	%	6,2	4,8
Work-study	FDJ	504c	Percentage of work-study students at 31/12	%	7,5	6,0
Social dialogue	Group	556	Number of labor agreements signed during the year	Number	5	6
Diversity	Group	511	Number of women on fixed-term and open-ended contracts at 31/12	Number	988	1050
Diversity	FDJ	511	Number of women on fixed-term and open-ended contracts at 31/12	Number	683	724
Diversity	Group	508	Number of managers	Number	507	550
Diversity	FDJ	508	Number of managers	Number	337	374
Diversity	Group	508a	Number of men managers	Number	333	352
Diversity	FDJ	508a	Number of men managers	Number	196	221
Diversity	Group	508b	Number of women managers	Number	174	198
Diversity	FDJ	508b	Number of women managers	Number	141	153
Diversity	Group	511bis	Percentage of women among employees on fixed-term and open-ended contracts at 31/12	%	39,0	38,9
Diversity	Group	519	Percentage of women among managers on fixed-term and open-ended contracts at 31/12	%	34,3	36,0
Diversity	FDJ	519	Percentage of women among managers on fixed-term and open-ended contracts at 31/12	%	41,8	40,9
Diversity	FDJ	511bis	Percentage of women among employees on fixed-term and open-ended contracts at 31/12	%	42,6	41,7
Diversity	Group	513	Percentage of men on fixed-term and open-ended contracts at 31/12	Number	1548	1649
Diversity	FDJ	513	Percentage of men on fixed-term and open-ended contracts at 31/12	Number	920	1012
Diversity	Group	513bis	Percentage of men among employees on fixed-term and open-ended contracts at 31/12	%	61,0	61,1
Diversity	FDJ	513bis	Percentage of men among employees on fixed-term and open-ended contracts at 31/12	%	57,4	58,3
Diversity	Group	559	Number of women in Group Executive Management (GEM)	Number	24	27
Diversity	Group	559bis	Percentage of women in Group Executive Management (GEM)	%	33,8	35,1
Diversity	FDJ	560	Professional equality index (Index Pénicaud)	/100	100	100
Diversity	FDP	560	Professional equality index (Index Pénicaud)	/100	92	98

Risk	Scope	Reference	Indicator	Unit	2021	2022
Diversity	FGS France	560	Professional equality index (Index Pénicaud)	/100	84	84
Diversity	Group	570	Percentage of women on the Group Management Committee at 31/12	%	38	39
Employee commitment	Group	555	Employee Percentage ownership	%	3,8	3,8
Employee commitment	Group	557	Employee commitment Percentage	/100	91	89
Management of expertise	Group	11	Number of employees trained in CSR	Number	2084	720
Management of expertise	Group	12	Percentage of employees trained in CSR	%	82	27
Management of expertise	Group	540	Annual training budget	M€	2,2	2,1
Management of expertise	FDJ	540	Annual training budget	M€	1,3	1,6
Management of expertise	Group	541	Percentage of payroll dedicated to training	%	3,35	3,77
Management of expertise	FDJ	541	Percentage of payroll dedicated to training	%	3,80	4,12
Management of expertise	Group	542	Total number of training hours	Number	39417	40403
Management of expertise	FDJ	542	Total number of training hours	Number	26792	30821
Management of expertise	Group	543	Number of permanent and fixed-term employees trained	Number	2472	2591
Management of expertise	FDJ	543	Number of permanent and fixed-term employees trained	Number	1540	1586
Management of expertise	Group	543a	Number of women employees on permanent and fixed-term contracts trained	Number	996	1006
Management of expertise	FDJ	543a	Number of women employees on permanent and fixed-term contracts trained	Number	662	684
Management of expertise	Group	543a bis	Percentage of women trained among employees trained on fixed-term and open-ended contracts at 31/12	%	39,3	37,3
Management of expertise	FDJ	543a bis	Percentage of women trained among employees trained on fixed-term and open-ended contracts at 31/12	%	41,3	39,4
Management of expertise	Group	543b	Number of men on permanent and fixed-term contracts trained	Number	1476	1585
Management of expertise	FDJ	543b	Number of men on permanent and fixed-term contracts trained	Number	878	902

Risk	Scope	Reference	Indicator	Unit	2021	2022
Management of expertise	Group	545	Percentage of permanent and fixed-term employees trained	%	97,5	96,0
Management of expertise	FDJ	545	Percentage of permanent and fixed-term employees trained	%	96,1	91,4
Management of expertise	FDJ	546	Training team expenses	€	471410	645583
Management of expertise	Group	547	Remuneration for trained employees	€	1538095	1774634
Management of expertise	Group	548	CUFPA (unique contribution to vocational training and apprenticeship)	€	1622401	1594399
Management of expertise	Group	549	Number of employees trained in occupational health and safety	Number	453	605
Management of expertise	Group	VIG 5	Number of training days	Number	5631	5772
Management of expertise	FDJ	VIG 5	Number of training days	Number	3827	4403
Management of expertise	Group	VIG 6	Number of training days per employee	Number	2	2
Management of expertise	FDJ	VIG 6	Number of training days per employee	Number	2	3
Management of expertise	Group	VIG 7	Number of training hours per employee	Number	16	15
Management of expertise	FDJ	VIG 7	Number of training hours per employee	Number	17	18
Disability	Group	518	Employment rate of disabled employees	%	5,21	5,61
Disability	FDJ	518	Employment rate of disabled employees	%	5,22	5,36
Management of expertise	Group	501	Number of employees on fixed-term and open-ended contracts at 31/12	Number	2536	2699
Discrimination	FDJ	501	Number of employees on fixed-term and indefinite-term contracts at year-end 12/31	Number	1603	1736
Discrimination	FDP	501	Number of employees on fixed-term and indefinite-term contracts at year-end 12/31	Number	467	492
Discrimination	FDI	501	Number of employees on fixed-term and indefinite-term contracts at year-end 12/31	Number	28	28
Discrimination	PDJ	501	Number of employees on fixed-term and indefinite-term contracts at year-end 12/31	Number	20	19
Discrimination	FDJ Développement	501	Number of employees on fixed-term and indefinite-term contracts at year-end 12/31	Number	17	18

Risk	Scope	Reference	Indicator	Unit	2021	2022
Discrimination	FGS UK	501	Number of employees on fixed-term and indefinite-term contracts at year-end 12/31	Number	36	0
Discrimination	Sporting Group	501	Number of employees on fixed-term and indefinite-term contracts at year-end 12/31	Number	249	274
Discrimination	FGS Canada	501	Number of employees on fixed-term and indefinite-term contracts at year-end 12/31	Number	2	1
Discrimination	FGS France	501	Number of employees on fixed-term and indefinite-term contracts at year-end 12/31	Number	105	117
Discrimination	FDJ Services	501	Number of employees on fixed-term and indefinite-term contracts at year-end 12/31	Number	9	14
Management of expertise	Group	501a	Number of employees on permanent contracts at 31/12	Number	2439	2597
Management of expertise	Group	501b	Number of employees on fixed-term contracts at 31/12	Number	97	102
Management of expertise	Group	505	Number of employees on permanent part-time contracts at 31/12	Number	33	30
Management of expertise	FDJ	505	Number of employees on permanent part-time contracts at 31/12	Number	16	20
Management of expertise	Group	531	Median FTE monthly base salary of employees on permanent and fixed-term contracts at 31/12	€	3,78	3,89
Management of expertise	FDJ	531	Median FTE monthly base salary of employees on permanent and fixed-term contracts at 31/12	€	4,06	4,11
Management of expertise	Group	531b	Average monthly FTE base salary of employees on permanent and fixed-term contracts at 31/12	€	4,29	3,43
Management of expertise	FDJ	531b	Average monthly FTE base salary of employees on permanent and fixed-term contracts at 31/12	€	4,46	4,53
Management of expertise	Group	562	Fixed gross payroll	€	219090	233593
Management of expertise	Group	563	Variable gross payroll	€	45714	49220
Management of expertise	Group	564	Gross payroll	€	264804	282813
Management of expertise	Group	571	Average seniority of employees on fixed-term and open-ended contracts	Number	11,1	10,85
Management of expertise	FDJ	571	Average seniority of employees on fixed-term and open-ended contracts	Number	11,3	10,9
Management of expertise	FDJ	581	Percentage of employees who have had a performance review	%	94,9	99,9

Risk	Scope	Reference	Indicator	Unit	2021	2022
Management of expertise	FDJ		CDI promotion rate	%	11,7	9,6
Management of expertise	FDJ		Promotion rate for women CDI	%	13,2	10,9
Management of expertise	FDJ		Promotion rate for men CDI	%	10,6	8,7
Management of expertise	FDJ	VIG 17	Turnover rate - CDI only	%	7,9	10,6
Management of expertise	Group	VIG 18	Payroll dedicated to training	M€	173	161
Management of expertise	FDJ	VIG 18	Payroll dedicated to training	€	108	119
Management of expertise	Group	VIG 19	Number of temporary employees	Number	42,9	40,3
Management of expertise	FDJ	VIG 19	Number of temporary employees	Number	33,8	26,7
Management of expertise	Group	VIG20	Number of weighted average workforce for the year	Number	2523	2651
Management of expertise	FDJ	VIG20	Number of weighted average workforce for the year	Number	1562	1676
Management of expertise	FDJ	VIG20a	Number of weighted average workforce (fixed-term contracts) for the year	Number	72	72
Management of expertise	FDJ	VIG20b	Number of weighted average workforce (open-ended contracts) for the year	Number	1490	1604
Management of expertise	Group	VIG 21	Number of movements	Number	295	326
Management of expertise	FDJ	VIG 21	Number of movements	Number	205	201
Management of expertise	Group	VIG 22	Percentage of transfers and movements among employees with permanent contracts in indicator 501	%	12,1	12,6
Management of expertise	FDJ	VIG 22	Percentage of transfers and movements among employees with permanent contracts in indicator 501	%	13,4	12,1
Management of expertise	Group	VIG 24	Organic growth in workforce	%	3,59	6,43
Diversity	Group	590	Number of employees on fixed-term and open-ended contracts aged 15 to 19 at 31/12	Number	0	0
Diversity	Group	591	Number of employees on fixed-term and open-ended contracts aged 20 to 24 at 31/12	Number	32	40

Risk	Scope	Reference	Indicator	Unit	2021	2022
Diversity	Group	592	Number of employees on fixed-term and open-ended contracts aged 25 to 29 at 31/12	Number	219	217
Diversity	Group	593	Number of employees on fixed-term and open-ended contracts aged between 30 and 34 at 31/12	Number	376	388
Diversity	Group	594	Number of employees on fixed-term and permanent contracts aged 35 to 39 at 31/12	Number	349	373
Diversity	Group	595	Number of CDD and CDI employees aged between 40 and 44 at 31/12	Number	398	419
Diversity	Group	596	Number of CDD and CDI employees aged 45 to 49 at 31/12	Number	412	421
Diversity	Group	597	Number of CDD and CDI employees aged 50 to 54 at 31/12	Number	363	373
Diversity	Group	598	Number of employees on fixed-term and permanent contracts aged 55 to 59 at 31/12	Number	286	345
Diversity	Group	599	Number of CDD and CDI employees aged 60 and over at 31/12	Number	101	123
Diversity	Group	600	Age pyramid - consistency test	Number	2536	2699
Quality of Life at Work	Group	589	Employees' average rating of well-being at work	/100	85	79
Management of expertise	Group	523a	Number of permanent hires	Number	301	396
Management of expertise	FDJ	523a	Number of permanent hires	Number	157	216
Management of expertise	Group	523b	Number of people hired on fixed-term contracts during the year	Number	118	132
Management of expertise	FDJ	523b	Number of people hired on fixed-term contracts during the year	Number	86	84
Management of expertise	Group	561	Number of departures during the year (excluding end of contract)	Number	221	273
Management of expertise	FDJ	561	Number of departures during the year (excluding end of contract)	Number	78	82
Management of expertise	Group	561bis	Number of departures during the year (including end of contract)	Number	280	339
Management of expertise	FDJ	561bis	Number of departures during the year (including end of contract)	Number	125	125
Management of expertise	Group	561a	Number of resignations	Number	101	116
Management of expertise	Group	561b	Number of redundancies for economic reasons	Number	9	0

Risk	Scope	Reference	Indicator	Unit	2021	2022
Management of expertise	Group	561c	Number of dismissals for other reasons	Number	52	49
Management of expertise	Group	561d	Number of departures during trial period	Number	16	9
Management of expertise	Group	561e	Number of retirements	Number	12	11
Management of expertise	Group	561f	Number of deaths	Number	1	2
Management of expertise	Group	561g	Number of contractual terminations	Number	11	10
Management of expertise	Group	561h	Number of subsidiary transfers	Number	13	9
Management of expertise	Group	561i	Number of suspended contracts	Number	6	7
Management of expertise	Group	561j	Number of contract terminations (including summer temp)	Number	59	68
Management of expertise	Group	521	Number of managers on fixed-term and open-ended contracts at 31/12	Number	1664	1828
Management of expertise	Group	522	Percentage of managerial staff on permanent and fixed-term contracts at 31/12	%	65,6	67,7
Management of expertise	Group	523	Number of non-managerial staff on fixed-term and open-ended contracts at 31/12	Number	872	871
Management of expertise	Group	523bis	Percentage of non-managerial staff on fixed-term and open-ended contracts at 31/12	%	34,4	32,3

Solidarity

Risk	Scope	Reference	Indicator	Unit	2021	2022
Societal engagement	FDJ	4100	Amount dedicated to public-interest causes	M€	108	137
Societal engagement	FDJ	4101	Financial support from Fondation FDJ	M€	4,765	4,414
Societal engagement	FDJ	4102	Number of associations supported - Tremplin Détaillants solidaires	Number	79	103
Societal engagement	FDJ	4103	Number of associations supported - Tremplin Collaborateurs Solidaires	Number	10	11
Societal engagement	FDJ	4104	Total amount collected for the Fondation du patrimoine	M€	100	126
Societal engagement	FDJ	4105	Share of UCITS investments in socially responsible investment funds	%	23,4	36,7
Dialogue with stakeholders	Group	4200	Number of CSO members of the Societal Laboratory	Number	12	13

Territories

Risk	Scope	Reference	Indicator	Unit	2021	2022
Territorial impact	Group	5100	Commissions paid to retailers	M€	901	965
Territorial impact	Group	5101	Number of sales outlets benefiting from specific support	Number	500	521
Territorial impact	Group	5102	Number of outlets offering tax, bill and fine collection services	Number	12400	14330
Territorial impact	Group	5106	Number of jobs created or maintained by FDJ in the bar-tobacco-press sector	Number	21100	22000
Territorial impact	Group	5107	Number of jobs created or sustained by FDJ business	Number	54800	55300
Territorial impact	Group	5108	FDJ's contribution to national wealth	Mds€	6,2	6,5

Environment

Risk	Scope	Reference	Indicator	Unit	2021	2022
Climate change	Group	-	Renewable energy consumption	MWh	19144	19689
Climate change	Group	-	Non-renewable energy consumption	MWh	8724	8410
Climate change	Group	-	Quantity of waste recycled/reused	Tons	6942	6915
Climate change	Group	-	Quantity of waste disposed of	Tons	3523	4049
Climate change	Group	-	Quantity of waste disposed of - landfilled waste	Tons	1438	1530
Climate change	Group	-	Quantity of waste disposed of - Waste incinerated with energy recovery	Tons	0	1,08
Climate change	Group	-	Quantity of waste disposed of - Waste incinerated without energy recovery	Tons	2072	2500
Climate change	Group	-	Quantity of waste disposed of - other disposal	Tons	5	15
Climate change	Group	-	Quantity of waste disposed of - Waste for which the method of disposal is unknown	Tons	8	15,92
Climate change	Group	-	PACKAGING: weight of cardboard packaging	Tons	968,1	1267
Climate change	Group	-	PACKAGING: % of cardboard packaging made from recycled or certified materials	%	70%	62%
Climate change	Group	-	PACKAGING: weight of metal or glass packaging used for freight.	Tons	0	0
Climate change	Group	-	PACKAGING: weight of plastic packaging used for freighting FDJ products	Tons	45,2851	45,42
Climate change	Group	-	PACKAGING: % recyclable plastic packaging	%	100%	100%
Climate change	Group	-	PACKAGING: % of plastic packaging compostable	%	0%	3%
Climate change	Group	-	PACKAGING: % recycled content in your plastic packaging	%	5%	3%

Transverse

Risk	Scope	Reference	Indicator	Unit	2021	2022
Business model	Group	7100	Sales	M€	2256	2461
Business model	Group	7101	Shareholders' equity	M€	829	925
Business model	Group	7102	Net cash surplus	M€	916	968
Business model	Group	7103	Investments	M€	76	104
Business model	Group	7105	Share of sales - Lottery	%	76,6	77,9
Business model	Group	7106	Share of sales - Sports betting	%	20,6	19,0
Business model	Group	7107	Share of sales - Diversification activities	%	2,8	3,2
Business model	Group	7108	Ebitda margin	%	23,1	24,0
Business model	Group	7109	Consolidated net income	M€	294	308
Business model	Group	7110	Consolidated net income payout ratio	%	80	85
Business model	Group	7111	Total player bets at 12/31 of the year	M€	18976	20618
Business model	Group	7112	Share price performance	%	4	-3
Business model	Group	7113	Contribution to public finances	M€	3816	4147
Business model	Group	7114	Portion paid to public finances	%	20,11	20,12
Business model	Group	7116	Average share of commissions paid to retailers	%	4,7	4,7
Business model	Group	7117	Stakes redistributed to players	M€	12971	14094
Business model	Group	7118	% redistribution to players	%	68,4	68,4
Business model	Group	7119	Average weekly stake per player over the year	€	14,255	15,549
Green taxonomy	Group	7200	Share of sales eligible for green taxonomy	%	0	0
Green taxonomy	Group	7201	Share of OPEX eligible for green taxonomy	%	NS	NS
Green taxonomy	Group	7202	Share of CAPEX eligible for green taxonomy	%	10	8,3
Studies	Group	7301	Number of FDJ players	Millions	25,6	25,5
Studies	Group	7302	Share of bets made by players in the 1st decile	%	48	42
Studies	Group	7303	Percentage of respondents stating that FDJ is a transparent brand that conceals nothing	%	49	53

Risk	Scope	Reference	Indicator	Unit	2021	2022
Studies	Group	7304	FDJ's image concerning its ethics and values	%	47	48
New activities	Group	7305	Customer satisfaction rate for FDJ games and services	%	70	73
Governance	Group	554	Board attendance rate	%	92	92
Governance	Group	553	Gender balance on the Board of Directors	%	50	50
Governance	Group	555	Percentage of independent directors	%	50	50