CSR Report 2019

Extra-Financial Performance Declaration

(expleo)
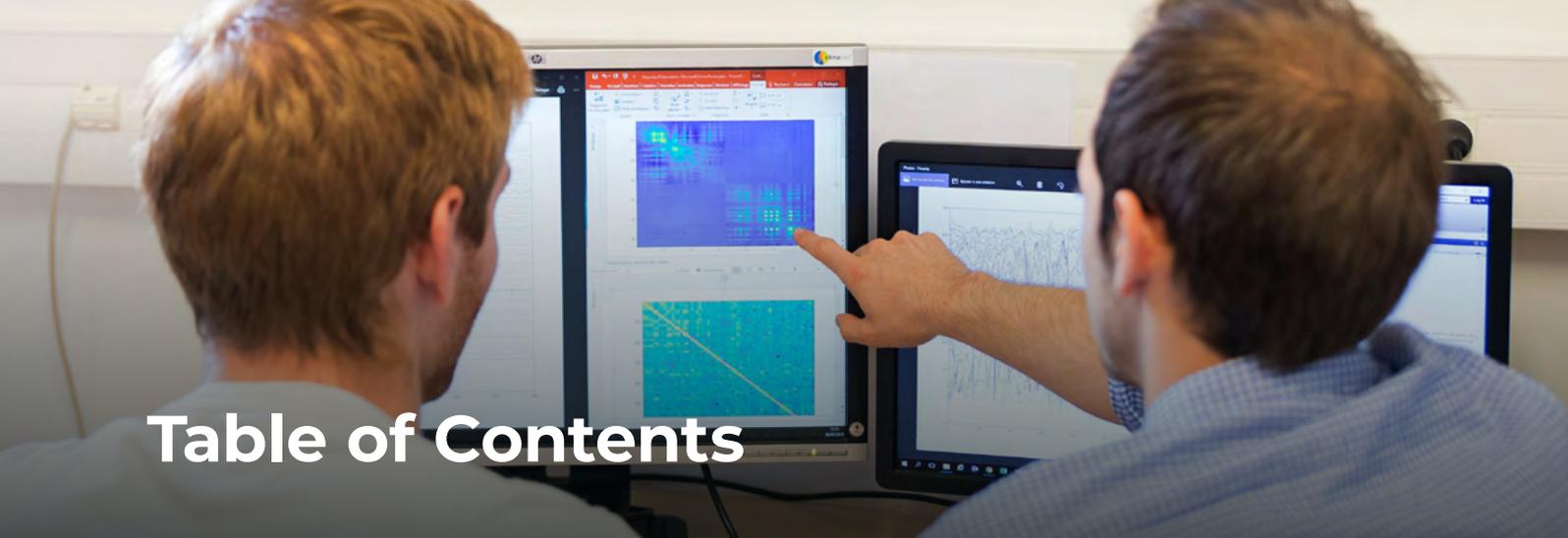
Table of Contents

Message from the CEO

Rajesh Krishnamurthy

Never before have we needed our best and brightest problem-solvers to overcome the world's biggest challenges

The world has never faced a more dramatic set of challenges. As I write this, we are in the middle of a global pandemic that has upended billions of lives, taking a huge toll on our vulnerable population. Because of the subsequent social crisis, every day, we are hearing new stories of people who are suffering from its consequences.

So, although 2019 seems like a distant past, I believe that telling the stories of how our company made a positive impact is as relevant as ever. It shows Expleo's continuous commitment, year after year, to living our purpose of leveraging our technological expertise to create concrete solutions for a cleaner, greener and safer tomorrow.

Our colleagues at Expleo have continued to create positive change: giving back to our communities, supporting our clients on their sustainability journey and innovating to improve our quality of life.

Among our most memorable moments were the first steps made by Thibault, a tetraplegic man who was able to walk again thanks to a new kind of brain-controlled "exoskeleton" developed in partnership with Clinatec.

We are also proud of the work accomplished to find innovative solutions for greener mobility, to help reduce the environmental footprint of aircraft using bamboo or to optimize urban transportation services with electric and shared urban vehicles.

However, our commitment to a better society and a better planet starts with ourselves.

In 2019, Expleo has inaugurated new headquarters in Saint-Quentin-en-Yvelines with the objective to reduce greenhouse gas emissions and adopt a rational model for resources consumption. The building has a four-fold environmental certification meeting the latest standards to ensure that its energy footprint is limited.

Finally, we were among the first French companies to sign the Manifesto for the Inclusion of People with Disabilities at Work, a charter that focuses on employability through training, recruitment and awareness-raising. This project is entirely in line with our long-term commitment towards more diversity.

In this report, you will be able to learn more on our humble journey and contributions to help improve our society and our planet.

I hope these stories will bring you renewed optimism and inspiration, as they have for me.

01

The
Group

Our resources

Employing

15,000+

technology loving game-changers

Global & Local

30

countries

● *Our presence*

Our identity

Vision

Bold

Showing a willingness to take risks; confident and courageous.

Reliable

Consistently good in quality or performance; able to be trusted.

Values

• **Courage**

• **Excellence**

• **Collaboration**

• **Respect**

• **Accountability**

Commitments

• **Sustainability**

• **Diversity**

• **Upskilling**

Our mission

Our mission is to help businesses harness technological change to successfully deliver innovations, helping them gain a competitive advantage and improving the lives of people around the globe.

End-to-end solutions
for digital transformation

Consulting

Accelerating business agility, performance and digital transformation

- Strategy
- Management
- Execution

Engineering

Managing critical and complex systems

- Design & product development
- Manufacturing and Supply chain
- In-service support

Quality

Ensuring continuous quality in systems and applications

- Quality management
- Quality
- Quality assurance

Our clients

- 31% Aerospace
- 5% Defense & Naval
- 30% Automotive
- 5% Transportation
- 13% Industry
- 11% BFSI
- 5% Management Consulting

Our revenues by activity

- 70% Engineering
- 25% Quality
- 5% Management Consulting

Our revenues by region

- 44% France
- 17% Germany
- 16% UK & Ireland
- 7% North America
- 16% Rest of the world
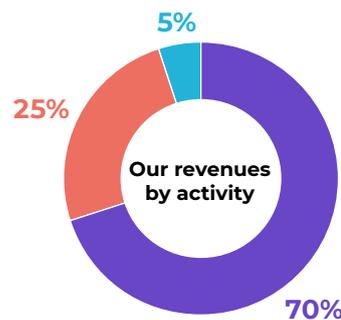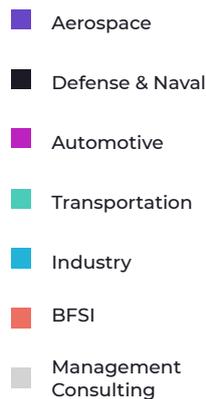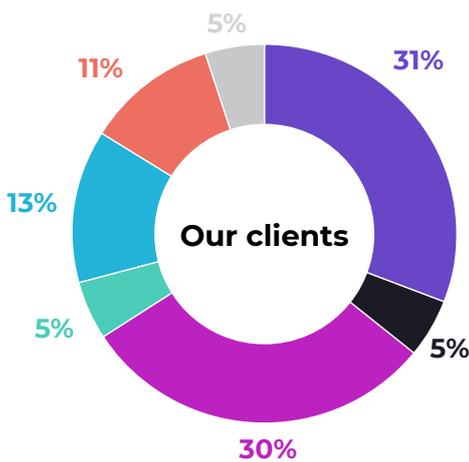
Revenues

€1,1 bn
2019 Revenue
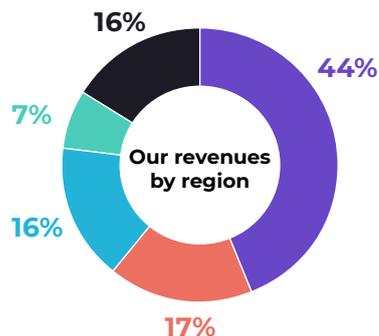
02

CSR
Strategy

Expleo's Corporate Social Responsibility (CSR) vision is for a company that is committed to the major societal issues of our time. Our approach reflects our principles & values and has ambitious targets that are meaningful and create value for all stakeholders.

2.1.
Contributing to Sustainable Development Goals

Expleo's CSR strategy has four pillars that underpin the Group's business strategy and goals:

**Acting
Ethically**

**Innovating
for Sustainability**

CSR

**Protecting the
Environment**

**Managing
Talent**

CSR Governance

Expleo is governed by a Management Board overseen by a seven-member Supervisory Board, two of whom are women.

The Supervisory Board carries out its oversight through three committees:

• Strategy Committee;

• Compensation Committee;

• Audit Committee.

The Management Board also established an Ethics Committee. It meets at least once every quarter and whenever circumstances require. The Ethics Committee defines, approves, oversees and reports on the implementation of ethical policies within Expleo.

International Standards

Expleo applies the main international CSR standards. Reflecting its respect for human rights and commitment to diversity and inclusion, the Group has been a signatory to the United Nations Global Compact since 2011 and complies with the following:

• **The Universal Declaration of Human Rights;**

• **The GRI, ISO 26000 and ISO27001;**

• **United Nations Sustainable Development Goals (SDG).**

Roadmap aligned with United Nations Sustainable Development Goals

Expleo's CSR actively contributes to sustainable development goals as defined by the UN in 2015.

To help ensure a better, more sustainable future for all, Expleo is thus working on a number of the 17 UN SDGs.

The following table shows how our 4 pillars match most of UN Sustainable Development Goals.

Acting Ethically

- Compliance
- Data Security

8 DECENT WORK AND ECONOMIC GROWTH

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Innovating for Sustainability

- Provide sustainable solutions
- Ensure sustainable procurement
- Customer satisfaction

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Managing Talent

- Attract & retain talent
- Develop skills
- Promote equal opportunity & diversity
- Social dialogue
- Promote health, safety & wellbeing at work

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

Protecting the Environment

- Limit greenhouse gas emissions
- Reduce environmental footprint
- Compliance with new regulations

7 AFFORDABLE AND CLEAN ENERGY

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

2.2.
Extra-Financial Risk Factors

The Group operates in a rapidly changing environment and faces many risks, some of which are outside its control.

To ensure its sustainable growth, the Group must continually work to identify, prevent and properly control such risks.

The table below details the main extra-financial risks that exist due to the nature of the Group's business, split into the four pillars of our CSR strategy:

Acting Ethically				
Type	Impact	Key steps to reduce risk	2019 KPIs	Opportunities
Business integrity	• Reputational risk • Legal, criminal, civil and Administrative sanctions • Financial impact	• Signatory to the UN Global Compact • Code of Conduct • Risk mapping • Alert system • Internal control • Staff training • Ethical HR Policy	NA	• Protecting the Group's image • Maintaining stakeholder trust • Promoting the employer brand • Highlighting the Group's attractiveness • Creating an ethical business culture

Innovating for Sustainability

Type	Impact	Key steps to reduce risk	2019 KPIs	Opportunities
Unsuitable Offering for the Market	• Disruptive arrival of certain competitors • Loss of market share	• Innovation governance • Internal and external competitions around innovation • Partnerships with research centres	• R&D budget: €62M • Number of engineers working on R&D projects: 700 • 20% of projects dedicated to eco-design	• New engineering offering in the digital sphere • Attractiveness among young graduates
Customer Relations Quality Risks	• Regulatory compliance • Difficulty in attracting new customers	• Customer satisfaction barometer • Annual CSR assessment (CDP, EcoVadis)	• Customer satisfaction: 81%	• Customer satisfaction and loyalty • Company brand image and attractiveness

Managing Talent

Type	Impact	Key steps to reduce risk	2019 KPIs	Opportunities
Attractiveness / Retention & Loyalty	• Lack of control over turnover • Loss of key skills • Loss of management quality and quantity	• Communication and visibility of the employer brand • Partnerships with engineering schools • Recruitment campaigns • Induction course • Mobility Programme	• New hires: 4,878 • Employee voluntary turnover rate: 20%	• Strengthening the employer brand • Optimising hiring and turnover costs
Skills Improvement	• Inability to respond to new market challenges • Cost effectiveness of training • Employee disengagement	• Investments in resources • Innovative digital tools • New training resources	• Payroll training budget: 2.82% (France) • Employees trained: 58% (France) • Training hours:53,069 (France)	• Improving employability • Company attractiveness • Employee satisfaction

Type	Impact	Key steps to reduce risk	2019 KPIs	Opportunities
Social Dialogue	• Deterioration of the work environment and the company's image • Increased turnover	• Employee engagement survey (Great Place To Work) • Collective working time arrangements • Local social dialogue	• Employee engagement survey participation: 61%	• Pride in belonging to the company and strengthening of employee buy-in • Improved productivity
Diversity / Discrimination	• Unequal treatment • Impact on employer reputation and image • Failure to meet human rights commitments	• Implementation of "Mission Handicap" • Agreement on disability • Gender equality agreement • Diversity and social inclusion policy	• Gender balance (% women): 27%	• Using diversity as a business indicator and driver of innovation and competitiveness • Increased employee motivation and commitment
Health and Safety / Prevention of Psychosocial Risks	• Work accidents connected with travel and the work environment • Reputational damage vis-à-vis customers • Legal risks • Direct and indirect social costs • Heightened absenteeism	• H&S training • Awareness campaigns • Support for psychosocial risks • Great Place To Work annual survey	• Accident frequency rate: 2.68 • Accident severity rate: 0.10	• Adopting the right safety habits in everyday life • Improving conditions and quality of life in the workplace

Protecting the Environment

Type	Impact	Key steps to reduce risk	2019 KPIs	Opportunities
Energy Transition	• Company's failure to contribute to combating climate change • Lack of control over energy costs	• Limiting our carbon footprint • Promoting green travel: sustainable mobility • Limiting the energy footprint of buildings • Reducing our waste	• GHG emissions (scopes 1, 2 and 3): 4,358 tCO2e (France)	• Development of new services and solutions (innovative projects) • Migration to a low CO_2 emitting fleet
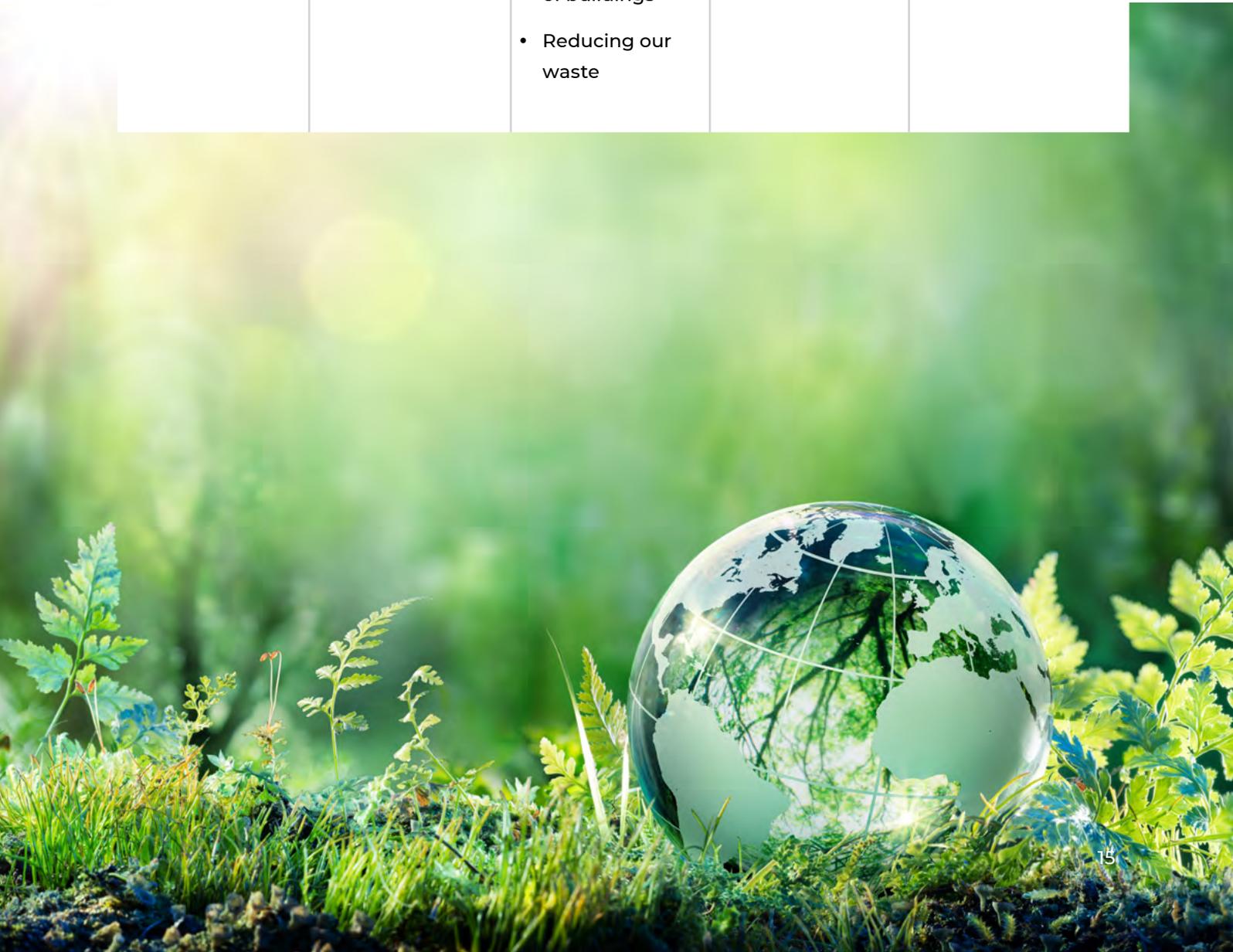
03

Acting
Ethically

We believe that acting ethically means more than just respecting regulations. Thanks to the daily involvement of all our employees, we regularly enforce our internal compliance and have established a proactive collaboration with our partners and suppliers, based on their adherence to our code of conduct. We also support many CSR initiatives across our markets.

Gérard Brescon

Chief People Officer,
member of the Ethics Committee

3.1. Preventing Corruption

Expleo operates ethically and in accordance with applicable laws wherever it operates. Expleo managers are responsible for reinforcing this policy and communicating it to their teams.

Code of Conduct

Expleo has compiled its rules of business conduct into a Code of Conduct that applies to all Group employees. The Code describes the Group's commitment to human rights and combating corruption and fraud. It also reinforces the protection of fundamental social rights, including health and safety, working time, work-life balance, labour regulations, and the right to equal pay for equal work, not to mention freedom of assembly and association. The Code condemns all forms of forced labour, workplace discrimination and harassment or violence.

The Code formalises Expleo's commitment to the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the Fundamental Conventions of the International Labour Organization and the OECD Guidelines for Multinational Enterprises.

Whistleblower System

Any full-time or temporary employee as well as any third party may report deviations from the entity's Code of Conduct using a secure, confidential and anonymous whistleblower platform, managed by an independent outside service provider. For further details or to use the system, please visit https://expleo.signalement.net.

Eliminate tax evasion risks

Expleo has not set up any vehicles, structures or mechanisms designed to transfer profits to low-tax jurisdictions. The Group's effective tax rate is consistently over 20%, which is close to the weighted average tax rates applicable in France and other host countries on the contributions to consolidated profit of our operations in those countries.

3.2.

Securing our Processes

Theft, loss, misuse, unavailability, or unauthorised disclosure of information poses serious risks to Expleo's business, including by adversely affecting its profits, cash flow, profitability, and reputation.

Information Security is therefore fundamental to Expleo's operations. As a trusted business partner, Expleo has a responsibility to protect customer data and support systems through strong information and infrastructure security.

Our Information Security Management System complies with ISO 27001. The security rules and related guidelines are set out in a series of reference documents that include a security policy and IT charter. The charter is intended to define the rules governing the use of our IT facilities and details user responsibilities.

Our cyber-security systems are regularly audited by our customers, in particular in the aeronautics and defence sectors, which require additional measures besides ISO 27001. Automotive industry companies audit our systems using the TISAX standard, while those in the banking industry use PCI/DSS.

GDPR Compliance

Expleo complies with applicable laws and regulations governing confidentiality, privacy, and the protection of intellectual and industrial property, including the EU's General Data Protection Regulation (GDPR).

3.3.
Respecting Human Rights

Expleo has been a signatory to the United Nations Global Compact since 2011.

The Global Compact encourages organisations to:

• Anticipate the long-term impact of their activities;

• Improve their CSR approach, through a culture of responsibility and the drawing up of action plans.

In line with the conventions of the International Labour Organization, Expleo is committed to respecting - and ensuring employees and stakeholders respect - fundamental workplace principles and rights. These include:

• Freedom of association;

• The right to collective bargaining;

• Non-discrimination in employment and in the workplace;

• No use of forced or compulsory labour.
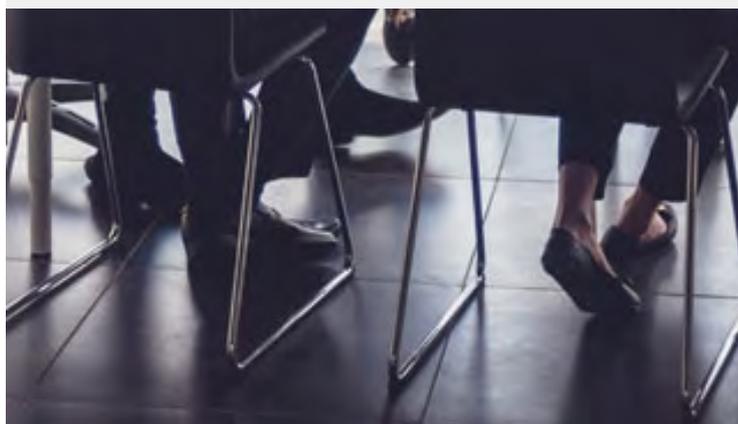
3.4. Community and Philanthropy

Expleo contributes to economic development and job creation in the 30 countries where it operates. Where possible, Expleo works with local suppliers.

Expleo provides financial support to public interest projects in which its employees are involved, contributing to improving living standards and quality of life in host communities. The examples that follow are just a few of the many areas in which our employees voluntarily give their time and energy.
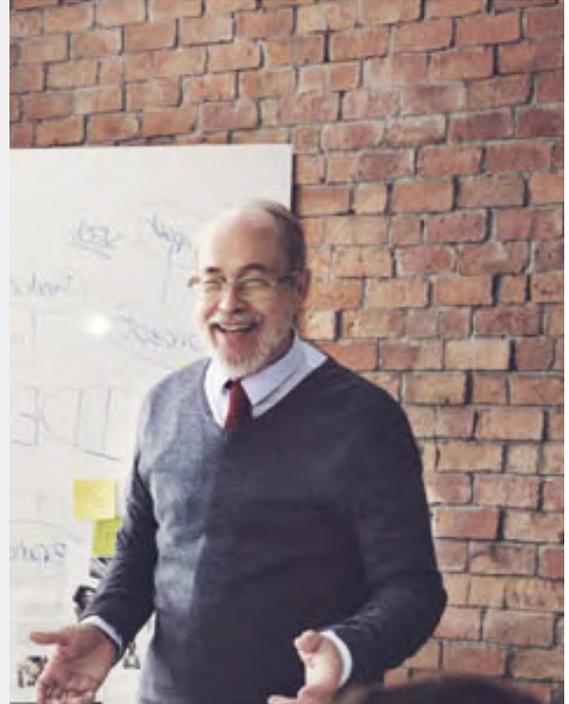
Education and training

In **Canada**, Expleo employees raised funds for the Jean Lapointe and Edouard Montpetit Foundations. These foundations are involved in efforts to prevent school drop-out by supporting the work of "Réseau réussite Montréal", granting scholarships and supporting the regional roll-out of the "Programme Equité".

Access to healthcare

In **Ireland**, Expleo supports the Friends of the Cancer Centre and The Little Princess Trust Foundation, through fundraising activities over the year. This includes entering a sponsored team in sky diving, organising coffee morning and employee quiz.

People with disabilities

In **France**, through the Hanploi & School project, the "Mission Handicap" organises awareness conferences debates, training, testimonials in schools and universities, workshops for students with disabilities.

The company has a partnership with the « Disability Employment and sustainable Procurement » fair to promote inclusion within the company.

Responsible purchasing policy

Expleo also follows a purchasing Code of Conduct that includes sustainable development criteria in its ethical, social and environmental purchases and establishes rules for suppliers.

- In **Spain**, as in **France**, Expleo uses sheltered employment centres when purchasing materials.

- In **India**, Expleo has incorporated environmental criteria into its procurement processes. This notably includes the elimination of paper forms.

Social issues

In **France**, thanks to its employees' energy and enthusiasm, Expleo organises blood drives and a food drive in support of the "Restos du Coeur".

In **South Africa**, Expleo works closely with local communities and charities to positively contribute to society. This includes supporting local outreach programmes like the Domino Foundation, Santa's Shoebox, Mandela Day and Blood Drives.

In **Ireland**, Expleo provides support to the local community, allowing employees to engage in pro-bono consultancy. Projects range from preparing young people for employment and entrepreneurship to supporting women returning to the workplace after a long period of absence.

The company also raised funds in Tech Cycle challenge for NSPCC, a charity fighting to end child abuse.

Wide range of CSR actions in India

In **Chennai**, **Mumbai**, **Pune** and **Bangalore**, Expleo is fully involved in the CSR process, with a dedicated team to support and drive efforts to protect the most disadvantaged groups. A CSR committee enables Expleo employees to engage and positively contribute to environmental, community and charitable activities. To date, in India, Expleo has supported over 20 NGOs, donating fabrics, plastics, books and sweets and providing educational advice and financial support. The sponsored activities include:

- Organising tree-planting activities;

- Donations of computer equipment;

- Supporting education for children from disadvantaged schools and especially girls, thereby preventing childhood work and marriage. This includes providing science education, such as setting up of a science lab, access to science experiment equipment, computer science, English, etc.;

- Physical and intellectual support for people with disabilities;

- Building infrastructure in schools with access to sanitation, water and the construction of classrooms;

- Gifts of clothes and books.

Supporting the education of the differently abled children
Vidya Sagar, Kotturpuram
Contributing to the High School Project by providing physiotherapy, speech, alternative and augmentative communication training to the differently abled children

Helping disadvantaged children get access to digital education
eVidyaloka
Contributing to set up a digital classroom. The online classes are designed to support children studying in 5th to 8th grade in public schools.

Innovating
for Sustainability

*As the effects of climate change are increasingly visible,
so is the necessity for sustainable and green solutions.
Through our innovation, research & development
strategy, we focus on building solutions to protect
our society and planet. We strongly believe that
collaboration and partnership with other companies
and research laboratories are critical to build solutions
in addressing the climate change.*

Madhana Kumar

Chief Transformation Officer

We create value for our customers by anticipating their needs. This means providing them with sustainable, innovative and digital solutions as well as targeted quality services to transform their businesses.

As an engineering and quality consulting company, Expleo acts as a strategic partner to large organisations, delivering support that helps customers meet new global challenges against a backdrop of continuous social, environmental and societal change. This is made possible by the trust and open dialogue we have established with stakeholders. This enables us to support our customers in managing the impact of their activities and fulfilling their own commitments.
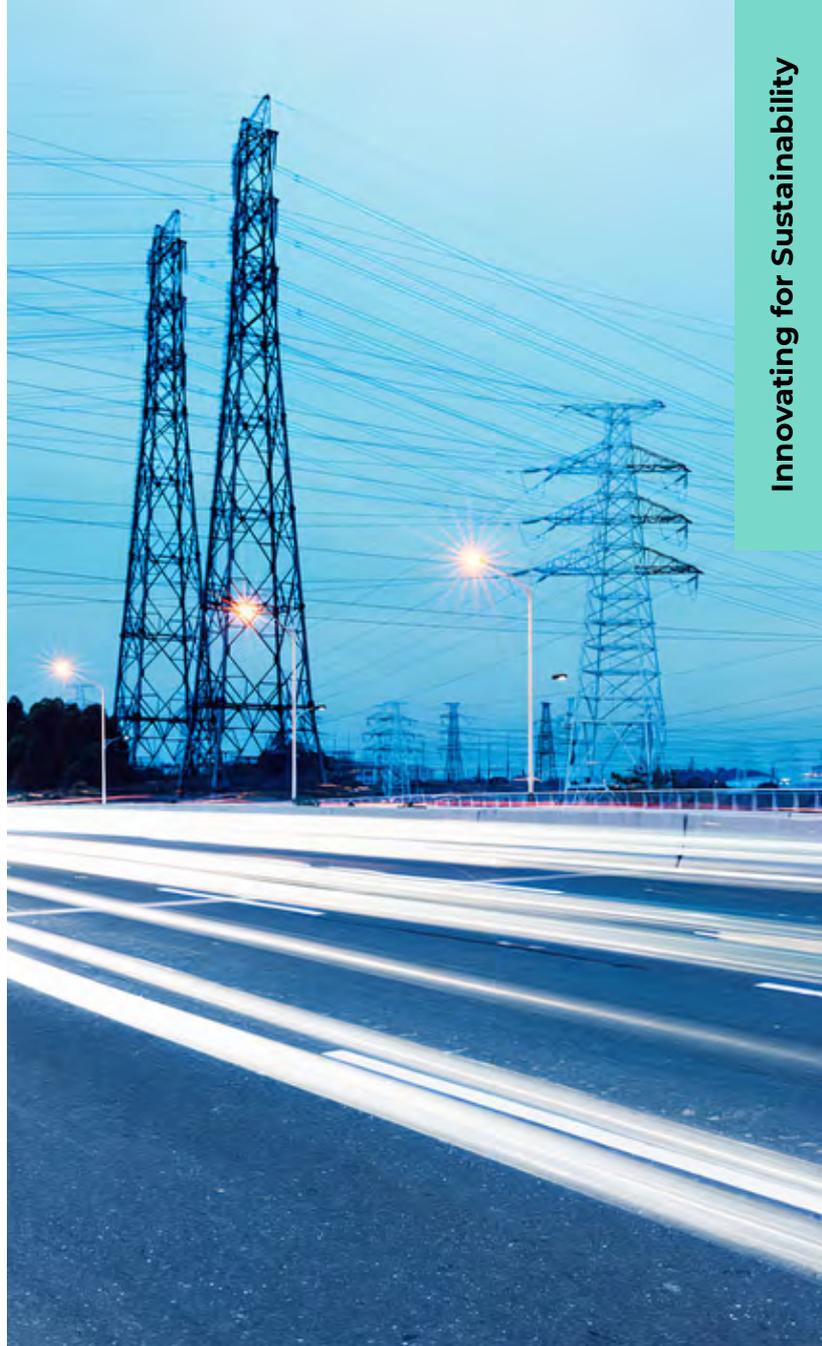
4.1. Sustainable Innovation

Expleo embraces transparency, innovation, value creation and dialogue with our key stakeholders: customers, employees, shareholders, partners, suppliers and civil society.

Our stakeholder mapping by field / identification of key interactions.

Social stakeholders

Our Co-workers

- Employees
- Interns
- Temporary workers

Social Partners

- Employee representative bodies (unions, Health, Safety and Working Conditions Committee, staff representatives...)

Our Consultants & External Partners

- Functions
- HR, legal, finance

Community stakeholders

Civil Society

- Organisations and NGOs
- Media

Academical World

- Scientific community
- Schools and Universities

Economic stakeholders

Our Clients

- Public and private clients

Professional Organisations

- SYNTEC in France

Field Partners

- Certification bodies
- Subcontractors and co-contractors

Institutional stakeholders

Public Authorities

- Local authorities (regions, districts, municipalities, Chambers of Commence etc.)
- French State and other States

In order to transform technological potential into operational benefits that meet specific sustainable performance needs of customers, Expleo has established partnerships with some of the world's leading technology companies. These partnerships enable Expleo teams to leverage partner expertise in solutions and technologies, as well as optimise project implementation through a process of industrialisation, co-innovation and R&D.

Governance of innovation

Our innovation approach encompasses identification of market needs, calls for tenders and project management.

An Innovation Committee meets several times a year, selecting and supporting the development of the most exciting projects for them to be included in the Expleo portfolio.

A network of regional Innovation Managers implements this proactive strategy at the local level to stimulate productivity, ensure progress on ongoing projects and grow Expleo's service provider ecosystem.

The creation of innovation Labs (Expleo Innov Labs) further enhances the Group's innovation process, giving employees access to training, while allowing them to try out new technology and create proofs of concept.
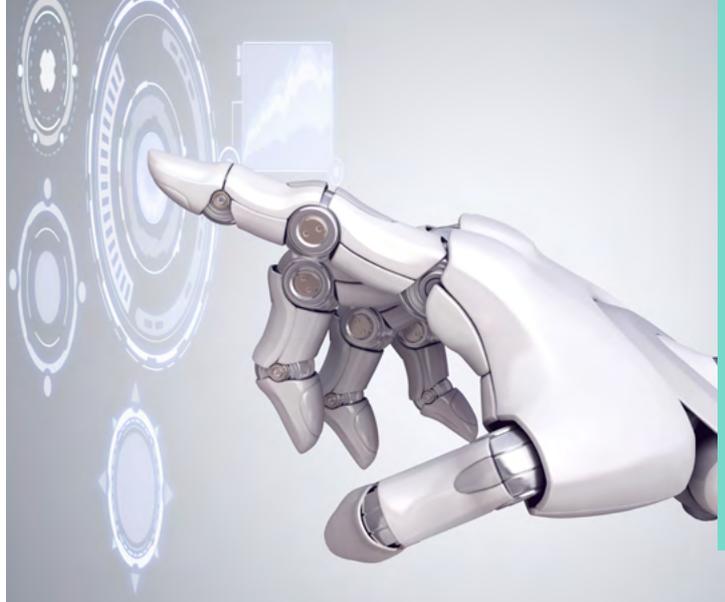
Sustainable innovation Ecosystem

To fully leverage the power of innovation for our customers, Expleo draws on a network developed with leading experts, start-ups and major technological partners. Through this innovation ecosystem, we foster a culture of open innovation, nourished by the combination of the Expleo's know-how with the expertise and perspective of outside partners.

Our innovation approach is reinforced through close cooperation between Expleo teams and an extensive ecosystem of research centres, institutions, universities and technology suppliers.

In Toulouse (France), Expleo has set up an eco-design centre to:

- Develop R&D projects related to the low environmental impacts of our products or eco-responsible solutions;

- Train and raise awareness of our teams on eco-design;

- Use and optimise Life Cycle Analysis to minimise the environmental footprint related to the design of new products.

Customers: co-development projects

- Germany: partnership with Siemens on MindSphere, an open cloud-based Internet of Things (IoT) suite to provide customers with end-to-end independent quality assurance and faster commercial payoffs.

Laboratories and Universities

- France: partnership with the IRT SYSTEM X Technological Research Institute on transport and mobility projects such as the SVA autonomous vehicle safety project;

- Partnership with IRT Saint Exupéry for optimising aircraft structure (MBSE/MDO);

- Collaboration with the French University of Montpellier on a new nanosatellite, called ENSO, to study the effects of sun radiation on the Earth's ionosphere.

Examples of start-ups

- UWINLOC: indoor real-time asset-tracking system for constrained industrial environments; reduced maintenance costs and constraints, traceability of industrial assets and optimised production flows and logistics;

- K-process: factory of the Future software to improve working conditions, productivity, flexibility, return on investment and sustainability expertise;

- ESI: virtual reality manufacturing facilities and production processes; creating a combined offering for SMEs;

- Tehtris: a highly innovative vendor of IT security solutions and services for the company.
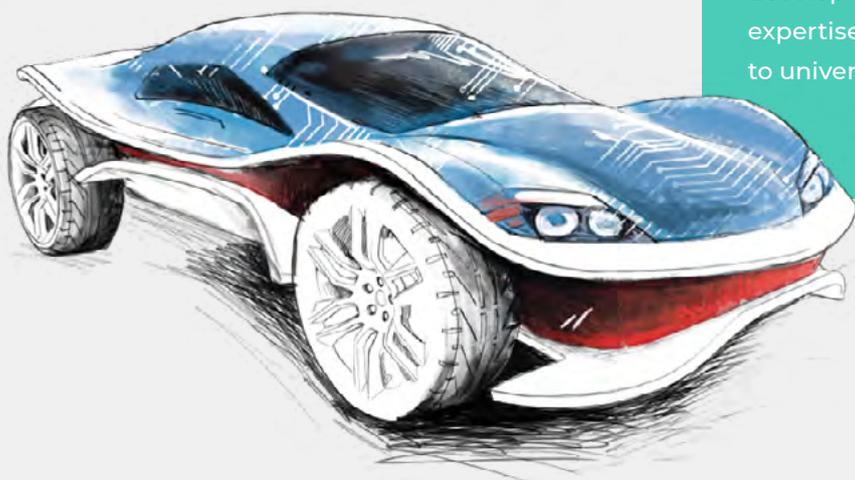
Employees

- Regular challenges for employees to propose ideas on a topic by a set deadline;

- Encouraging sharing between trainees, new recruits and experts of ideas, concepts and knowledge about technologies or internal process improvements.

Expleo Innov Labs

The Expleo Innov Labs are centres of creation and knowledge-sharing. Their mission is to facilitate exchanges and contacts between contributors of ideas and the experts with the skills to help with their implementation. These resources illustrate the Group's commitment to encouraging and stimulating an innovation dynamic, both internally and externally with our stakeholders.

There are already innovation Labs in **France** (Toulouse, Paris, Vitrolles, Cannes, Etupes) and **India** (Pune, Chennai). Others are being planned. The Expleo Innov Labs act as a community. They exchange results and best practices through regular meetings, including quarterly round-up and special events with the management. They also share content through a dedicated collaborative intranet site.

Challenges dedicated to innovation

Regular challenges invite employees to propose ideas on a topic and within a specific timeframe. This encourages the sharing of ideas, concepts and knowledge about technologies or internal process improvement between trainees, young recruits and experts.

Participating teams are invited to present their idea in a formal way, sometimes having to provide a proof of concept. At the end of each challenge the best ideas are given an award and, when appropriate, can be converted into internal R&D projects.

Racing to innovate

In **Romania**, 60 employees at Expleo's research centre competed in the "Race 4.0 Innovation Challenge" to design a remote-controlled electric autonomous vehicle, over two sessions (from April 2018 to February 2019 and from August 2019 to February 2020). Developed on an autonomous and remote-controlled of 1/10 scale electric cars with embedded ADAS functions, the vehicles included an on-board camera and an obstacle detector. They were judged on technical sophistication, aesthetics and - of course - race performance. An opportunity, particularly for younger employees, to stimulate their creativity, develop their skills and demonstrate their expertise. The challenge can be extended to universities, customers, and the Group.

Creative competition

Launched in 2016, Innovation Jam is an annual competition supported by the Group for Expleo employees held in Pune, India.

The initiative is designed to enable employees to share their ideas and creativity and encourage teamwork. In 2019, prizes were presented to the winning projects by the Group's CEO and Chief Technical Officer.

Auto Testscript Generation for Automotive Domain

This tool automatically generates test scripts from requirements by applying concepts of NLP, ML, AI. The test scripts include all possible scenarios to be tested for the requirement and directly used in the Hardware In Loop (HIL) environment to test the ECU.

Creating Scaled / Distributed Test Infrastructure

Creating scaled and distributed infrastructure of selenium grid using containerised services which can be easily scaled up or scaled down as per our requirement and is very resource & cost effective, also easy to maintain.

Smart Mobility using IoT (PTC ThingWorx)

User preferences – such as seating position, temperature control or the look & feel inside the car - require customization when the car is used in subscription model. Despite using a different car for every trip, the user still feels like they own the car, thanks to Big Data & IoT technologies.

Final prototypes of the Top 3 Ideas are presented to potential and existing customers who visit the 'Customer Experience Centre'.

4.2.
Successes:
In-house Projects

Expleo teams work closely with customers to develop specific solutions that support their environmental policies. This includes services to:

- Reduce their carbon footprint;

- Ensure compliance with regulations, in particular concerning chemicals;

- Promote the eco-design of their products and services;

- Reduce management costs through life cycle analyses (LCAs).

In 2019, we strengthened our eco-design strategy and environmental policy through projects in priority areas, including:

Aeronautics

- Development of a propulsion system for an autonomous electric airplane.
  The work focused on the overall architecture, optimisation of motor and inverter weight as well as certification;

- Mechanical sizing of a turbine for a project involving an innovative turboprop with a very high dilution level;

- Studies and characterisation of new products complying with the REACH standard applicable to chemicals involving health risks.

Areas of Expleo's aeronautics expertise include e-mobility, system architecture for aircraft motors and knowledge of environmental standards.

Automotive

- Production of an electronic power system for an e-motorbike; optimisation of dimensions, weight, and costs;

- Optimisation of internal combustion engine architecture in cars to reduce pollutant emissions.

Expleo's automotive expertise includes e-mobility and internal combustion engine architecture.

Environmental Project Examples

Our involvement in Eco-design Research & Development

Urban Mobility: A full eco-design approach

Designed and developed by Expleo, Urban Mobility is an autonomous and shared transport solution. Urban Mobility combines Expleo's expertise in electric mobility with innovative architecture.

Context:
Expleo addresses the recurring issues regarding urban mobility through its "Urban Mobility" project, which opens **an improvement path integrating economic development as well as the eco-friendly, solidarity-based transition in relevant areas.** Through this project, Expleo is providing a transport solution that has the same use as a car while considerably reducing both economic and environmental impacts. This innovative vehicle **will provide car-drivers with the comfort and safety they need, while being easier to use by people with mobility difficulties.** The product is designed to optimise transportation services thanks to its availability, accessibility, and easy integration in the urban context. Its limited wheelbase and its 85 cm-width will **reduce traffic jams** and increase air quality.

Improving mobility does not only mean making it greener. It also calls for a continuous improvement of all aspects of sustainable development, including social and economic ones.

The vehicle includes innovations covering all phases of the product's lifecycle: recycled thermoplastic materials and bamboo fibre bio composites for the non-structuring parts and mechanical innovations to reduce the energy used to move the vehicle.

EXPLEO's solution:

- Single-seater Vehicle;

- Required autonomy level: > 30 km;

- Speed: 35km/h;

- Protective body car with bio composites;

- Innovative propulsion mode;

- Compact size;

- Entire eco-design approach;

- Industrial engineering;

- Materials & Processes engineering;

- Execution of Life Cycle Analysis to optimise the conception;

- Eligible for ADEME support;

- Ability to develop an all-electric vehicle (from mission definition to launch) for our automotive clients;

- Supporting our customers such as PSA, Renault, BMW in their vision of future URBAN Mobility.

Benefits:

- Reduced environmental impact, noise, and pollution;

- Vehicle Rental Platform (smartphone application);

- Socio-economic benefits (mobile manufacturing plant).

31

Environmental Project Examples

BAMCO

BAmboo long fibre reinforced biobased Matrix COmposites

The composite materials of tomorrow

Expleo is teaming up with six other companies and research laboratories as part of the BAMCO Consortium. This research programme aims at designing new technical bio-based composites using long bamboo fibres that would help reduce the environmental footprint of aircraft.

The project is certified by the Aerospace Valley, approved by the DGE (Directorate General for Enterprise) and subsidised by BPI France & Occitania Region.

The potential of the bio-based materials will be demonstrated through advanced prototypes for aircraft cabin interiors.

Airbus is interested by BAMCO materials and is notably investing to test them on a prototype part.

EXPLEO's solution:

• Development of bio-composites based on bamboo fibres and bio-based resins;

• Execution of lifecycle assessment;

• Proof of concept on aeronautical parts (in progress).

Benefits:

• Low environmental impact;

• Lighter, more damping and efficiency: reducing fuel consumption;

• Resistance, vibration absorption and shock-proof;

• Bamboo grows fast, is abundant and can be harvested every year without soil depletion or degradation. It does not need to be fertilised and is able to grow on poor soils;

• An alternative solution to petroleum-based materials or materials impacted by REACH regulation;

• REACH compliance.

Project Examples

Autonomous Valet Parking (AVP):

AVP is a parking solution leveraging the latest advances in autonomous driving, embedded systems and augmented reality. An app connects car and driver to the infrastructure, enabling any type of vehicle to enter, exit and park itself in an underground car park, offering greater safety and timesaving.

Additional features developed in 2019 :

- Deployment and roll-out of AVP services in newly equipped parking lots, while maintaining the highest level of safety;

- Communication Network Bandwidth optimization, to limit the impact on already existing infrastructure;

- Responsible Edge-computing and Cloud-computing: use the computing resource if and only if it is necessary, hence decreasing the energy bill of these data centers;

- Maintenance and Operations of such IT services through user-friendly, dedicated, adaptive consoles and management dashboard.

Benefits:

- Lower energy consumption at the parking facility, as no human will go inside (no air conditioning, no lighting in walkable zones, no power for elevators...);

- Environmental gain: optimised and fastest path to spot, hence lower fuel/ battery consumption;

- Space: possibility of building smaller car parks;

- Time efficiency: average time driver spends in infrastructure during park-in and park-out is 10 min;

- Safer: better vehicle management through communication between all moving cars in the parking facility;

- Less stress: narrowness, maneuvers, confined space;

- Fewer traffic jams: 30% of the traffic in the city is generated by people looking for a parking spot.

4.3. Successes: Customer Projects

Urban vertical agriculture: a sustainable concept

Vertical agriculture consists in producing significant quantities of food in cities, above ground and in large facilities using little space, without the need for sunshine. The idea is to optimise space and meet local needs (short distribution chains). Expleo's **Swedish** entity has worked closely with its customer in developing the concept, from design to industrialisation.

Vegetables and fruits are grown through a thin organic tissue, with water and nutrients sprayed on the roots and leaves. The sun is replaced by low-power LED lighting set to an optimal wavelength. One hectare can produce about 3 million leafy vegetables, or 800 tons per year, 10-15 times more than on farms.

Advantages:

- Less water needed thanks to a mist diffusion system -90% water;

- Production of pesticide and GMO-free vegetables (crops are safe from insects and bacteria);

- Less heat generated → low-energy LED lighting;

- Decreased seasonal dependence and climate hazards;

- Less transportation, refrigeration and waste and fewer health risks (on-site sale of products) → smaller carbon footprint;

- Time and money saved;

- Recycling certain organic waste as part of a short local cycle;

- An increase in the number of such buildings would make it possible to return much farmed land to its natural state and reduce deforestation caused by increased farming;

- A possible solution to food shortages around the world.
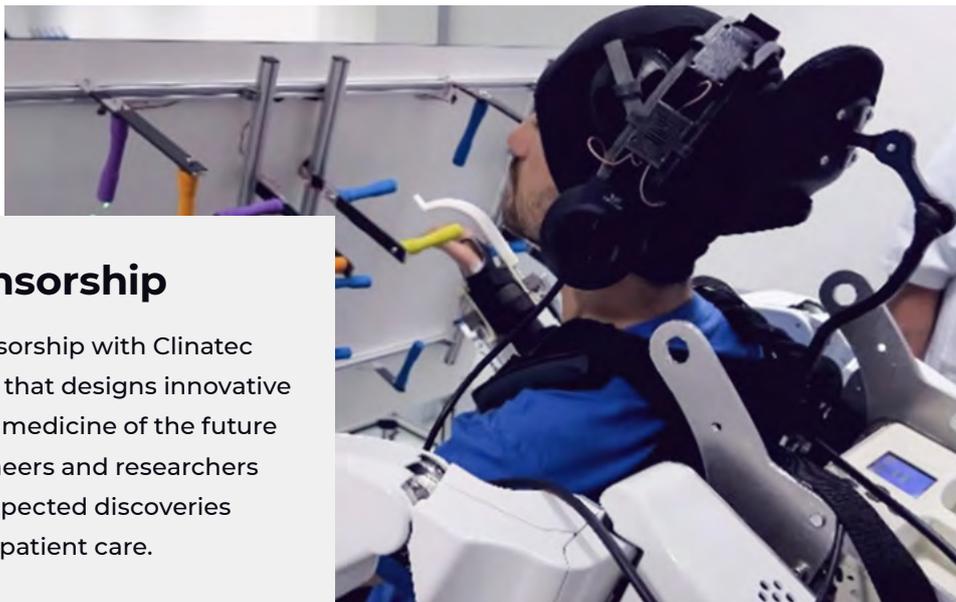
Skill-based sponsorship

As part of skill-based sponsorship with Clinatec - a leading research centre that designs innovative biomedical devices for the medicine of the future -, meetings between engineers and researchers promote innovations, unexpected discoveries and technological leaps in patient care.

Epicool

Expleo is collaborating with the Epicool project, which aims at creating chronic intracerebral implant capable of stopping epileptic seizures before symptoms appear. Expleo contributes to the testing of possible algorithms to develop a programme for the optimisation of characteristics based on projection, selection or fusion of characteristics to improve seizure prediction.

The four-limb exoskeleton controlled by the patient during the BCI project at Clinatec

BCI (Brain Computer Interface)

Expleo engineers have co-developed a brain-machine interface project with Clinatec's research team. The aim is to give people with severe motor disabilities mobility, through an exoskeleton controlled by their brain via an implant.

For the first time, a tetraplegic patient was able to walk and control both arms using this neuroprosthetic, which records, transmits, and decodes brain signals in real-time to control an exoskeleton. The results of a clinical study under the Brain Computer Interface Project at Clinatec were published on 4 October 2019 and provide proof of concept for controlling a four-limb exoskeleton. The system is driven via the long-term implant of a semi-invasive medical device to record brain activity developed at CEA in Grenoble (France). In the long term, this technology is expected to give greater mobility to individuals with severe motor disabilities.

4.4.
Customers' satisfaction

Expleo conducts annual in-depth international satisfaction surveys through an outside partner. This survey supplements the observations made by our employees and managers in daily contact with our partners. We get an instant gauge across all our activities of our partners' view of the quality of service provided and the strength of our relationship. It also helps us detect emerging trends and needs in order to improve our service offering.

The survey covers six major themes: quality of customer relations, business proposals, project management, quality of services provided, proactivity of teams and resource management. In 2019, 472 responses were collected online or through telephone interviews.

Group
Key Figures
Continuing the deployment of our quality management system:

In 2019, Expleo obtained an overall customer satisfaction rate of

81%

Percentage of ISO 9001 sites:

91%
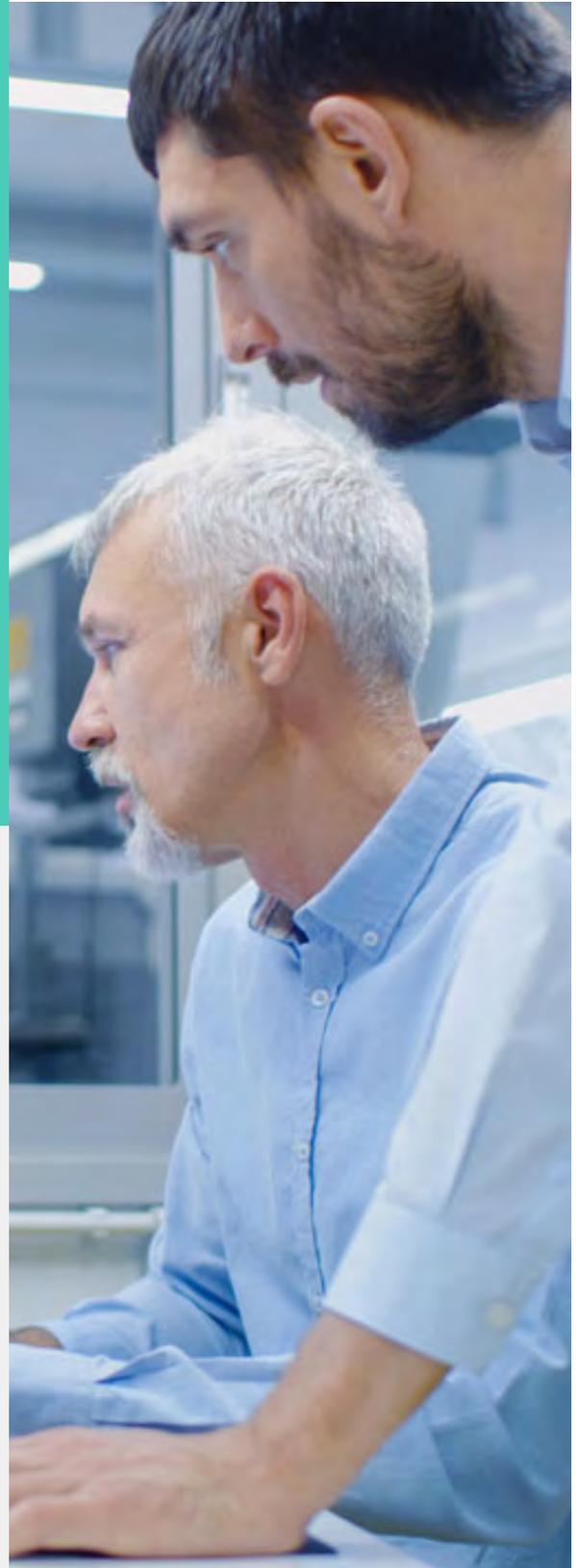
Managing
Talent

Our bold and reliable teams are the very reason our clients trust us with their projects. We want to attract talents that match with our values and provide them with the best professional prospects. One of our main goals is to ensure that Expleo is a great place to work for all its employees, supported by strong values and enriched by its diversity. We are convinced that continuous learning and professional development are crucial to help employees to thrive and face changing markets. That is why we developed new e-learning supports and content, notably in the digital sector.

Jennie Singer

Head of Global People Services Projects

[expleo]

Attract & retain talent

Skills and capacity

Diversity & inclusion

Social Dialogue

Health, Safety & wellbeing

Not only are our employees' skills our biggest asset, but they are also the very reason customers choose to work with us. Our teams think boldly, are reliable and are central to our network of game-changers. That is why we want to provide each and everyone with enriching experiences, new skills, inspiring projects, and meaningful work relationships.

The birth of Expleo led us to rethink our culture, a crucial part of which is our Employer Brand. Our values of courage, excellence, collaboration, and respect are central to who we are as a business. We want to ensure that they are at the core of our relationships with our employees and customers.

Together, we will change the game and redefine what work means.

Main areas of social responsibility in talent management

Our CSR commitments are reflected in how we approach talent management. They are formalised through our Social Responsibility policy. The objectives are three-fold:

• To support our role as skill incubator, capable of responding to our customers' needs, through a focus on recruitment, skills management and training;

• To ensure optimal working conditions by focusing on well-being in the workplace, the prevention of psychosocial risks and ongoing constructive social dialogue;

• To provide equal opportunity for all by promoting gender equality, the integration and job security for people with disabilities, combatting discrimination and exclusion in any form.

5.1. Attracting and Retaining Talent

In the rapidly changing, diversified and internationalised environment in which we operate, attracting and retaining talent, enabling our employees to develop and acquire new skills are key priorities.

Attracting talent

Recruitment officers work closely with managers from different Business Units and entities to identify recruitment needs. Among the most sought-after profiles are engineers in data science, operational safety, project management, systems & development engineering, mechanical engineering, support & production, technical and quality.

Examples of Expleo recruitment practices include:

- Training programme to professionalise recruitment teams (France and Romania);

- Job dating events and recruitment evenings (France);

- Employee referral programme, which helps guarantee that the employee and Expleo's expectations are matching perfectly;

- Internal email campaigns to turn employees into recruitment ambassadors (France, Spain, Portugal and Romania);

- Signing bonuses in certain countries;

- The use of social networks to identify desired profiles.

Retaining talent

Retention begins with systematic on-boarding and integration of new employees to help them settle into their new roles and develop a sense of belonging. Examples of Expleo best practices include:

- An induction process for new employees to understand the Group's culture and values;

- A clear appraisal process for developing careers and skills;

- An internal mobility program allowing each employee to increase their experience and skills.

Group Key Figures

4,878
Employees recruited in 2019

22%
Employees recruited through employee referral

22%
Employees recruited via social networks

Welcoming and onboarding of new talent

Expleo has established an induction course to facilitate the onboarding of new hires, especially young talent, trainees, and interns who are new to the business world. All new employees participate to our induction and onboarding programme, from day one and throughout their first months at Expleo.

Upon arrival, new employees are welcomed by their manager or HR representatives, get a tour of the facility and receive their gear, including an induction booklet with relevant information. The induction period usually lasts for a couple of days, with each country adapting it to local conditions and requirements:

- In **Germany**, six weeks before the end of the probation period, the Manager is reminded to schedule an evaluation with the employee.

- In **India** (Bangalore), a digital welcome board greeting the new hire is set at the reception. New employees meet with the CEO for an introduction and a brief chat as part of "The 1st Chat" programme. They are invited to have lunch with Senior Management within three months of joining the company.

- In **South Africa**, employees receive a welcome gift before starting and New Starter welcome sessions are organised with the Senior Management.

Other new employee programmes include welcome breakfasts or after-work events, as well as early access to training modules. In addition, several countries have established programmes for training interns and trainees.

A partnership network with engineering schools

Expleo's relationships with schools are central to talent acquisition and employee engagement.

Country	Partners	Programme
France	• Arts et Métiers de Paris; • INSA Lyon, INSA Strasbourg, INSA Toulouse; • ISAE Supaero Toulouse; • Polytech network; • INPB-ENSEIRB MATMECA; • Kedge Bordeaux; • IPSA Paris; • Seatech Toulon; • CPE Lyon; • ENIB Brest.	• Introducing the company, its business lines, business conferences, training, job search courses and other events for students and recent graduates; • Submitting studies and tutored projects; • Participating in student forums and fairs; • Promoting the coming on board of young graduates, trainees and block release trainees; • Contributing to school training and research resources through the apprenticeship tax.
Romania	• Polytechnic University of Bucharest UPG; • University of Ploiesti; • Faculty of Electronics, Telecommunications and Information Technology from Iasi; • Faculty of Mechanical Engineering from Iasi.	• Our company's presentation; • Participation in student forums and job fairs; • Expleo Open Days for students; • Partnerships, financing and promoting symposium on engineering topics.
United Kingdom	• Universities of Portsmouth; • Bristol University; • Bath University; • Nottingham University; • University of Sussex; • University of the West of England.	• Partnerships.

Country	Partners	Program
Canada	• STIQ (the largest manufacturing network in Quebec); • Aero Montréal, (a strategic forum bringing together Quebec's aerospace industry); • Educational institutions and research centres; • EMAM (École des Métiers de l'Aéronautique de Montréal), a specialised school that provides professional certificate and degree in aerospace trades and University of Montreal.	• Partnership that enables the company to participate in events (air shows, gala evenings, golf), advertise the Group and recruit talent; • Use of their premises for trainings, participation to career fair and open house days for new and graduating students.
Spain and Portugal	• Various universities and vocational training centres specialising in technology.	• Partnerships
India (Bangalore)	• Top engineering colleges in South India; • Cranes Varsity; • Vector India; • CADDMAX	• Fulfilment of technical requirements
South Africa	• Durban University of Technology	• Awarding prizes to top performers, including training vouchers for the ISTQB Foundation in Software Testing.

5.2.
Skills and
Capacity

Helping our employees develop their skills and broaden their opportunities is key to creating a positive working environment. Our teams' expertise is also an important point of difference and source of competitive advantage for Expleo. Our training programmes are focused on a number of key priorities, including:

- Supporting our employees' professional and technical development;

- Adapting and developing key competencies related to Expleo's strategic direction and business challenges;

- Supporting CSR commitments in areas such as safety, the environment, compliance, diversity and inclusion;

- Powering the company's ongoing transformation;

- Continuing to promote innovation in supporting our employees' desire to learn.

Expleo offers various training activities on specific purposes: Skills Development Plans, Mechanical & Multiphysics Engineering, Software & Systems Engineering, Systems…

Training

Training tools

Managing the skills development process is one of the keys to our success. Training courses are developed in response to the strategic and commercial themes defined by the entities and Business Units. The goal is to meet both current and future needs of our customers and Expleo business entities. Current Group training programmes include:

- Specialised institutes to increase employees' employability, provide them with courses to acquire sector or field-specific skills while developing our expert community. The content and training offered by the Expleo Institute are adapted to address the market challenges of the future.

- International programmes provided to entities. They include the Business Leaders Programme - which enables managers to develop the strategic skills needed to become future senior Group executives -, the Project Management international programme - designed to improve the management of individual and Group projects - and the "e.book" Digital Catalogue.
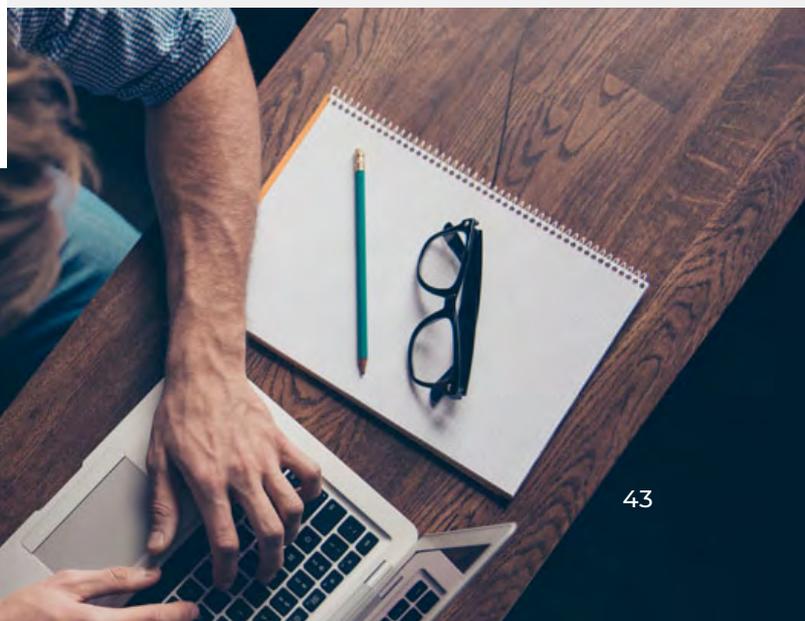
Training initiatives in France

The skills & knowledge management programme develops induction and technical training courses tailored to each employee, to optimise job adaptation and promote business or sectoral development. The recruitment department also helps create comprehensive training courses offered to candidates coming back into the workforce.

In **Toulouse**, a 50-people team shares its expertise through "Meet My Expert" sessions with companies like Airbus and Liebherr for their environmental management system.

Local Training Programs

Each entity is responsible locally for managing training based on the needs and development of local operations and Expleo's customers.

- In **France**, the training offer includes three management levels, skills & knowledge management tailored to each employee's needs and "Meet My Expert" sessions.

- In **Germany**, through specialized institutes, employees are trained on topics ranging from induction to technical certification and management.

- In **Romania**, a training Institute is dedicated to developing technical and soft skills for newcomers, senior engineers and also management teams. Specific technical trainings are deployed: Agile, ISTQB...

- In **Spain**, a specific training programme is developed for new junior employees in the Railway sector. A management and leadership training programme for project and business managers is implemented.

- In **Canada**, all manufacturing newcomers are trained from their first day. Expleo also covers professional order, associations fees and their upskilling fees to make sure they stay up to date on the profession trends and standards.

-

France Key Figures In 2019

2.82%
Payroll training budget

58%
Trained workforce

53,069
Total number of training hours

44

**Group
Key Figure**

In 2019

1,236

employees benefited from an international mobility experience

Mobility paths designed to enrich the employee experience

Employees

Employees can leverage the Group's global footprint and cross-sectoral culture to enhance their professional career path, notably by:

- Exploring new environments;

- Developing their skills and expertise;

- Growing their network and adaptability;

- Benefiting from international experience.

Expleo

Expleo is able to retain its talents by offering them career- development opportunities through a variety of mobility paths:

- Geographic mobility: to support the professional and/ or personal development of employees;

- Sector mobility: to give employees an opportunity to apply their skills in another sector. In certain cases, mobility can anticipate economic cycles and trends;

- Technical mobility: to enable the development of new fields of expertise and skills;

- Promotion opportunities: to encourage managerial responsibilities and project management.

Mobility tools and resources

- Job Ads - openings announced through Job Boards;

- A monthly mobility newsletter;

- Online portal advertising job vacancies;

- Managers/HR Managers with whom employees can discuss their mobility plans;

- A mobility team that tracks the plans and lends support with contractual and operational issues.

Compensation/Benefits

The Group is committed to ensuring all employees are at least paid the minimum living wage for their country/ city. In cases where there is no legal minimum wage locally or when the minimum wage is excessively low, Expleo is committed to ensuring the wage offered meets employees' basic needs. Expleo also respects the principle of equal pay, working to close the gender wage gap for the same job. In France, each employee receives individual compensation, as well as collective compensation and a range of social benefits.

Expleo's compensation policy, based on merit and performance is used as a means of attracting and retaining talent.

It is determined at entity level based on the principles of internal equity and external competitiveness defined by the Group.

The profit-sharing principles and tax and legal regulations are also specific to each entity.

5.3.
Diversity and Inclusion

Our workforce's cultural and linguistic diversity is an asset for Expleo and its employees. The Group strives to foster diversity and inclusion and to create working conditions that enable each employee to reach their full potential and achieve their goals.

Expleo is committed to fighting all forms of discrimination. This commitment is reflected in Expleo's non-discrimination policy for recruitment, compensation, access to training and career management. Expleo is committed to ensuring fair treatment regardless of race, colour, religion, national or ethnic origin, gender, sexual orientation, pregnancy, marital status, age or disability.

Expleo in action

In **France**, Expleo signed up to the Equal Opportunities Charter in 2005. In doing so, it committed to raising employee awareness and providing them with training on diversity, respecting and promoting the principle of non-discrimination, communicating and reporting on the results of this commitment.

In **South Africa**, Expleo is committed to promoting diversity through its support for the government initiative B-BBEE (Broad-Based Black Economic Empowerment). This initiative promotes the economic empowerment of people who are disadvantaged due to their ethnicity. In **Canada**, Expleo participates in "affirmative action programmes" and dedicated job fairs to promote diversity.

In **India**, recruitment initiatives seek to attract diverse talent. Those include employee referral programmes to encourage culture diversity and the recruiting of women who have had a break in career through job boards and social media campaigns.

Gender equality

Expleo is committed to ensuring equal treatment of men and women in the workplace, in terms of hiring, compensation, training and career development.
In France, a charter on work-life balance was established in 2012 and updated in 2019.

In March 2019, Expleo published its Gender Pay Gap index in France with a global score of 88/100.

- In **the UK** and **Ireland**, Expleo enforced a plan of positive actions. These include : encouraging more women into senior positions and bonus paying roles through internal workshops, learning & development programmes; targeted recruitment and job boards; internships and work experience programmes.

- The gender pay gap data continues to be discussed with employees and their representatives and provides a stimulus to the company's diversity related initiatives.

**Group
Key Figure**

In 2019

27%
of Expleo's employees are women

Disabilities

Expleo is committed to facilitating access to employment and creating favourable conditions for recruitment and integration of people with disabilities.

Creating a welcoming work environment

In **France**, Expleo has been one of its sector's pioneers working to increase professional opportunities for people with disabilities. Since the creation of its "Mission Handicap" in 2007, Expleo has implemented a proactive handicap policy, reinforced by the signing of three company agreements in 2013, 2016, and 2019.

Expleo organises a 'Handiweek' twice a year which focusing on raising awareness and providing information on hiring people with disabilities.

A specific training course is provided to all employees in the Recruitment Department, as they are the company's first point of contact with future recruits.

Other activities include Expleo's efforts to adapt the workplace environment and to raise the awareness of employees, customers and third parties regarding disability.

In 2019, Expleo reaffirmed its commitment by signing the "Manifesto promoting inclusion in economic life for people with disabilities".

Expleo has a partnership with the "Employment Disability and Responsible Purchasing" Fair, Inclusiv'Day.

**Group
Key Figure**

In 2019

1.55%
Proportion of employees with disabilities

5.4.
Social
Dialogue

Expleo believes that social dialogue is an essential part of an employee-centred policy that promotes ongoing improvement and contributes to the Group's success.

Maintain dialogue with our teams and employee representatives

The Group is committed to promoting the right to collective bargaining and freedom of association, as well as creating favourable conditions for social dialogue and seeking fair and equitable agreements for all.

Staff representatives, meetings, agreements and conventions

Expleo operates in over 30 countries (not all of which have a collective bargaining agreement for our business sector) with entities of varying sizes.

The Group has employee representatives in France, the UK, Spain, Romania, and Germany.

Collective bargaining agreements enhance employee commitment and dialogue with elected officials. They cover work conditions, health & safety, skills management and training: the organisation and reduction of working time (RTT), the time savings account (CET), statutory profit- sharing and profit-sharing incentives, telecommuting, the right to turn off, social protection schemes, hiring of people with disabilities, gender equality, the Generation contract.

In France, 4 collective bargaining agreements were signed in 2019, bringing the number of ongoing agreements to 14. Those agreements bear on some of the issues mentioned above.

5.5.
Health, Safety and Wellbeing

Health & Safety

Expleo strives to ensure the health and safety of its employees, both at its facilities and on customer sites. Occupational health and safety, as well as occupational risk assessment policies, cover the general risks affecting all employees. These risks range from **business travel, risks associated with the projects and sectors** in which our employees work to **risks related to workstations and premises**, as well as psychosocial risks. Training on best health and safety practices is provided to managers and relevant employees who have site-related health and safety responsibilities.

The Group has Occupational Health and Safety Committees in **France, the United Kingdom** (Expleo Engineering) and **Canada**. In many locations, Emergency Response Teams have been established with basic training on evacuation, first aid and fire control. **Each entity has a health and safety manual** that complies with local Occupational Health & Safety regulations. In addition, several countries including **France, Romania, the United Kingdom, Spain, Portugal, and India** have established processes for assessing and identifying risks and drawing up prevention and action plans.

Some entities, particularly the **United Kingdom**, have undergone OHSAS 18001 certification processes. In **France**, the company is MASE-certified for the Dunkerque site.

In France:

A proactive approach to prevent psychosocial risks

A psychosocial alert network has been set up to identify employees who may be exposed to unsettling stress due to professional or personal factors. Psychological-alert monitoring is carried out on a daily basis by a team of occupational doctors, managers and human resource managers to anticipate and listen to employees' needs and provide personalised solutions. A joint committee reviews the monitoring indicators and defines potential vigilance and support actions.

Prevention campaigns to reduce the risk of road accidents

Work-related road risks are the main cause of accidents at Expleo (commuting and business trips). To reduce these risks, we organise prevention campaigns and training sessions, install new safety equipment for vehicles and explore alternative transport initiatives. This strategy resulted in a 5% decrease in the number of accidents reported and in hazardous behavior, with a satisfaction rate of around 90%.

Group Key Figures
In 2019

2.68
Frequency rate of accidents

0.10
Severity rate of accidents during the previous year

2.74%
Absenteeism rate

12%
(38,229 hours)
H&S/Compliance training hours

NB:

- *The frequency rate = (Number of accidents involving lost time (excluding commuting accidents) / Number of hours worked) *1 000 000*

- *The severity rate = (Number of days of lost time due to work accident (excluding commuting accidents) / Number of hours worked) *1 000*

Quality of work life / wellbeing

Expleo strives to provide employees with the best possible working environment, one that is safe, respectful, and empowering. The Group is committed to supporting employees during life events, such as becoming a parent or dealing with an illness or accident. Expleo also provides flexibility in the organisation of the working hours, with many employees telecommuting up to two days a week, depending on certain eligibility conditions.

Expleo's "Work-life balance charter" is an extension of the agreement on professional equality and is intended to promote a healthy and respectful work environment.

Initiatives to support employee quality of life and engagement include:

- An agreement on the" right to disconnect": turning off computers, smartphones and e-mail at nights, on weekends and holidays;

- Conducting "Great Place To Work" satisfaction surveys;

- A process for welcoming back employees after a long absence, including back to work interviews, follow up and management support;

- Employee retention programmes, including departure interviews and other meetings with employees to understand their concerns and motivations.

Expleo quality of life initiatives

France	• Incentive CSR events, environment, well-being & para weeks: food, mug, plugging, free car days, waste sorting, sport programmes, parasports • Possibility to order baskets of fruits and vegetables from a farmer practising sustainable agriculture every week
Germany	• Employee sabbaticals up to 12 months • Childcare allowance with possible tax advantages in lieu of salaries • Bicycle leasing to the employees at a reduced price for private use
UK	• "Well-being programme": support and advice for employees with elderly relatives requiring specialised care and access to specialised support for physical and mental health and other related issues for employees and their families. • Flexible working hours to proactively facilitate employees' work-life balance and help with childcare commitments
Ireland	• Employee loyalty service awards and recognition rewards • CSR & charity events • Expleo Won Best Place to Work in IT at the Belfast Telegraph Awards

Employees have their say – "Great Place To Work" (GPTW) engagement surveys

Employee engagement and motivation are amongst Expleo's top priorities. Engagement surveys are carried out by external companies to allow employees to have their say, with action plans established to follow up on identified issues.

2019 KPIs (Group)

Group Workforce	**14,933**
France	5,665
EU	5,914
Rest of the World	3,354
% permanent contracts as of Dec. 31st	**94%**
% fixed-term contracts as of Dec. 31st	**6%**
% women as of Dec. 31st	**27%**
% workers with disabilities as of Dec. 31st	**1.55%**
Average age	**35.2 years**
Number of employees hired as of Dec.31st	**4,878**
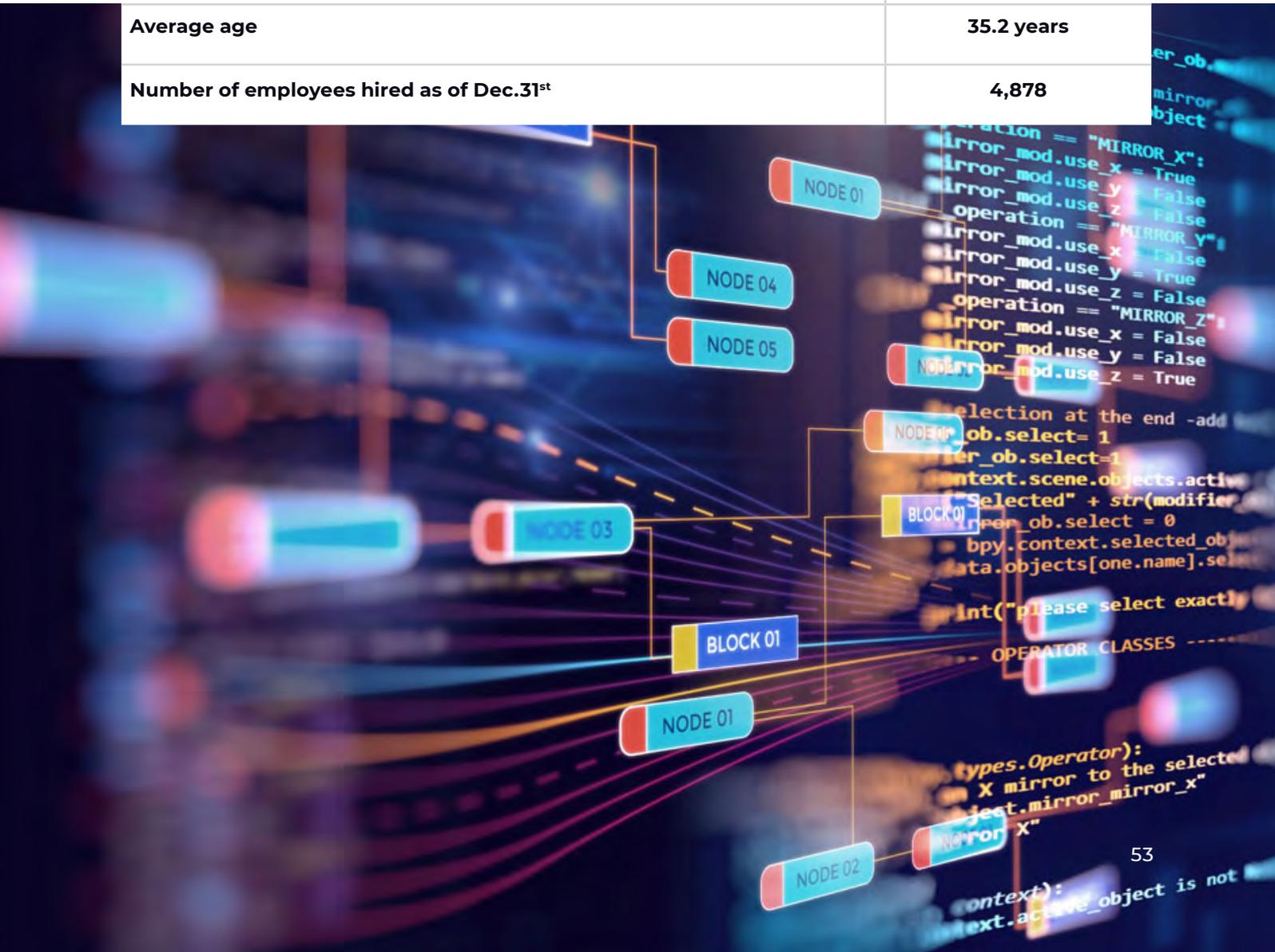
Protecting
the Environment

Protecting the environment today is a key issue for us and our customers, who are required to reduce their overall carbon footprint and the environmental impact of their products. We help them get certified, guarantee their compliance with relevant environmental norms and regulations, as well as design and produce greener and more sustainable solutions. Our support as innovative partner is especially crucial for our customers in the aeronautics sector, who must undertake a significant shift at a fast pace.

Alexandre Willemont

Airbus Global Account Manager

Managing the environmental footprint of services and engineering activities is now a pressing issue. Expleo's environmental policy is based on the prevention and control of risks associated with our activities, aiming at reducing the environmental footprint of the Group and our customers.

6.1. Helping curb our customers' environmental footprint

Leading the way towards greener air travel

At the Toulouse facility (**France**), Expleo teams support aeronautical customers on a range of environmental topics. These include regulations, ISO 14001 management system compliance, communication and awareness raising, links with local and national institutional projects (e.g. urban mobility project) and support for the digitalisation of environmental reporting tools. Teams also intervene on chemical risk management and on all obligations related to hazardous substances (REACH regulation), including traceability, analysis, and adaptation to replace prohibited substances.

Climate change is a technological challenge in the Group's areas of activity, particularly aeronautics, automotive, transport and energy. Expleo is involved in numerous projects that have a positive impact on the environment.

The Group supports its customers in the energy transition and helps reduce their overall carbon footprint by providing the most efficient and cost-effective solutions, in terms of materials, equipment and electronic systems.

The Group is helping limit the environmental impact of vehicle production and use. In the automotive sector, our experts are creating new possibilities in terms of hybrid and electric engines, while optimising traditional vehicles.

The Group helps its aerospace customers reduce aircraft fuel consumption by reducing weight, optimising engines and flight plans.

6.2.
Our in-house energy-saving initiatives

Expleo also works to lower its own environmental footprint, through various initiatives.

Sustainable mobility

Our efforts include an active policy of sustainable mobility, streamlining of employee travel and programmes such as car-pooling, car-sharing, bike-sharing.

In **France**, more than 89% of our 2019 greenhouse gas emissions were generated by employee travel. Therefore, sustainable mobility is one of the major ways to reduce our carbon footprint.

Expleo implements action plans focused on business travel, including recommending travel by train rather than by plane for journeys of under three hours, low cost flights and remote meeting solutions. Expleo has also introduced "greener" fleet and petrol engine vehicles through the car policy. Electric and hybrid alternatives are available in all company car categories.

Raising employee awareness on sustainable mobility

In **France**, Expleo supports the annual European Mobility Week to raise employee awareness on sustainable mobility, eco-driving and road safety training.

In **India**, Expleo improves environmental protection and shares environmental knowledge, methods and working practices with employees on a continual basis.

The Group encourages sustainable transportation.

- In the **United Kingdom**, Expleo promotes the government's "Ride to Work" program to help employees buy bicycles;

- In **Germany**, the "Job-bicycle initiative" program encourages employees to lease bicycles instead of private or professional vehicles for commuting;

- In **France**, Expleo offers car-sharing solutions at Saint-Quentin en Yvelines, Toulouse and Vitrolles premises. Out of these, 24% of vehicles are electric. Car-pooling solutions are available via the Karos, IDVroom, Tisseo and Speed Meeting apps in Toulouse and Ile-de-France. Electric bikes with solar charging are available on the Toulouse site.

Reducing the energy footprint of our buildings

Expleo takes specific measures to improve its infrastructure's energy performance, encompassing economic, social and environmental criteria. When choosing new office premises, it seeks low consumption buildings and strives to reduce occupied surface areas for a constant number of employees. For new sites, the policy is to give preference to low-energy buildings that comply with the latest environmental standards and are equipped with more efficient control systems such as CVC smart meters.

"Le Carré" building (France _ SQY)

In **France**, the Saint-Quentin-en-Yvelines (SQY) and the Vitrolles sites have HQE (Excellent), REEAM (Very Good) and LEED (silver) certification, signifying that they are exemplary in the fields of energy, environment, health and comfort.

Expleo Technology **UK** is compliant with the Energy Savings Opportunity Scheme Phase 2 2019.

In **India**, Expleo uses lower power consuming USFF based computers, LED lighting, VRF based air conditioning, sensor-based lighting and tree-planting to reduce electricity consumption and offset its carbon footprint as well as reducing use of paper tissue and harvesting rainwater.

In addition, the facilities in Germany (Munich), UK (Preston), Italy (Roma) and Sweden (Gothenburg) are ISO 14001 certified and have environmental management systems.

57

6.3.
Our waste-management efforts

Several sites have taken steps to raise employee awareness regarding waste. Those actions include on-site selective sorting, increasing waste reuse and preventing pollution.

Selective waste sorting

- Introduction of office waste sorting;

- Use of personal containers instead of plastic cups;

- Collection and recycling of toner cartridges, cardboard, paper and metals;

- Sorting at the exit of company restaurants;

- Collection and processing of end-of-life computer and electronic equipment.

Decreased energy-waste

- Use of energy-efficient computers and printers;

- Digital signing and electronic storage of all contractual documents to save paper;

- Regular maintenance of heating and air conditioning systems;

- Sensor-controlled LED lamps and lights off outside office hours;

- Solar energy panels;

- Using a card to print.
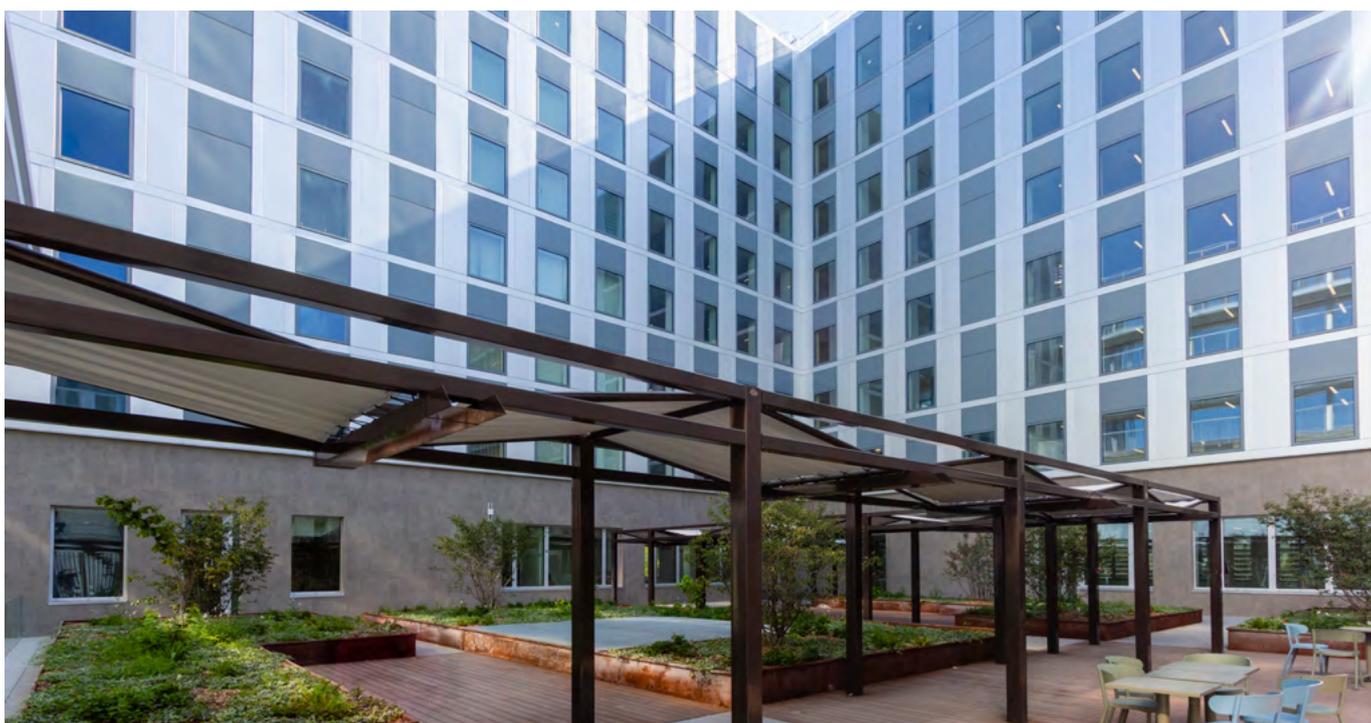
France
Key Figures

Between 2019 and 2022
Objective to reduce GHG emissions:

11%

Our results in 2019:
Carbon footprint per employee:

0.81 tCO2e

We lowered our carbon footprint per employee by

13.8%
between 2014 and 2019

Greenhouse gas emissions
France – tCO2e (2019)

1,572
Scope 1:
Direct GHG Emissions

- Fossil fuel energy consumption by offices
- Fugitive emissions by offices and on-site data centres
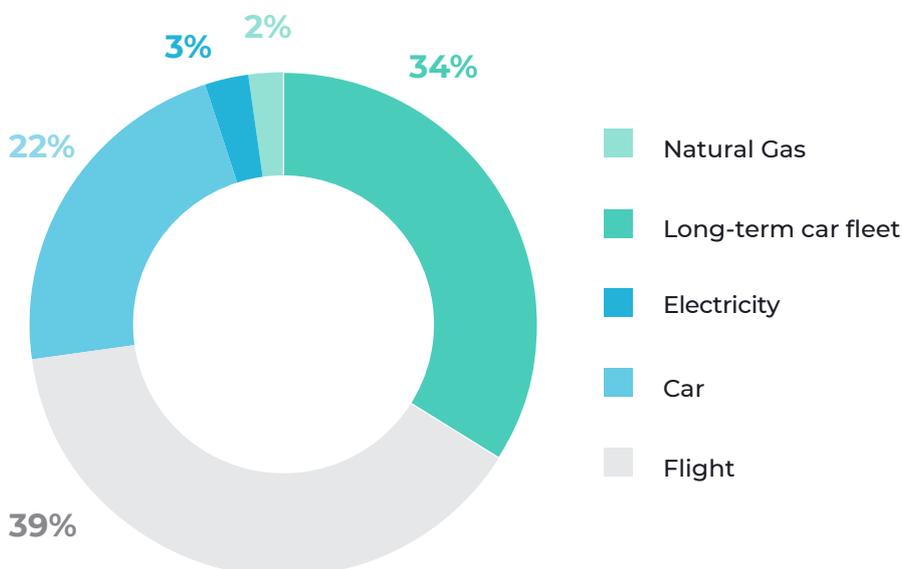
137
Scope 2:
Indirect GHG Emissions

- Electricity, steam, heating or cooling consumption by offices and on-site centres

2,649
Scope 3:
other Indirect GHG Emissions
(not included in scope 2)

- Business travel
- Waste disposal

- Natural Gas
- Long-term car fleet
- Electricity
- Car
- Flight

Total Greenhouse Gas Emissions in France (2019):

4,358 tCO2e

Declaration on Extra-Financial Cross Reference Table

Information	Report sections	Pages
Business model	1	5, 6
Description of the main risks linked to the Group's activity	2.2	11 to 15
Fight against corruption and tax evasion	3.1	17
Respect for human rights	3.3	19
Climate change	4.2/4.3/6.1/6.2	30 to 35, 55 to 57
Societal commitments	3.4	20 to 22
Circular economy	6.3	58
Fight against food waste, food insecurity, respect for animal welfare, fair, sustainable and responsible food	Given the nature of our activity, we believe that these themes do not constitute a major CSR risk and do not justify further elaboration in the CSR report	
Collective agreements	5.4	48
Fight against discrimination, promotion of diversity and measures taken in favor of disabled people	3.3/5.3	19, 46, 47

Global Compact, GRI-G4, SDG, OECD cross-reference table

For each section of the document, the following table gives the corresponding GRI indicators [1], the Sustainable Development Goals of the UN Global Compact [2] and the general policies of the OECD Guidelines [3].

	Global Compact	GRI-G4 [1]	SDG [2]	OECD principles [3]	Pages
The Group		G4-102 G4-103			5, 6
Extra financial risk factors		G4-102 G4-103			11 to 15
CSR Strategy	1-10	G4-102		1-6-7-10-11	8 to 10
Acting Ethically	1-2-5-6-10	G4-103 G4-205 G4-203 G4-204 G4-418	8 DECENT WORK AND ECONOMIC GROWTH / 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	2-3-5-13-15	17 to 22
Innovating for Sustainability		G4-102 G4-201 G4-203 G4-516	7 AFFORDABLE AND CLEAN ENERGY / 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE / 11 SUSTAINABLE CITIES AND COMMUNITIES / 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	3-14	24 to 36
Managing Talent	1-2-3-4	G4-102 G4-103 G4-401 G4-403 G4-404 G4-405 G4-406 G4-407	4 QUALITY EDUCATION / 5 GENDER EQUALITY / 10 REDUCED INEQUALITIES / 8 DECENT WORK AND ECONOMIC GROWTH	2-4-8-9-10	38 to 53
Protecting the Environment	7-8-9	G4-302 G4-103 G4-305	7 AFFORDABLE AND CLEAN ENERGY / 11 SUSTAINABLE CITIES AND COMMUNITIES / 12 RESPONSIBLE CONSUMPTION AND PRODUCTION / 13 CLIMATE ACTION	11-12	55 to 59

[1] *GRI: Global Reporting Initiative, version G4.*

[2] *SDG: UN Sustainable Development Goals*

[3] *OECD: Organization for Economic Co-operation and Development*

(expleo)

Think bold, act reliable