

# CSR Report 2020

Extra-Financial  
Performance  
Declaration





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# Message from the CEO

**Rajesh  
Krishnamurthy**

**There is no denying that 2020 has been difficult for all of us.**

**We have all been affected by the Covid-19 pandemic and its aftermath, both professionally and personally. But beyond the hardships, there has been inspiration born out of the crisis too.**

Throughout the year, we have seen cooperation, resilience, and incredible solidarity build up around the world. The people at Expleo are no exception to this rule: I was particularly proud to see our employees taking part in the fight against Covid-19 by raising funds, volunteering, or coming up with creative solutions.

It was truly inspiring, for instance, to see some of our colleagues using Expleo's 3D printers to create protective visors and provide them to hospital workers when such equipment was scarce. We were also integral to delivering critical quality services to support the successful and rapid delivery of the Irish contact tracing app, which was downloaded more than 1.44 million times in the week following its launch.

For everybody, this pandemic has been a step into the unknown. I am incredibly proud of how quickly we have adapted in the face of great uncertainty. We managed to transform our ways of working overnight, maintaining our services where necessary, and helping our clients navigate this crisis. All while making sure our employees were safe.

If anything, this year has shown that we must protect both humanity and the planet. And what's clear is that we have a huge opportunity to harness digital technology to define the world we want to live in.

In 2020, more than ever before, we have been focusing our activity on projects where innovation leads to tangible, positive change.

We have been reimagining the way we move, building systems for electric air taxis or hydrogen vehicles. We have looked at how to make our cities smarter and more sustainable, developing methods that allow crops to be grown in urban environments. We also launched some groundbreaking studies via our Eco-Design Center to pioneer new processes to make previously unrecyclable materials sustainable like Carbon Fibre Reinforced Polymers (CFRP) used in aircraft.

It is in times like these that we need to recognise and embrace the responsibility that we have, as a business, to ensure that the work we do with our clients, with our partners build benefits for everyone.

**This is how we'll stay true to our overall commitment and mission at Expleo: to transform cross-industry know-how and technological expertise into real-world solutions for a greener, safer and better tomorrow.**

**This is just the beginning!**

# 01

## The Group





## Our resources

Employing

**13,500+**

technology loving  
game-changers

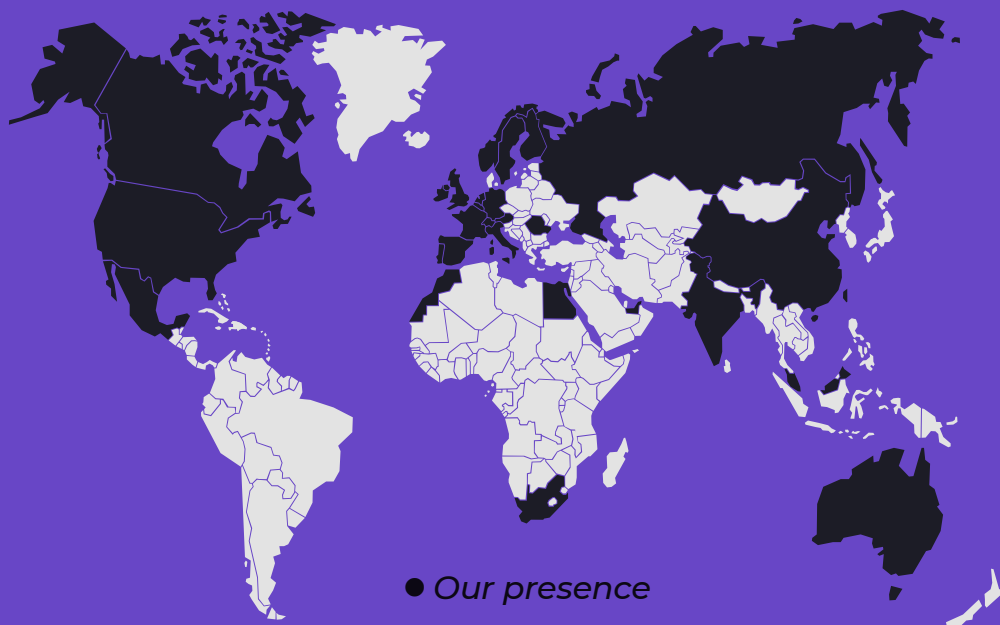
Global & Local

**30**

countries

**€903 m**

2020 Revenue



### ● Our presence

France: 38%

Germany: 13%

UK & Ireland: 11%

India: 17%

Romania: 7%

Rest of the countries: 14%

## 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.

# We cover the full life cycle with **end-to-end integrated solutions**



## Consulting

Accelerating business agility, performance and digital transformation

- Strategy
- Management
- Execution



## Engineering

Managing critical and complex systems

- Design & product development
- Manufacturing and Supply chain



## Quality

Ensuring continuous quality in systems and applications

- Quality management
- Quality engineering
- Quality assurance

## We are active in the **technology-intensive sectors**





# 02

## **CSR** Strategy

Expleo's Corporate Social Responsibility (CSR) vision is that of 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 the Sustainable Development Goals

Expleo's CSR strategy is based on four pillars that underpin the Group's business strategy and goals, which contribute to the Sustainable Development Goals as defined by the United Nations in 2015, to help ensure a better, more sustainable future for all.

### Acting Ethically

- Compliance
- Data Security

### Innovating for Impact

- Provide sustainable solutions
- Ensure sustainable procurement
- Customer satisfaction

### Caring for Our People

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

### Reducing Environmental Footprint

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

8 DECENT WORK AND ECONOMIC GROWTH



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



7 AFFORDABLE AND CLEAN ENERGY



11 SUSTAINABLE CITIES AND COMMUNITIES



13 CLIMATE ACTION



12 RESPONSIBLE CONSUMPTION AND PRODUCTION





## CSR Governance

Expleo is governed by a Management Board overseen by a six-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).

## 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	2020 KPIs	Opportunities
Business integrity	<ul style="list-style-type: none"> <li>• Reputational risk</li> <li>• Legal, criminal, civil and administrative sanctions</li> <li>• Financial impact</li> </ul>	<ul style="list-style-type: none"> <li>• Signatory to the UN Global Compact</li> <li>• Code of Conduct</li> <li>• Risk mapping</li> <li>• Whistleblowing system</li> <li>• Internal controls</li> <li>• Staff training</li> <li>• Ethical HR Policy</li> <li>• Third-party due diligence</li> </ul>	NA	<ul style="list-style-type: none"> <li>• Protecting the Group's image</li> <li>• Maintaining stakeholder trust</li> <li>• Promoting the employer brand</li> <li>• Highlighting the Group's attractiveness</li> <li>• Creating an ethical business culture</li> </ul>
Information security breach	<ul style="list-style-type: none"> <li>• Loss of data, data corruption, impaired business performance</li> </ul>	<ul style="list-style-type: none"> <li>• Site security measures, information security policy, procedures and governance</li> </ul>	ISO 27001 certified sites: 33%	



## Innovating for Impact

Type	Impact	Key steps to reduce risk	2020 KPIs	Opportunities
Unsuitable Offering for the Market	<ul style="list-style-type: none"> <li>Disruptive arrival of certain competitors</li> <li>Loss of market share</li> </ul>	<ul style="list-style-type: none"> <li>Innovation governance</li> <li>Internal and external competitions around innovation</li> <li>Partnerships with research centres</li> </ul>	<ul style="list-style-type: none"> <li>Innovation projects: 65 (2020 objective: 50)</li> <li>Projects dedicated to eco-design: 20%</li> <li>PhD researchers employed: 20</li> </ul>	<ul style="list-style-type: none"> <li>New engineering offering in the digital sphere</li> <li>Attractiveness among young graduates</li> </ul>
Customer Relations Quality Risks	<ul style="list-style-type: none"> <li>Regulatory compliance</li> <li>Difficulty in attracting new customers</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction barometer</li> <li>Annual CSR assessment (CDP, EcoVadis, NQC - SAQ)</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction: 87% (+6 pp vs 2019)</li> <li>ISO 9001 certified sites: 91%</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction and loyalty</li> <li>Company brand image and attractiveness</li> </ul>



## Caring for Our People

Type	Impact	Key steps to reduce risk	2020 KPIs	Opportunities
<b>Attractiveness / Retention &amp; Loyalty</b>	<ul style="list-style-type: none"> <li>• Lack of control over turnover</li> <li>• Loss of key skills</li> <li>• Loss of management quality and quantity</li> </ul>	<ul style="list-style-type: none"> <li>• Communication and visibility of the employer brand</li> <li>• Partnerships with schools and universities</li> <li>• Recruitment campaigns</li> <li>• Induction course</li> <li>• Mobility Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent contracts: 94%</li> <li>• New hires: 2,482 (Covid-19 context)</li> <li>• Employee voluntary turnover rate: 19%</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening the employer brand</li> <li>• Optimising hiring and turnover costs</li> </ul>
<b>Skills Improvement</b>	<ul style="list-style-type: none"> <li>• Inability to respond to new market challenges</li> <li>• Cost effectiveness of training</li> <li>• Employee disengagement</li> </ul>	<ul style="list-style-type: none"> <li>• Investments in resources</li> <li>• Innovative digital tools</li> <li>• New training resources</li> </ul>	<ul style="list-style-type: none"> <li>• Payroll training budget: 2%</li> <li>• Training hours: 413,607 (+34% vs 2019)</li> </ul>	<ul style="list-style-type: none"> <li>• Improving employability</li> <li>• Company attractiveness</li> <li>• Employee satisfaction</li> </ul>



## Caring for Our People

Type	Impact	Key steps to reduce risk	2020 KPIs	Opportunities
<b>Social Dialogue</b>	<ul style="list-style-type: none"> <li>Deterioration of the work environment and the company's image</li> <li>Increased turnover</li> </ul>	<ul style="list-style-type: none"> <li>Collective working time arrangements</li> <li>Local social dialogue</li> <li>Great Place To Work annual survey</li> </ul>	<ul style="list-style-type: none"> <li>Employee engagement survey participation: 63%</li> <li>Overall satisfaction: +7pp vs 2019</li> </ul>	<ul style="list-style-type: none"> <li>Pride in belonging to the company and strengthening of employee buy-in</li> <li>Improved productivity</li> </ul>
<b>Diversity / Discrimination</b>	<ul style="list-style-type: none"> <li>Unequal treatment</li> <li>Impact on employer reputation and image</li> <li>Failure to meet human rights commitments</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of "Mission Handicap"</li> <li>Agreement on disability</li> <li>Gender equality action plans</li> <li>Diversity and social inclusion policy</li> </ul>	<ul style="list-style-type: none"> <li>Gender balance: 27% of women</li> <li>Proportion of employees with disabilities: 1.8%</li> </ul>	<ul style="list-style-type: none"> <li>Using diversity as a business indicator and driver of innovation and competitiveness</li> <li>Increased employee motivation and commitment</li> </ul>
<b>Health and Safety / Prevention of Psychosocial Risks</b>	<ul style="list-style-type: none"> <li>Work accidents connected with travel and the work environment</li> <li>Reputational damage vis-à-vis customers</li> <li>Legal risks</li> <li>Direct and indirect social costs</li> <li>Heightened absenteeism</li> </ul>	<ul style="list-style-type: none"> <li>H&amp;S training</li> <li>Awareness campaigns</li> <li>Support for psychosocial risks</li> </ul>	<ul style="list-style-type: none"> <li>Accident frequency rate: 1.04</li> <li>Accident severity rate: 0.05</li> <li>Absenteeism rate: 2.6%</li> </ul>	<ul style="list-style-type: none"> <li>Adopting the right safety habits in everyday life</li> <li>Improving conditions and quality of life in the workplace</li> </ul>

## Reducing Environmental Footprint

Type	Impact	Key steps to reduce risk	2020 KPIs	Opportunities
<b>Energy Transition</b>	<ul style="list-style-type: none"> <li>• Company's failure to contribute to combating climate change</li> <li>• Lack of control over energy costs</li> </ul>	<ul style="list-style-type: none"> <li>• Limiting our carbon footprint</li> <li>• Promoting green travel: sustainable mobility</li> <li>• Limiting the energy footprint of buildings</li> <li>• Reducing our waste</li> </ul>	<ul style="list-style-type: none"> <li>• GHG emissions (scopes 1, 2 and 3): 17,263 tCO<sub>2</sub>e (COVID-19 context)</li> </ul>	<ul style="list-style-type: none"> <li>• Development of new services and solutions (innovative projects)</li> <li>• Awareness and contribution of employees</li> <li>• Sustainable business and savings</li> <li>• Reputation and attractiveness</li> </ul>



# 03

## Acting Ethically

*Doing business with integrity is at the very core of Expleo's values, and it is also central to building trust-based relationships with our customers. We rely on our teams to ensure consistent ethics in their ever-changing professional environment. Compliance is an ongoing process that involves our whole ecosystem, and we are committed to continuously improving our employees' awareness on this key topic, notably through training.*

**Florence Bigot**

Group General Secretary

ExCom member in charge of Ethics & Compliance





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.

## 3.1. Preventing Corruption

### 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.

These requirements are cascaded to the Supply Chain in Expleo's Supplier Code of Conduct.

### 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>.

### Employees' awareness about Business Ethics

In order to ensure the understanding of the Code of Conduct and to reinforce the employee's awareness in the fight against corruption and fraud, Expleo globally developed online trainings, structured in distinct chapters, covering the following subjects:

- Dealing with bribery/corruption;
- Financial transactions and transparency;
- Offering and accepting gifts;
- Respecting personal data protection;
- Receiving or sending invitations;
- Addressing intellectual property.

Expleo intends to have 100% of its employees trained regarding these policies.

## 3.2. Respecting Human Rights

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

The Group integrates the ten principles of the UN Global Compact in its CSR strategy and actively contributes to the sustainable development goals.

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, and ensuring employees and stakeholders respect. These include:

- Freedom of association;
- The right to collective bargaining;
- Non-discrimination in employment and in the workplace;
- The prohibition of forced labour, child labour or modern slavery;
- Decent wage.

### Decent wage

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.

### 3.3.

## Protecting Data and Privacy

### Data Security

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.

Information Security is managed by a dedicated community:

- One Group CISO;
- One Local ISO per entity of the Group;
- An internal Security Operating Centre (SOC) organised to cover 24/7 activities 365 days per year.

### Group Key Figures 2020

ISO 27001 certified sites:

**33%**

### 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).



## 3.4. Supporting Communities 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.

### Initiatives during the COVID-19 pandemic

In **India**, food was donated to the families of needy people working at construction sites during the pandemic crisis. Sanitizers were also donated to HIA (Hinjewadi Industries Association) and Hinjewadi Police.

In the **Netherlands**, every year, employees contribute to a running event called “Papendorpse Run” supporting a good cause. In 2020, the run supported the health care sector, regarding the COVID-19.

In **France**, employees used Expleo’s 3D printers across the country to provide hospital workers with protection visors when such devices were scarce.

In the **UK**, Expleo supported the School of Hard Knocks (SoHK) in the delivery of online courses, in response to people who have lost their jobs.

### Access to healthcare

In the **Netherlands**, every year, all employees choose a cause to support during the year. In 2020, Expleo Netherlands financially supported Metakids, a professional organisation which collects funds for metabolism diseases research.



## Education and training

In **India**, during the Covid-19 crisis, Expleo donated school kits and computers to students in underprivileged areas.

In the **US**, office equipment, supplies, furniture, and laptops were donated to local schools through the TRICep (Trisential Community Enrichment) program, devoted to bettering communities through volunteerism, community support, and donations.

In **South Africa**, Expleo provided contribution to the local St Theresa's Children's Home and Malvern Child and Youth Centre. The contributions were made with a specific objective: to facilitate sustainable access to the economy and facilitate income-generating activities. All contributions focused on ICT-specific initiatives, including IT equipment, overhead projector and furniture to set up an IT training facility.

In the **UK** and **Ireland**, Expleo works with schools - including Camden School for Girls and schools in Cumbria - to encourage young people into STEM.

## Professional integration

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

In the **Netherlands**, training and workshops are organised monthly for people with a disadvantage in the labor market, in cooperation with the Dutch government.

In the **UK**, each two years, employees nominate a charity partner. The current partner, School of Hard Knocks (SoHK), delivers life-changing programmes across the UK, working with unemployed adults to find and sustain employment.

## People with disabilities

In **France**, since 2012, through the Hanploi & School project, the "Mission Handicap" has been organising awareness conferences debates, training, testimonials in schools and universities, workshops for students with disabilities. The main goal for these actions is to train future managers on subjects relative to disability. The company has a partnership with the "Disability Employment and sustainable Procurement" fair to promote inclusion within the company.

# 04

## Innovating for Impact

*As our clients' partner of trust, we believe that – beyond providing answers to their challenges - our role is to anticipate their future needs, as well as global major issues (health crisis, global warming...). This proactive innovation relies on our internal talents and close cooperation with our developed ecosystem of external partners. Making a difference also means thinking of tomorrow, which is why we strive to put sustainability at the core of every in-house project.*

**Laurence Bernier**

Group Innovation and R&D Director





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.

Expleo acts as a strategic partner, 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. Our sustainable innovation ecosystem

In order to transform technological potential into operational benefits that meet specific sustainable performance needs of customers, Expleo has developed an extensive ecosystem with leading experts, start-ups, technological partners, research centres, institutions and universities.

Through this ecosystem, we encourage a culture of co-innovation and R&D, nurtured by the combination of Expleo's know-how with the expertise and perspective of external partners.

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		
<b>Our Co-workers</b> <ul style="list-style-type: none"> <li>• Employees</li> <li>• Interns</li> <li>• Temporary workers</li> <li>• PhD researchers</li> </ul>	<b>Social Partners</b> <ul style="list-style-type: none"> <li>• Employee representative bodies (unions, Health, Safety and Working Conditions Committee, staff representatives...)</li> </ul>	<b>Our Consultants &amp; External Partners</b> <ul style="list-style-type: none"> <li>• Functions</li> <li>• HR, legal, finance</li> </ul>
Community stakeholders		
<b>Civil Society</b> <ul style="list-style-type: none"> <li>• Organisations and NGOs</li> <li>• Media</li> </ul>	<b>Academical World</b> <ul style="list-style-type: none"> <li>• Scientific community</li> <li>• Schools and Universities</li> </ul>	
Economic stakeholders		
<b>Our Clients</b> <ul style="list-style-type: none"> <li>• Public and private clients</li> </ul>	<b>Professional Organisations</b> <ul style="list-style-type: none"> <li>• SYNTEC in France</li> </ul>	<b>Field Partners</b> <ul style="list-style-type: none"> <li>• Certification bodies</li> <li>• Subcontractors and co-contractors</li> </ul>
Institutional stakeholders		
<b>Public Authorities</b> <ul style="list-style-type: none"> <li>• Local authorities (regions, districts, municipalities, Chambers of Commerce etc.)</li> <li>• French State and other States</li> </ul>		

**Group Key Figures 2020**

PhD researchers employed:

**20**

## 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.

## 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.

## Examples of challenge initiatives

Each year in **Romania**, the “Race 4.0 Innovation Challenge” gives the 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.

Moreover, an annual competition called the “Innovation Jam” is 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.

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



## 4.2.

# Innovation and R&D projects with impact

In 2020, we strengthened our eco-design strategy and environmental policy through projects in priority areas, including:

- Zero emission mobility
- Clear and circular industry
- Healthcare application
- Look after our planet from space

### Group Key Figures 2020

Innovation projects launched:

**65**

(2020 objective: 50)

Innovation projects dedicated to eco-design:

**20 %**

## Zero emission mobility

### Electric Airplane

Expleo teams have redesigned an amphibious aircraft in order to reduce its carbon footprint by replacing the use of fossil fuels with an electric power unit.

The implemented solution foresees the possibilities of the aircraft being powered by batteries or a H2 fuel cell. The energy consumption and power units has been optimized to enable use during all flight stages.

The structure and parts are made using recycled and bio-sourced materials after optimisation to ensure the best aerodynamics & power savings.

Expleo has delivered all the technical drawings of the aircraft and documents explaining the development of each technical subject and implemented the design methodology featuring MBSE, MDO & LCA methods.

This project allowed to acquire competences in the study and practical application of H2 technologies on an aircraft.



## Commercial vehicle powered by hydrogen

Expleo has designed the electrification of a commercial vehicle by integration of a fuel cell. Multiple reservoir integration solutions were considered and evaluated. We made a complete digital model of the vehicle, the whole safety study, the hybrid system control software, the electrical and mechanical architectures proposals, the technical recommendations from standards and regulations and the diagnostic requirements.

This project has contributed to validate technical integration solutions while respecting security, to identify the impacts on the engineering process from studies to validations and defined energy management control laws.



## Electric speedbike

Our eco-design team has developed a new powerful e-bike which is the first e-bike to be fully rebuildable and customizable for different uses: mountain bike, motocross or motorcycle track. Our experts have made the complete electrical and mechanical design, the stress and tolerance analysis, the safety studies until certification.

This project allowed the use of a new full range product approach with common platform (as in automotive industry but not yet used in bike and motorcycle industry), the development of full connected systems suitable for light vehicles as well as modular battery packs (commutable, plug & play).



### Bamboo long fibre reinforced biobased Matric COmposites (BAMCO)

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. Made from bamboo fibres and bio-based resins, these new composites are being developed to replace the non-recyclable glass/phenolic composites used in cabin cladding.

The bio-composites being created reduce the weight of aircraft, lowering fuel consumption. BAMCO materials can be implemented using standard composite processes to improve aircrafts' green credentials. Case studies are ongoing with Airbus and bamboo has proven to provide the necessary strength and vibration absorption for use in these applications. Moreover, as a widespread natural crop, the process can be easily industrialised instead of using finite natural resources.



### Carbon Composite Recycling Process

The Expleo Eco-Design Centre is pioneering an all-new process to make previously un-recyclable materials sustainable, reducing plastic waste. The PhD research project is targeting Carbon Fibre Reinforced Polymers (CFRP) used in aircraft. The experimental process has two key parts: a new recycling process and the application of greener bio-based resins to be used in the manufacture of composites.

The new carbon composite recycling processes will make it possible to recycle CFRPs with 90% of the mechanical properties of virgin carbon fibres maintained. This will eliminate a large amount of plastic waste and allow these fibres to be reused for a range of applications. Reducing the environmental impact of industry requires a holistic outlook across the entire supply chain, focusing on materials and processes as well as fuel emissions. This process will allow much of that material to be reused either in the manufacture of new aircraft or other products.

## Digital application for Healthcare

### COVID Tracker Ireland

Through our digital lab in Ireland, we delivered all of the quality assurance and software testing on the COVID Tracker Ireland (CTI) application for the Ireland's Health Services Executive (HSE).

The Group was responsible for ensuring that the app was user-friendly, fast and reliable, and capable of handling one million downloads and daily checkins in an hour. Expleo's expert team carried out multiple processes and strategies to ensure that a user's surroundings did not negatively impact the performance of the app.

The app helped control COVID-19 in Ireland and received the Digital DNA Mobile App of the year award.



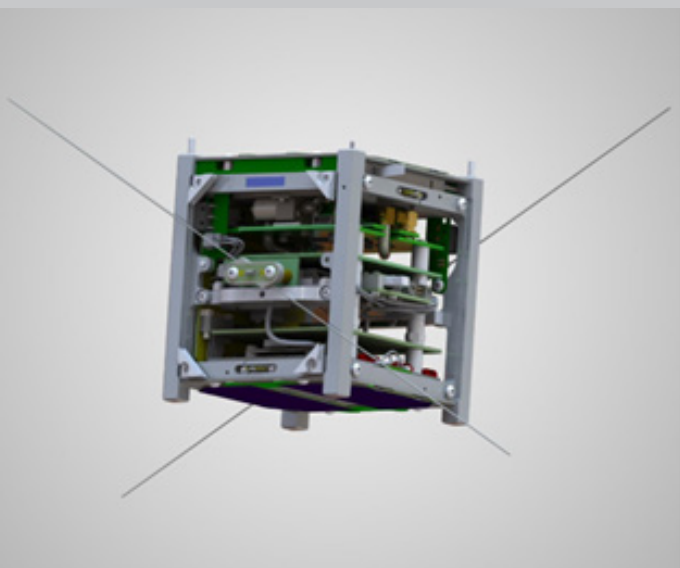
## Look after our planet from space

### ENSO (Expleo Nanosat for Solar-irradiance Observations)

The Expleo-led ENSO CubeSAT programme has miniaturised satellites to just 10x10x10 cm, small enough to hold in your hands. The in-house project is in partnership with the University Space Centre of Montpellier (CSU-M), with Expleo creating a nanosatellite R&D platform that aims to help characterise the ionosphere by providing a signal to SANSA ground stations that measure solar activity and its impact on Earth.

The payload is 100% Expleo in house development, based on our teams' expertise on High Frequency Beacon, Antenna Deployment System and Generic interface for CSU-M CubeSat platform.

Nanosatellites have the potential to remove many of the barriers to entry for privatised and commercial space programmes, including space flight and environmental monitoring. ENSO will launch satellites to measure the impact of solar activity on Earth, furthering our knowledge of the world and space.



## 4.3. 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 2020, 504 responses were collected online or through telephone interviews.



### Group Key Figures 2020

Continuing the deployment  
of our quality management system

Expleo obtained an overall  
customer satisfaction rate of

**87%**  
(+6pp vs 2019)

ISO 9001 certified sites:

**91%**



# 05

## Caring for Our People

*As a global company, we want our teams, wherever they are, to feel like they share one common culture and similar values. This is all the more important as we increasingly develop projects across business units and geographies. We pride ourselves on helping each employee design their own career path and implementing an ambitious training policy, to develop strategic competencies for the future.*

**Zoé Schnebelen**  
Chief People Officer



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.

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.

## How we care for our people:

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

- Offering the best career opportunities;
- Acting as skill incubator, capable of responding to our customers' needs, thanks to skills development;
- Ensuring equal opportunities for all by promoting gender equality, integration and job security for people with disabilities, combating discrimination and exclusion in all its forms;
- Maintaining a constructive social dialogue;
- Guaranteeing optimal working conditions by focusing on well-being in the workplace, the prevention of psychosocial risks.



## 5.1. Offering the best career opportunities

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.

Examples of Expleo recruitment practices include:

- Training programme to professionalise recruitment teams;
- Job dating events and recruitment evenings;
- Partnerships with schools and universities;
- 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;
- 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 programme allowing each employee to increase their experience and skills.

### Group Key Figures 2020

Permanent  
contracts:

**94%**

Employees  
recruited:

**2,482**  
(COVID-19 context)

Employee voluntary  
turnover rate:

**19%**



## 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 **Austria**, the onboarding process includes a “buddy” program and a checklist covering the first 6-months at Expleo;
- In **South Africa**, new hires receive a welcome pack including Expleo goodies. New starter welcome sessions are organized by the Managing Director on a virtual company call;
- In **Ireland**, each new hire attends a comprehensive two-days induction programme. The program shares Expleo's history, company strategy and allows the employee to see where they fit in the organization. It is designed to promote interactive learning to engage new employees and make the two days interesting and fun;
- In the **US**, there is a “People Engagement Programs” committee which is focused on the entire employment experience.

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 schools and universities

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

Our partnership programme includes:

- Introducing the company and its business lines to the students;
- Performing business conferences, training, job search courses and other events for students and recent graduates;
- Submitting studies and tutored projects;
- Participating in career forums and fairs;
- Promoting the coming on board of young graduates, trainees and block release trainees;
- Contributing in France to school training and research resources through the apprenticeship tax.





## Mobility paths designed to enrich the employee experience

Thanks to its global footprint and cross-sectoral culture 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.





## 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.

### Training

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.

In 2020, Expleo – as all other companies - was pushed by the Covid-19 crisis to accelerate its training delivery strategy and to continue its shift from traditional classroom to more digital and blended training sessions.

This reinforces Expleo's vision of continued investment in training, especially as strong levels of participation were registered throughout the whole pandemic situation.

Despite the difficult context, Expleo was able to work with its external training partners to achieve its goals, allowing most of the external trainings (management training program and sales training program etc....) to be maintained.

Finally, Expleo ensured that additional training opportunities were opened, and that training material was made available around working remote, considering employees' working conditions: managing stress levels and focusing on work-life balance activities, addressing the most common topics related to the massive change in the way the employees had to manage their work.



The COVID-19 pandemic was an opportunity to put more effort in aligning the trainings with new business needs, and to develop digital delivery methods training to make it accessible to a larger population. In **France**, it was the starting point to create the outlines of a major reskilling programme for employees. It has also allowed to expand the digital training capabilities by reskilling the trainers in the art of online delivery and investing in industry standard tools for digital delivery. As an example, the graduate induction program for the **UK** and **Ireland** has been re-designed from a 3-4 full weeks classroom course to a completely digital online delivery.

## Local Training Programmes

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.
- In the **UK**, accredited trainings are offered, focused on technical trainings in Marine Architecture, in-house business skills along with developing an apprenticeship programme together with an early careers development community.

## Group Key Figures 2020

Payroll training  
budget:

**2%**

Total number  
of training hours:

**413,607**  
(+34% vs 2019)



## 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 the **Netherlands**, Expleo organizes monthly, in cooperation with the Dutch government, trainings and workshops for people with a disadvantage in the labour market.

In **Austria**, Expleo partners with the Vienna Employment Promotion Fund to qualify and employ persons with atypical CVs (Career change with non-IT background, re-entry into job market).





## 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 2020, 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 Figures 2020

Women among Expleo employees:

**27%**

Proportion of employees with disabilities:

**1.8%**

## 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 focuses 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 participates to the corresponding workshops, launched in 2020.

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



## 5.4. Social Dialogue

Expleo believes that social dialogue is an essential part of an employee-centered 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: telecommuting, the right to turn off, social protection schemes, diversity and inclusion.

Throughout the year 2020, a strong social dialogue was maintained over the measures meant to guarantee employees' safety against Covid-19.

### 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.

### Group Key Figures 2020

Employee participation:

**63%**

Overall satisfaction:

**+7pp vs 2019**

## 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. They all have established processes for assessing and identifying risks, as well as drawing up prevention and action plans. Our entities in the **United Kingdom** and **Germany** have undergone ISO 45 001 certification processes. In **France**, the company is MASE-certified for the Dunkerque site.





### A proactive approach to prevent psychosocial risks

In **France**, 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.

In **UK**, the Health and Wellbeing working group run many initiatives such as: wellbeing touchpoints, access to Employee Assistance Programmes, and mental health support. Moreover, some consultants have also gone through Mental Health First Aid training to support other colleagues should the need arise.

In **Austria**, a monthly online health consultation is led by the company physician for the employees. Furthermore, a psychological consulting has been put in place in order to prevent the risks of burn-out.

### 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.

## Group Key Figures 2020

Frequency rate  
of accidents:

**1.04**

Severity rate  
of accidents during  
the previous year:

**0.05**

Absenteeism  
rate:

**2.6%**

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

In **Germany**, employees have the possibility to take a Sabbatical of maximum 12 months. They can receive childcare allowance with possible tax advantages in lieu of salaries. In addition, many care services are offered: flu vaccination, eyes examination, online back training. The Health day is celebrated in Munich and Cologne.

In the **UK**, a “Well-being programme” was set up to support and give advice to employees with elderly relatives requiring specialised care. It also provides access to specialised support for physical and mental health and other related issues for employees and their families. Employees can benefit from flexible working hours to proactively facilitate work-life balance and help with childcare commitments.



At Expleo in the **US**, a PEP Squad (People Engagement Programs) Committee strives to make the entire employment experience extraordinary. An “open door policy” is used so people know that suggestions, concerns, questions, improvements, and feedback are welcome. Additionally, all consultants have the opportunity to fill out a weekly status report, focusing on their project information, personal needs, and feedback for “back office” functions such as IT, HR and Operations. Pulse check surveys are used to gauge remote work experience, concerns, issues, mental state.

Many initiatives are implemented in **Italy**, such as smartworking, the switching-off of PCs and mobile phones during holidays period, support programmes to welcome back employees absent from work for a long period.

In the context of the retention program, interviews are organised with employees to evaluate concerns and motivations.



# 06 Reducing Environmental Footprint

*We believe that to protect the environment, a joint effort is needed from all sectors. That is why, as a leading engineering and digital group, we have been taking an active role in greener innovation and engaging in activities to reduce GHG emissions in alignment with the UN Global Compact and the European Green Deal. As such, we have decisively accelerated the green focus of our solutions to help our clients meet their increasingly complex environmental targets.*

**Juan Manuel Lopez**  
Group Quality Director



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. Providing Green Services for Customers

### 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.



## Contributing to the transition to zero-emission mobility

In the automotive sector, our experts are supporting customers to develop and industrialize new electric cars, batteries and systems. Expleo also participates in projects to improve the network of electrical vehicle charging points.

In the aerospace sector, Expleo helps its customers to reduce aircraft fuel consumption by reducing weight, optimising engines and flight plans, as well as bringing solutions for their transition to zero-emission (hydrogen and electric power).

Through its transportation market business unit, Expleo provides engineering expertise to the main rolling stock and signalling systems manufacturers, contributing to building the sustainable rail mobility of the future.

In 2020 we started the first project with the application of H2 fuel cell to non-electrified railway.



Expleo's subsidiary Silver Atena has helped a European pioneer of urban air mobility to develop a prototype of autonomous electric air taxi for use in towns and cities. Our experience working across automotive, aerospace and defence has been fundamental in overcoming barriers to urban flight, including vertical take-off and landing, while our deep knowledge of highly regulated industries is key as the urban air taxi market navigates new and unique safety regulation.



## Providing environmental services for a sustainable industry

We play a key role by managing environmental projects on behalf of our customers by:

- Maintaining an Environmental Management System (ISO 14001) while providing operational support and technical expertise (environmental analysis, regulatory conformity...);
- Defining the process, reporting and tools (operational indicators (KPI), calculation methodology, environmental SQCDP);
- Collecting and centralizing data (GHG emissions, energy, water, waste...);
- Coordinating and improving the communication between all internal stakeholders;
- Performing audits.

Expleo also provides solutions to manage hazardous substances and comply with with ROHS et REACH regulations (supply chain assessment, substances database, risk mitigation for standard parts).

For the energy efficiency of infrastructures and buildings, we provide eco design and life cycle analysis to manufacturers of electro-mechanical devices and monitoring systems.

## Helping to set up a successful decarbonisation strategy

Expleo's consulting experts can help business organisations to define and implement their environmental transformation plan.

Expleo's subsidiary Moorhouse Consulting has experience across multiple sectors in delivering consulting services to clients for:

- Defining the purpose and vision of their sustainability strategy. This includes establishing the roadmap of programmes to achieve the strategy and KPIs;
- Translating strategy into meaningful action and impact by articulating a future vision and determining how each element of the operating model can help deliver it.



## 6.2.

# Reducing Expleo's Carbon Footprint

Expleo is committed to lowering its environmental footprint, through various initiatives: sustainable mobility, energy efficiency and waste management.

About 50% of our 2020 greenhouse gas emissions were generated by employees' travels. Therefore, sustainable mobility is one of the major ways to reduce our carbon footprint.

### Implementing 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.

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 been introducing a "greener" fleet through the car policy: electric and hybrid alternatives are available in all company car categories.

### Raising employee's awareness on environment

In **France**, awareness sessions were organised for employees by The Climate Fresk, an association fighting against the climate change.

In Toulouse, **France**, a sustainable mobility awareness form has been published on the intranet.

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



The Group encourages sustainable transportation.

- In the **United Kingdom**, Expleo promotes the government's "Ride to Work" programme to help employees buy bicycles;
- In **Germany**, the "Job-bicycle initiative" programme 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, Expleo looks for low-energy buildings that comply with the latest environmental standards and are equipped with more efficient control systems such as CVC smart meters.

In **France**, the Saint-Quentin-en-Yvelines (SQY) and the Vitrolles sites have HQE (Excellent), BREEAM (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.

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 **France** (Toulouse), in **Germany** (Munich), **UK** (Preston), **Italy** (Roma) and **Sweden** (Gothenburg) are ISO 14001 certified and have environmental management systems.

## Managing our waste

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

- Replace single use equipment/material by reusable ones: use of personal containers instead of plastic cups, cloth face masks provided by Expleo;
- Collection and recycling of toner cartridges;
- Paper, cardboard and plastic;
- Collection, and processing of end-of-life and repurposing of computer and electronic equipment;
- Introduction of office waste sorting;
- Sorting at the exit of company restaurants.

## Decreasing resource consumption

- Use of energy-efficient computers and printers;
- 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;
- Digital signing and electronic storage of all contractual documents to save paper;
- Dematerialisation of payslips.





## Group Key Figures

2020

Total Greenhouse Gas  
Emissions:

**17,263 tCO<sub>2</sub>e**

## Greenhouse gas emissions by scope

tCO<sub>2</sub>e

In 2020, the particular context of COVID-19 pandemic had a reduction effect on GHG emissions, particularly due to the impact on activities and the limitation of travels and commuting.



**2,449**

### Scope 1: Direct GHG Emissions

- Combustion from stationary and mobile sources (company cars)
- Fugitive emissions by offices and on-site data centres



**3,727**

### Scope 2: Indirect GHG Emissions

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



**11,087**

### Scope 3: Other Indirect GHG Emissions

- Business travels (airplane, train, rental vehicles)
- Commute to work
- Purchased IT services and equipment
- Waste (end of life treatment)

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

For each section of the document, the following table gives the corresponding GRI indicators <sup>(1)</sup>, the Sustainable Development Goals of the UN Global Compact <sup>(2)</sup> and the general policies of the OECD Guidelines <sup>(3)</sup>.

	Global Compact	GRI-G4 <sup>(1)</sup>	SDG <sup>(2)</sup>	OECD principles <sup>(3)</sup>	Pages
<b>The Group</b>		G4-102 G4-103			4 to 6
<b>CSR Strategy</b>	1-10	G4-102		1-6-7-10-11	7 to 9
<b>Extra financial risk factors</b>		G4-102 G4-103			10 to 14
<b>Acting Ethically</b>	1-2-5-6-10	G4-103 G4-205 G4-203 G4-204 G4-418	 	2-3-5-13-15	15 to 20
<b>Innovating for Impact</b>		G4-102 G4-201 G4-203 G4-516	   	3-14	21 to 30
<b>Caring for Our People</b>	1-2-3-4	G4-102 G4-103 G4-401 G4-403 G4-404 G4-405 G4-406 G4-407	   	2-4-8-9-10	30 to 45
<b>Reducing Environmental Footprint</b>	7-8-9	G4-302 G4-103 G4-305	   	11-12	46 to 52

<sup>(1)</sup> GRI: Global Reporting Initiative, version G4.

<sup>(2)</sup> SDG: UN Sustainable Development Goals

<sup>(3)</sup> OECD: Organization for Economic Co-operation and Development

**( expleo )**

Think bold, act reliable