Corporate Social Responsibility

Sustainability Report 2023

Think bold, act reliable
expleo.com

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Title: Photo by Lionel Hahn, © SYNTEC-INGENIERIE
Expleo quality engineer handling ENSO nanosatellite prototype in our clean room in Toulouse, France

Welcome to Expleo's 2023 Corporate Social Responsibility (CSR) report. Published on a voluntary basis, this report abides by the Extra-Financial Performance Declaration guidelines and the main global CSR standards:

- United Nations Global Compact and Sustainable Development Goals
- The Universal Declaration of Human Rights
- The Global Reporting Initiative
- ISO 26000

In addition to these standards, this year's edition continues our transition to alignment with the Corporate Sustainability Reporting Directive (CSRD), a regulation focused on improving corporate sustainability reporting transparency.

Taking action for our people and our planet

Rajesh KRISHNAMURTHY
Expleo CEO

2023 was a call to action. Last year saw the conclusion of the first-ever global stocktake, an assessment of progress made on climate change since the Paris Agreement in 2015. The findings were clear: we as a society are failing to meet our targets to cut emissions and limit the global temperature rise to 1.5°C. Urgent action is required to get on track.

Expleo is focused on acting now. We are executing our corporate social responsibility (CSR) strategy, Ambition 2025, and the commitments we have defined to meet these goals. As we approach 2025, we remain dedicated to delivering on these objectives.

Responding to climate challenges requires bold thinking. That's why in 2023, we accelerated the development of our innovation projects, all of which contribute to at least one of the United Nations' Sustainable Development Goals. Notably, we launched our first nanosatellite into space to monitor solar activity and its impact on Earth's atmosphere. We also held our first Global Hackathon, challenging employees to collaboratively develop innovation projects; a second edition followed in 2024.

In line with the Paris Agreement, we remain committed to reaching net-zero greenhouse gas emissions by 2030. We are focused on reaching our goals by transitioning our vehicle fleet, implementing energy-efficiency measures and boosting the share of renewables in our energy mix.

Reliable execution means taking no shortcuts when it comes to accountability. We are dedicated to acting with integrity across our value chain, from employees to our customers, suppliers and partners.

At the start of this year, we established our new Diversity and Inclusion Policy. It represents our commitment to creating a work environment where every employee can reach their full potential and achieve their goals, regardless of their background, identity or beliefs.

To keep ourselves on track and ensure transparency, we regularly undergo evaluations by external assessors. In 2023, we again participated in a sustainability assessment by EcoVadis. For the first time ever, we received a gold rating, attesting to the progress we've made as well as highlighting where we can improve. We were also scored on aspects of our CSR strategy by CDP, and our greenhouse gas emissions reporting was audited by LRQA.

There is still much to be done. Through executing our strategy and constantly monitoring our progress, we remain committed to acting for a greener, smarter and more secure future for our people, communities and the planet.

About Expleo

Innovation is a continuous journey.
It requires constant agility, adaptation and effective harnessing of technological change.

Our mission

We are a **global service provider in engineering, technology and consulting.** We partner with leading companies to future-proof their business through innovation, making an impact for a **better, greener and safer tomorrow.**

Our vision

At Expleo, “bold” and “reliable” play on the same team. They are balanced forces – the yin and yang of business innovation – able to mutually thrive through smart teamwork.

Our values

Courage | Excellence | Collaboration | Respect | Accountability

Our ways of working

Autonomy & Support | Performance & Responsibility | Expertise & Creativity | Local & International

At Expleo, we never stop evolving. As we strive to meet our own ambitious targets, we’re constantly developing and expanding our offer to support our customers in achieving their sustainability goals too. From rethinking urban mobility to exploring new paths to clean energy, we believe in making an impact for our people, our clients and the planet.*

Christine RAVANAT
Chief Marketing Officer

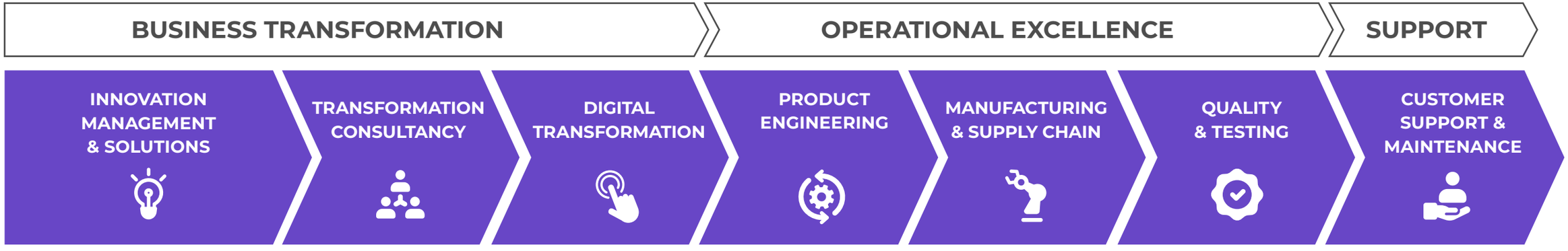
* Expleo’s latest Business Transformation Index report highlights the need to do business more sustainably as one of the four key challenges organisations face when implementing transformation initiatives. The report, featuring insights from 1,395 business leaders across six countries, is available on expleo.com

Fast-tracking sustainable innovation throughout the value chain

Expleo helps businesses accelerate their digital transformation, improve their operational efficiency and enhance their customer experience. From corporate strategy to product design and manufacturing operations, we create personalised solutions to respond to their needs.

Our offer is geared to accelerating organisations' transition to sustainable business models across every step of their value chains.

To create corporate strategies that integrate sustainability, we develop bespoke decarbonisation action plans and establish key metrics tracking systems. Our experts collaborate with and advise engineering teams on sustainable design, from using renewable materials to improving recyclability at end-of-life, and lean into our engineering expertise to reduce emissions from transportation. Meanwhile, manufacturing operations services help customers to further cut emissions across their supply chain and identify potential safety hazards.

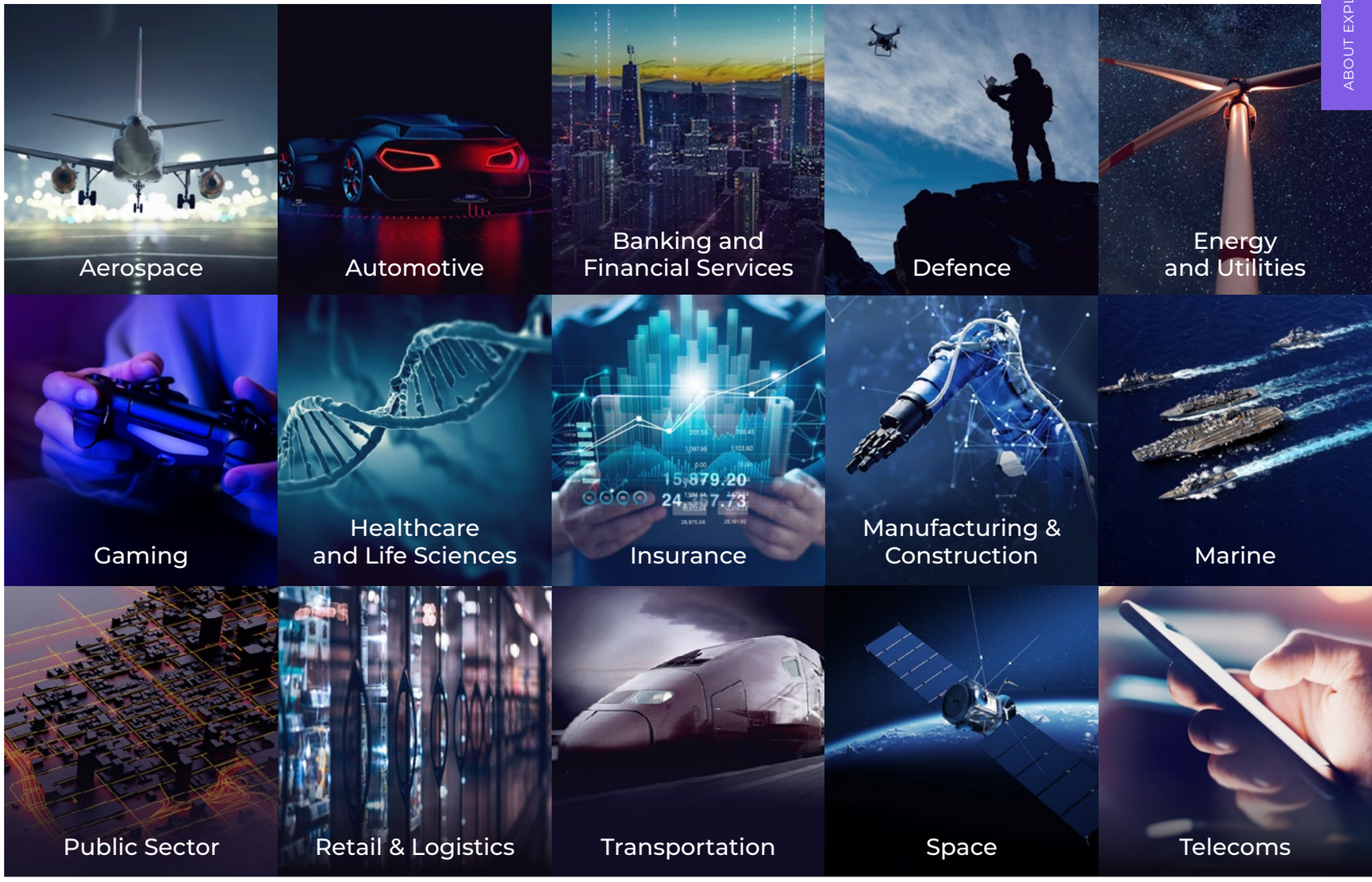


The trusted partner of leading companies across key industries

We are a recognised leader thanks to two key strengths: deep sector knowledge and successful project execution. Our offer takes clients from ideation to execution, successfully launching and completing complex projects of global significance. We help to ensure that our clients are not only ready for the future, but well positioned to thrive in a new reality.

› *For more information on our industries and services, click to access expleo.com*

Industries we support



Strategically positioned to build value

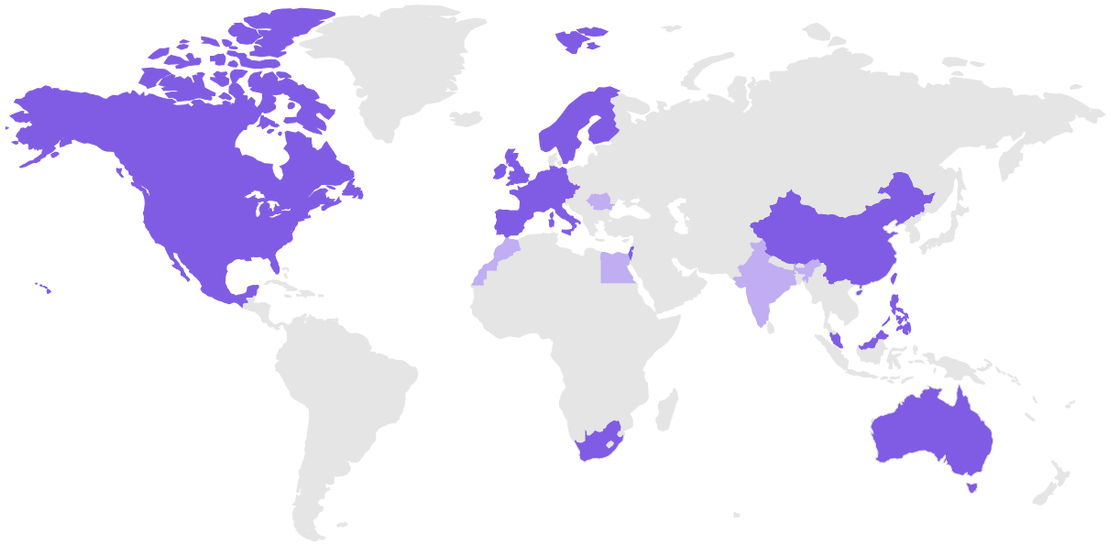
EUROPE
Austria
Belgium
Czech Republic
Finland
France
Germany
Ireland
Italy
Netherlands
Norway
Portugal
Romania
Spain
Sweden
Switzerland
United Kingdom

NORTH AMERICA
Canada
Mexico
United States

ASIA
China
India
Israel
Malaysia
Philippines
Singapore
UAE

AFRICA
Egypt
Morocco
South Africa

OCEANIA
Australia



10 excellence centres in four countries

EGYPT
Cairo

INDIA
Bangalore
Chennai (2)
Coimbatore
Mumbai
Pune

MOROCCO
Tangier

ROMANIA
Bucharest
Iasi

A global footprint in 30 countries

19,000+
innovation-driven experts

France 31%
Germany 11%
UK & Ireland 11%
India 23%
Romania 9%
Rest of the world 15%

€1.4 bn
2023 revenue

For more information on our locations, click to access expleo.com

An international brand

expleo

Think bold, act reliable

A strong network of high-value-adding subsidiaries

CONSULTING

Moorhouse an expleo company

trissential an expleo company

UMS+

INDUSTRIAL EXCELLENCE

SILVER ATENA an expleo company

STIRLING DYNAMICS an expleo company

AEROTEC & CONCEPT an expleo company

Expleo Plastic Solutions

OUR CAPITALS

Human
- Qualified and diverse teams in 30 countries
- 19,000 employees
- 29.5% women (25% at EXCOM level)
- Average age: 35 years old
- Hires >45-years-old: 8.6%

Intellectual
- Expleo Academy, the global training institution
- 100% of innovations align with at least one of the UN's 17 SDGs
- Global Hackathon, the sustainable innovation competition

Social & relationships
- Strong client focus & dedication to excellence
- One integrated brand worldwide: Expleo
- 7 consulting & industrial excellence affiliates
- Industry-leading partners
- Integration of CSR principles in our supply chain

Natural
- Expleo Net-Zero trajectory and plan
- 14,217 MWh consumed by buildings (scopes 1 and 2)
- 55% of total energy from renewable resources
- 987 m³ fuel consumed by the car fleet
- Environmental Management System deployed

Financial
- Strong financial position
- A stable investor
- The partner of leading companies across key industries

Expleo builds on its capitals to create value for its stakeholders

3 core services

BUSINESS TRANSFORMATION | **OPERATIONAL EXCELLENCE** | **SUPPORT**

Delivered by

ENGINEERING — **TECHNOLOGY** — **CONSULTING**

Supported by

ENABLERS

- Innovation
- HR
- IT
- Legal
- Ethics & Compliance
- Marketing & Communication
- Procurement
- Finance
- Quality
- CSR

A GROUP CSR STRATEGY

Four pillars

Innovation for Sustainability

Environment

Human Resources and Ethics

Twelve commitments

GOLD 2023 ecovadis Sustainability Rating

OUR VALUE CREATION AND IMPACTS

Human
- Flexible working conditions & work-life balance
- +1,415 employees versus 2022
- 97% permanent contracts
- 69% employee satisfaction (Great Place to Work) in 2022

Intellectual
- 25 hours training per employee
- 77% of R&D activities aligned with the EU Green Taxonomy (vs 48% in 2022)
- 16 countries participating in the Global Hackathon, 100+ proposals, three winning teams

Social & relationships
- 89% overall client satisfaction
- 95% of sites are ISO 9001 certified
- Our major suppliers to be annually assessed through a CSR performance evaluation

Natural
- Carbon footprint (market-based): 33,468 tCO_2e
- 16% CO_2 reduction vs 2019
- 24.41 tCO_2e per m€ revenue
- 329 tonnes of waste
- 28% of sites are ISO 14001 certified, including Expleo HQ

Financial
- €1.4bn in turnover, +8.5% vs 2022
- €148m in EBITDA, +17% vs 2022
- Solid growth and future perspectives
- Share of turnover of activities aligned with EU Taxonomy: 23%

Our CSR strategy, governance & reporting

Leading Expleo and our CSR ambitions

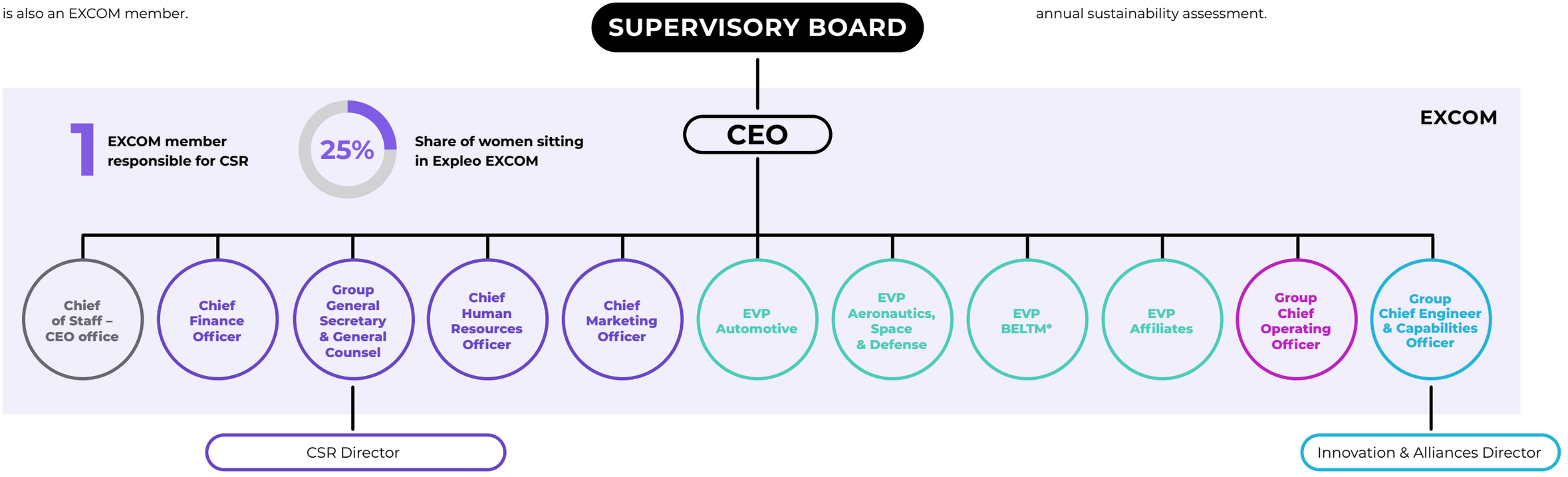
CSR is prioritised at the highest level of the company, reflecting its importance as a central focus in corporate governance.

Our Executive Management Board (EXCOM), headed by our CEO, is responsible for designing and executing the Group's business strategy, including CSR as a key growth driver. Our CSR strategy and team are led by the Group General Secretary & General Counsel, who is also an EXCOM member.

Expleo's Supervisory Board monitors and advises the EXCOM on the Group's strategy and business activities.. The Supervisory Board operates three committees: an audit committee, a remuneration committee and a strategic committee.

The Board is comprised of the Chairman (an independent member), four members representing Ardian (Expleo's majority shareholder) and one member representing Assystem (Expleo's minority shareholder). Two women sit on the Board.

CSR is discussed regularly between the Supervisory Board and EXCOM. Moreover, the Supervisory Board reviews the findings of our annual sustainability assessment.



*BELTM: BFSI, Energy & Utilities, Life Sciences & Chemicals, Transportation & Discrete Manufacturing and Diversified Industries

Integrating CSR
throughout the organisation

Guiding our approach

Expleo has a CSR team that leads the implementation of our CSR strategy and coordinates our collective actions. The team works with correspondents from various departments and countries, establishes our trajectory and ensures successful execution.

In addition, our CSR Steering Committee aims to advance CSR conversations among leadership, accelerate our pace and enhance our methods. The Committee meets quarterly to review our strategy, goals and progress and measure overall performance. Its members lead the strategy for their respective fields, such as human resources, sustainable business, environment, and ethics, or are representatives of geographical regions.

CSR strategy & policies

Our CSR strategy is implemented and its performance is monitored via an ISO 26000-aligned set of policies, procedures and dashboards including:

- Group Code of Conduct
- Group Labour & Human Rights Policy
- Group Diversity & Inclusion Policy
- Third-Party Risk Management Policy
- Group Health & Safety Policy
- Group Environmental Policy
- Group Travel Policy
- Group Contracting Policy
- Group Supplier Code of Conduct
- Group Purchasing Policy
- Group Information Security Policy
- Group Data Protection Policy

These policies are easily accessible and designed to provide stakeholders with instructions on how to implement our CSR strategy on a day-to-day basis. We continuously review the policies' effectiveness.

Sustainability is a responsibility for everyone at Expleo: we all play a part in working towards our goals. We empower every employee and manager with the tools and resources they need to implement our CSR strategy every day. Together, we are committed to fulfilling our objectives.

Florence BIGOT
Group General Secretary
& General Counsel

Delivering on our CSR strategy for Expleo and its stakeholders

Expleo has reaffirmed its commitment to its CSR strategy to respond to the urgent need for climate action and to enable its own workforce to flourish. We have delivered strong results by accelerating our innovation projects, acting to reduce emissions, and supporting our employees in their development.

For employees

Our people are the most essential part of our organisation. We are committed to supporting them to develop their skills and careers, in an inclusive environment that celebrates diversity. Our tagline, “Everything you are. Anything you want to be,” reflects this approach. Through initiatives that foster employee well-being and a healthy work-life balance, we strive to deliver on our promises to our workforce. Our Ambition 2025 strategy empowers all of our employees to contribute to our aim to create a greener, safer and better tomorrow.

For external stakeholders

Our CSR strategy holds us accountable for ourselves and our stakeholders. Beyond meeting stakeholder expectations, our CSR strategy strives to go further and support our customers and partners on their own sustainability journeys. Building a sustainable future is a collective effort; therefore, our approach takes each and every player into consideration. We do this by:

- Offering solutions to our **customers’** present and future challenges, complying with regulations and innovating for sustainability.
- Ensuring our **suppliers’** practices align with sustainability standards through a code of conduct and annual CSR assessments for our major suppliers.
- Communicating regularly with **investors** regarding goals, progress and performance while creating value through CSR.
- Collaborating with **research and innovation partners** to develop pioneering projects that contribute to a sustainable future.
- Supporting **local communities** through volunteering and philanthropic initiatives.

Our employees play a pivotal role in our CSR strategy. By clearly communicating our policies and regularly training our people, we enable them to implement our commitments both collectively and autonomously. Each employee is empowered to find innovative ways to take us further on our sustainability journey.

Odile Chaumont
Group Chief Human Resources Officer

Expleo’s recognised expertise in engineering and technology means that we have a responsibility to take the lead in promoting sustainability for our clients. We know how to tackle challenging issues and build innovative solutions. From reducing emissions to sourcing sustainable materials, our experts create added value for our customers and society.

Damien LASOU
EVP Consulting & Business Services, Managing Director France

Our CSR value proposition

Our CSR value proposition, ‘innovate sustainably, grow responsibly,’ is a promise to all stakeholders. It strives to generate value for our employees, customers and investors.

We continuously strive to provide our clients with answers to their current challenges while anticipating their future needs. As their partner of trust, we help them reinvent the way we move and how our cities operate, the way we deliver healthcare and how we envision the possibilities beyond our atmosphere. To this goal, **we have created an internal environment where innovation is encouraged** and where our teams’ ideas are often the starting point for new projects.

At Expleo, **we transform technological expertise into concrete solutions for a greener, safer and better tomorrow.** We want to make a difference for the future, which means **considering social and environmental sustainability for every new project.** We notably focus on the transition towards a more circular economy, on solving the challenges of clean, cheap and plentiful energy. We also understand that we have our part to play. This is why we are working hard to **reduce our environmental footprint in alignment with the UN Global Compact and Paris Agreement’s 1.5°C goal.**

Innovate sustainably, grow responsibly

Our employees are our biggest assets at the heart of our success and performance as a business. We want them to feel like they all share one common culture and similar values. This starts from recruitment, with a strong focus on gender equality and disability inclusion. We also pride ourselves on **offering everyone the opportunity to develop their skills and expertise,** to design their own career path. We prepare our teams for the strategic competencies of the future by providing them with the right training, upskilling and reskilling via our **Expleo Academy**.

Doing business with integrity is at the very core of Expleo’s values and is central to building trust-based relationships with our customers. We have launched two major global programmes to this effect: an anti-corruption programme and a programme aimed at protecting data (ours and our clients’) and at complying with all information security laws. **We are also committed to our teams’ well-being** as we promote a healthy work-life balance – including the right to disconnect – and strive to support our employees through life-changing events.

Our Ambition 2025 plan

is set out in four pillars and 12 commitments

Our CSR strategy is detailed in our Ambition 2025 plan, in which we set out our objectives and key performance indicators to measure progress. The plan is organised into four pillars, reflecting the four components of our CSR value proposition, 'innovate sustainably, grow responsibly'. Comprising the pillars are 12 commitments. For each commitment, we specify our corresponding Ambition 2025 objectives and indicators, which we closely monitor so we can implement targeted actions for improvement.

Proposition	Pillars	Ambition 2025 targets
Innovate and transform society for a better tomorrow		
INNOVATE	**Anticipate** our clients' and society's **sustainability challenges**	Continue to ensure that **100%** of our R&D projects contribute to at least one UN Sustainable Development Goal **10%** of global sales generated by innovation for sustainability **1/3 of revenue** aligned with the Green Taxonomy guidelines
	Offer solutions which accelerate our **clients' sustainable transformation**	
Commit to a carbon neutral and greener future		
SUSTAINABLY	Achieve **net-zero** carbon emissions	**Reduce by 50% scope 1+2+3** emissions by 2025 compared to 2019 levels **Achieve net-zero greenhouse gas emissions** across the value chain by 2030
	Reduce our **resource consumption** and **waste production**	
Enable our people to flourish in all their diversities		
GROW	**Develop our people,** their skills and their careers	**90%** of employees trained **20+** average hours per unique employee **35%** of women in the Group **Mandatory training** to avoid Diversity & Inclusion bias in recruitment processes
	Foster **diversity, inclusion,** respect and fair treatment	
	Promote **a healthy work-life balance** and ensure **a safe environment**	
	Listen to and **engage with our people**	
	Support our **local communities** with **skills-based volunteering and philanthropy**	
Show uncompromising integrity in our business conduct		
RESPONSIBLY	Ensure our **ethical exemplarity** in all our operations	**95%** of employees trained on our Code of Conduct, Information Security and Data Protection **All of our major suppliers** are subject to an annual CSR Performance evaluation and improvement process
	Integrate **sustainability principles** in our **procurement**	
	Guarantee **data security and privacy**	

The impact of our CSR approach

Through our CSR strategy and *Innovation for Sustainability* model, we contribute to the United Nations' Sustainable Development Goals.

For over a decade, Expleo has followed the universal principles of the United Nations (UN) Global Compact, a corporate sustainability initiative that we joined in 2011. This has shaped our actions and values.

We use the UN's Sustainable Development Goals (SDGs) as a framework by which to guide our contribution to sustainability and catalyse our innovation process. Our *Innovation for Sustainability* model requires 100% of our innovations to contribute to at least one SDG. In this way, we are aligning with worldwide efforts to create a greener, safer and better tomorrow.

The following sections of this report feature icons corresponding to the SDGs to which each of our CSR strategy's commitments contribute.

We work with external, independent parties qualified to assess the impact of our CSR strategy.

To track our progress and hold ourselves accountable, we engage with external experts who measure our performance.

EcoVadis, the world's largest provider of business sustainability ratings, awarded us a Gold rating for our sustainability performance in 2023. This is Expleo's first Gold EcoVadis award, following three years of a Silver rating. EcoVadis' rating also identifies areas where we can do better.

CDP, a not-for-profit charity that runs the global environmental disclosure system, also evaluated our CSR performance in 2023. CDP assessed our performance on climate change governance with a score of B, while our supplier engagement received a score of A-. For the first time, we also carried out a water security assessment with CDP, receiving a score of C.

Our CSR reporting is strengthened by the standards and framework of the European Corporate Sustainability Reporting Directive

Taking sustainability action means we strive always to uphold the highest standards.

For this reason, our 2023 CSR report aims to align as far as possible with the European Union's (EU) Corporate Sustainability Reporting Directive (CSRD). The CSRD is a regulation from the European Commission that aims to improve corporate sustainability reporting transparency and comparability for companies' operations worldwide.

We plan to meet all CSRD requirements in our 2024 CSR report (which will be published in 2025), one year ahead of when it becomes mandatory for us.

The new reporting requirements under the CSRD represent an opportunity for us to better evaluate how our business and activities impact society and the environment, and vice versa. The required analyses allow us to pinpoint areas where we can improve. In this way, the CSRD is a transformational tool for Expleo as we act to achieve our sustainability goals.

Among the features of this report that converge with CSRD requirements are:

- A double materiality and risks and opportunities analysis (see pages 18-22)
- An EU Taxonomy audit (see page 26, 'Offer solutions which accelerate our clients' sustainable transformation')
- An analysis of alignment with the European Sustainability Reporting Standards (ESRS) (see 'Indicators table')

Part of the CSRD, the ESRS are 12 standards that are geared towards facilitating consistent and comparable sustainability reporting for companies' global business activities. The ESRS range from cross-cutting standards consisting of general principles and business strategy to thematic standards such as climate change, pollution, resource use & circular economy, own workers & workers in the value chain, and business conduct, among others.

How we prepare our reports

Our CSR team collects the extra-financial data necessary for the annual CSR report. This data is collected from a network of correspondents situated across various departments and geographical locations throughout the Group.

We are committed to meeting evolving requirements for the volume and quality of reporting data. To this end, we plan to increasingly automate data collection through our business software applications. We will also begin using a dedicated sustainability reporting tool.

Specifically concerning carbon emissions reporting, a comprehensive reporting campaign is conducted at the beginning of each year for the previous year's emissions. This campaign follows a standardised global reporting procedure and tool in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. Additionally, we submit our GHG emissions reporting to an accredited body for external verification according to the ISO 14064-1:2018 standard.

Analysing our impact
through double materiality

A key requirement under the CSRD, double materiality expands the concept of materiality in sustainability reporting. It helps us better understand how our business is impacted by sustainability issues ('outside in'), as well as how our activities affect society and the environment ('inside out').

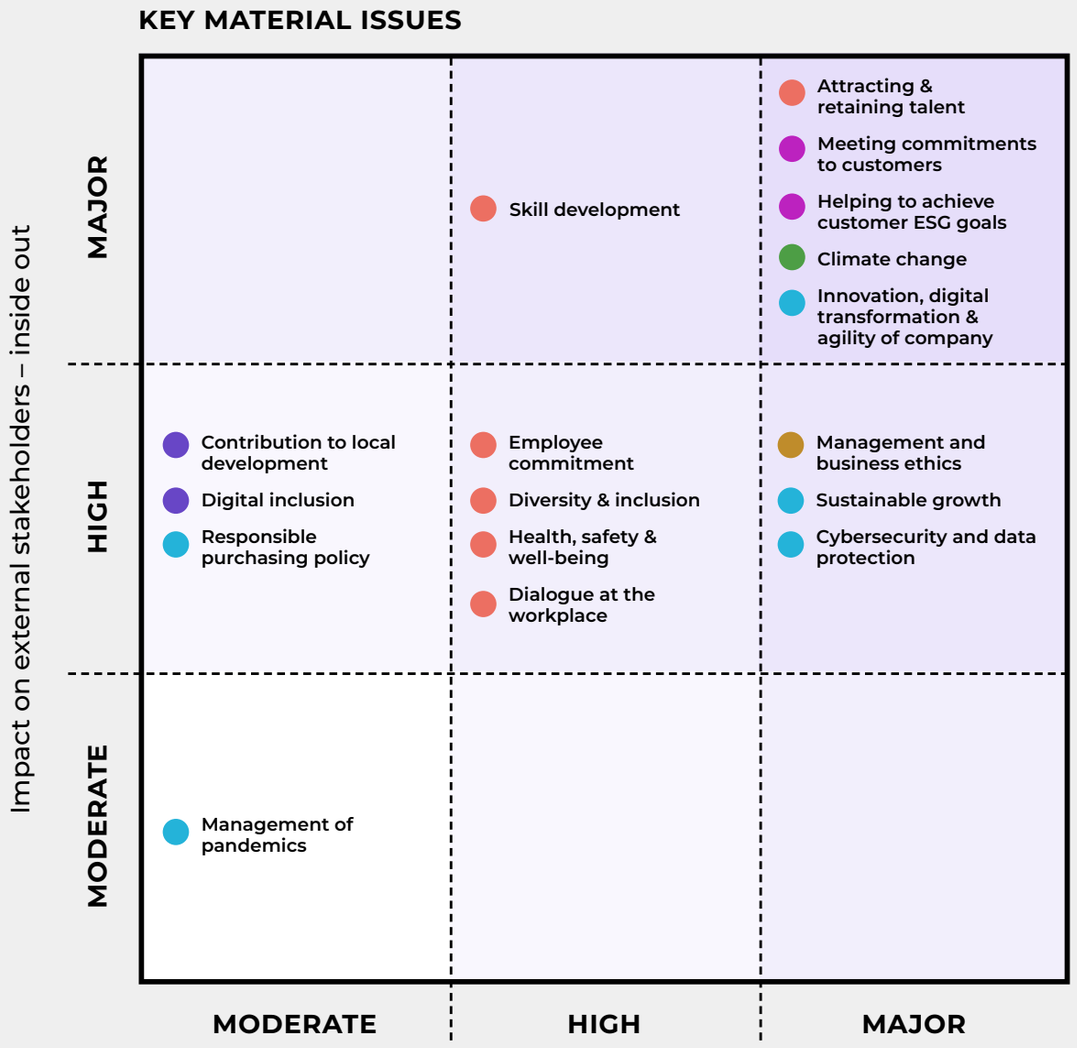
To inform our double materiality analysis, we worked with a neutral third party to carry out two stakeholder consultations. The first, in 2022, focused on mapping material risks. The second, in 2023, consisted of interviews with both internal and external stakeholders.

The analysis identified 17 key material issues significant for both Expleo and its stakeholders. These issues are classified into three levels of criticality: major, high and moderate. Five issues are considered to be of major criticality for both Expleo and its external stakeholders.

The following sections of this report indicate the material issues Expleo addresses with each of its commitments.

EMPLOYEES	A mutual commitment with employees
CUSTOMERS	Be a trusted partner to customers
SOCIETY	Listen to stakeholders
ENVIRONMENT	Being a clear-sighted and responsible company
ETHICS	Ensuring ethics and compliance along the value chain
BUSINESS MODEL	Develop a sustainable business model

Matrix of double materiality and risk management



These 17 material issues generate risks and opportunities for Expleo and our stakeholders.
We respond to them through our CSR commitments.

Material issues	Risks & opportunities	Stakeholders	Our responding CSR commitments
Attracting & retaining talent	• Difficulty or ease in attracting & retaining talent, including leadership such as managers	Employees Candidates	• Develop our people, their skills and their careers • Foster diversity, inclusion, respect and fair treatment
Skill development	• Difficulty or ease of developing talent • Lack of resources in key skills • Recruitment & integration costs	Employees Clients	• Develop our people, their skills and their careers
Employee commitment	• Social climate • Work-life balance • Career development • Flexible working environment • Workplace well-being policy & practices • Increase in absenteeism • Increase in replacement staff budgets • Deterioration of the company's image on the market	Employees	• Promote a healthy work-life balance and ensure a safe environment • Listen to and engage with our people
Diversity & inclusion	• Compliance with social regulations • Responses to social expectations • Increase in range of recruitment opportunities • Wider collective intelligence • Discrimination in the workplace • Deficit of women & minorities in the workforce • Legal issues • Company image & reputation • Harassment in the workplace	Employees Candidates Suppliers	• Foster diversity, inclusion, respect and fair treatment

These 17 material issues generate risks and opportunities for Expleo and our stakeholders.
We respond to them through our CSR commitments.

Material issues	Risks & opportunities	Stakeholders	Our responding CSR commitments
Health, safety & well-being	· Risks related to people's safety · Legal risks · Budgetary costs · Direct & indirect social costs · Enhanced employee trust	Employees Suppliers	· Promote a healthy work-life balance and ensure a safe environment
Dialogue at the workplace	· Risks of social conflict · Deterioration of the social climate · Demobilisation of employees · Productivity decline	Employees	· Listen to and engage with our people
Meeting commitments to customers	· Strengthening customer confidence · Security principles · Network security · Compliance, legal & financial risks	Clients Employees Suppliers	· Anticipate our clients' and society's sustainability challenges · Offer solutions which accelerate our clients' sustainable transformation
Helping to achieve customer ESG goals	· Strategic market position opportunities · Company image & reputation · Commercial risk	Clients Employees Suppliers	· Offer solutions which accelerate our clients' sustainable transformation
Climate change	· Company image & reputation · Legal & non-compliance risks · Business risks in the form of lost tenders and revenue · Development of innovative and sustainable solutions	Investors Local governments Clients Employees Suppliers Society	· Achieve net-zero carbon emissions · Reduce our resource consumption and waste production · Offer solutions which accelerate our clients' sustainable transformation

These 17 material issues generate risks and opportunities for Expleo and our stakeholders.
We respond to them through our CSR commitments.

Material issues	Risks & opportunities	Stakeholders	Our responding CSR commitments
Innovation, digital transformation & agility of company	• Increased customer trust • Increased supplier trust • Enhanced employee satisfaction • Reputation & image improvement • Absence of a positioning on research and innovation activities (breakthrough or continuous improvement) consequences in terms of market positioning	Clients Employees Universities and research institutes	• Anticipate our clients' and society's sustainability challenges
Sustainable growth	• Group's long-term viability • Social & legal risks	Investors Local governments Clients Employees Suppliers Society	• All our CSR commitments
Cybersecurity & data protection	• IT continuity plan • Stakeholder confidence • Data loss risks • Intangible asset control • Contract breach risks	Clients Employees Suppliers	• Guarantee data security and privacy
Responsible purchasing policy	• Improvement or deterioration of delivery & payment times • Supplier audit • Legal risks	Suppliers and their own suppliers	• Integrate sustainability principles in our procurement

These 17 material issues generate risks and opportunities for Expleo and our stakeholders.
We respond to them through our CSR commitments.

Material issues	Risks & opportunities	Stakeholders	Our responding CSR commitments
Management of pandemics	· People safety · Legal risks · Replacement costs of impacted people · Risk of disengagement	Clients Employees Suppliers Society	· Promote a healthy work-life balance and ensure a safe environment · Guarantee data security and privacy
Management & business ethics	· Increased trust with suppliers & customers · Enhanced employee satisfaction · Risks to reputation & image · Risks of regulatory penalties	Clients Employees Suppliers	· Ensure our ethical exemplarity in all our operations
Contribution to local development	· Responding to stakeholders' expectations · Company image & reputation · Acceptability of activities	Society Employees	· Support our local communities with skills-based volunteering and philanthropy
Digital inclusion	· Responding to stakeholders' expectations · Company image & reputation	Clients Employees Suppliers Society	· Support our local communities with skills-based volunteering and philanthropy

INNOVATION FOR SUSTAINABILITY

Transform society for a better tomorrow

- Anticipate our clients' and society's sustainability challenges
- Offer solutions which accelerate our clients' sustainable transformation

Innovation is at the centre of everything we do at Expleo. We create value by responding to our customers' challenges and the macro trends impacting society, from generative AI to renewable energies. Our innovation model is built on sustainability: all of our projects contribute to at least one of the United Nations' Sustainable Development Goals.

Christophe CAZES
VP, Global Head of Innovation & Partnerships

Anticipate our clients' and society's sustainability challenges

KPIs

Percentage of R&D projects that contribute to at least one of the UN's SDGs

100%

Share of green investments in total R&D budget

77%

(versus 48% in 2022)

Associated material issues

- Meeting commitments to customers
- Innovation, digital transformation & agility of company

Commitment overview

Innovation is a core part of Expleo's service offering. Through an innovation model founded on sustainability, we develop projects that create value and a positive impact for both our customers and society. By innovating, we find pioneering solutions to our clients' current and future challenges, and anticipate and respond to the macro trends impacting society. Our approach requires us to always be agile and adaptable. In alignment with our Group-wide strategy, our innovation policy prioritises research, proactive improvement, and internal and external collaboration.

Group policies and achievements

Our projects make an impact for our planet

In 2023, we initiated new innovation concepts, accelerated existing projects and launched completed ones. Notably, we launched our first nanosatellite, ENSO (Expleo Nanosat for Solar-irradiance Observations), into space. Data from this satellite, developed in partnership with the University Space Centre of Montpellier in France, will improve our understanding of the impact of solar activity on the Earth's atmosphere.

We also partnered with scientific research centre CNRS@CREATE, in Singapore, to develop a digital twin for smart cities. With our digital twin, or virtual representation, of a city, we will be able to run simulations and tests to study pollution, traffic congestion, flooding and urban heat islands.

Similarly, our digital twin for preventive firefighting aims to create models of real-life wildfires, including real wind conditions and geographies. By speeding up the model to simulate the fire's future progression, it will be possible to predict the fire's evolution and adjust the firefighting response accordingly.

A model based on sustainability

Our *Innovation for Sustainability* model is overseen by our Innovation Steering Committee comprising EXCOM members. It guarantees that all of our projects support global sustainability initiatives. Crucially, we continue to ensure that all of our innovation projects contribute to at least one of the United Nations' (UN) 17 Sustainable Development Goals (SDG). We also strive to align our projects with environmental criteria laid out in the EU Taxonomy.

Open innovation through collaboration

In the spirit of collaboration, we work with a variety of partners to develop our projects, in an open innovation model.

We spearhead co-innovation projects to jointly develop solutions with our customers. Both proactively and in response to problems our clients identify, we share our innovation ideas and Proofs of Concept. We then customise these for an individual customer, before developing the project together. In this way, we engage our customers on our sustainability journey. For example, ExpleoNóra™, our mobile banking software protecting consumers from fraudulent text messages, was developed in response to a need identified by our customer, Irish bank PTSB.

We also collaborate with the public sector, research centres, institutions, universities, experts, technological partners and start-ups. Our partners include Arts et Métiers ParisTech, Clinatec, the National Centre for Scientific Research (CNRS), SystemX and the University Space Centre of Montpellier, all in France; CNRS@CREATE, in Singapore; and University College Dublin, in Ireland.

Empowering all our workforce to innovate
To accelerate our momentum in 2023, we recruited over 100 PhD talents to join our innovation team. All our projects involve employees from multiple country offices.

Expleo also holds an annual Global Hackathon to engage employees across the organisation to promote innovation. During this event, we challenge employees to create their own innovation projects. Expleo employees worldwide work together in small teams, collaborating across borders and disciplines. Participants develop new skills, engage with colleagues and gain awareness of innovation and the UN SDGs. Each year, the three winning teams' projects are integrated into Expleo's strategic pipeline.

In 2023, we held the first-ever edition of our Global Hackathon. The Hackathon's second edition, in early 2024, united 235 Expleo employees across 16 countries. Together they developed over 100 projects related to one of two macro-trends: generative AI and Net Zero.

Ambition 2025

Going forward, we will continue to ensure that 100% of our innovation projects contribute to at least one UN SDG. We will also strive to maintain a majority of our research and development activities in alignment with the EU Taxonomy. Moreover, we aim to regularly conduct co-innovation projects with clients, and for 10% of our global sales to be generated by *Innovation for Sustainability*. Finally, we aim to engage employees across all countries where we operate in contributing to this model.

Expleo's innovations contribute to the UN's Sustainable Development Goals (SDG)

All of our innovation projects contribute to at least one of the UN's 17 SDGs.
Below is a selection of the SDGs and our contributing projects:

Safe hubs with ExpleoDealla™
In partnership with University College Dublin in Ireland, Expleo has launched a mobile app so that women who feel unsafe walking outdoors can find a safe hub.

Digital twin of wind farms
With our digital twins of wind farms, we aim to simulate a wind farm's operation before it is built. In this way, we can determine how best to position wind turbines to optimise energy production.

Software quality with ExpleoSophia™
Expleo has developed a large language model to enhance software quality.

Design Smart
Our Design Smart solution uses AI, including generative AI, for design and product development.

Anti-smishing with ExpleoNóra™
A software designed for the mobile apps of banks, ExpleoNóra™ notifies users when they receive malicious text messages as part of "smishing" attacks (cyberattacks through text messages).

Tracking pollution with ExpleoCassie™
Our ExpleoCassie™ drones work in unison to measure pollution by tracking its path in a given area.

Software-defined vehicle
Like a mobile phone with software updates, our software-defined vehicle can be regularly modernised. This extends its lifespan, reducing waste from obsolescence and new vehicle production.

Monitoring CO_2 consumption with ExpleoGaia™
ExpleoGaia™ is a personalised carbon index that monitors CO_2 consumption and provides recommendations for mitigating emissions. It was developed by the winners of our 2023 Global Hackathon.

Observing natural patterns with ExpleoLissa™
Our next-generation software-defined nanosatellite, ExpleoLissa™, can be continuously re-configured during its orbit to take on new and changing missions. Among its potential applications are monitoring wind farms, tracking wildlife, and carrying out search and rescue missions.

Offer solutions which accelerate our clients' sustainable transformation

KPIs

Share of turnover of activities aligned with EU Taxonomy

23%

(versus 14% in 2022)

Overall client satisfaction from our annual customer satisfaction survey

89%

Associated Sustainable Development Goals

Associated material issues

- Meeting commitments to customers
- Helping to achieve customer ESG goals
- Climate change

Commitment overview

Acting as a reliable partner for our customers means helping them reach their sustainability goals. Through our range of cutting-edge solutions, we support companies across industries as they respond to environmental, social and governance challenges. Our strategy also integrates the environmental criteria laid out in the EU Taxonomy. Because collective action is required to mitigate climate change, we are committed to fostering collaboration across the value chain and driving the transition to a carbon-neutral, sustainable economy.

Group policies and achievements

Providing sustainability solutions to our customers

As companies in every industry accelerate their transition to sustainable business models, we aim to guide and support them through our services. Our offer includes a range of solutions, from business transformation to operational excellence and customer support. Among the sustainability solutions we provide are:

- Sustainable design & lifecycle assessment
- Hydrogen & energy solutions
- E-mobility
- Climate & environmental strategy formulation
- Training & upskilling to service sustainability-related needs
- Lifecycle cost optimisation

Because every organisation's sustainability journey is unique, we also work with clients to develop customised products. These include tailor-made decarbonisation action plans and tracking systems for specific metrics.

EU Taxonomy alignment

In 2023, our operations were once again audited to assess alignment with the EU Taxonomy, which sets out conditions that economic activities must meet in order to qualify as environmentally sustainable. This framework takes on a key role under the new European reporting directive, CSRD.

The degree to which Expleo's activities meet the Taxonomy's criteria is reflected in measurement against three financial indicators: turnover, capital expenditures (Capex) and operating expenses (Opex).

This audit and its results reinforce Expleo's strategy by identifying improvement areas, building stakeholder trust and ensuring compliance. Moreover, we have incorporated the EU Taxonomy's environmental principles into our growth strategy, making sustainability an integral part of our business model.

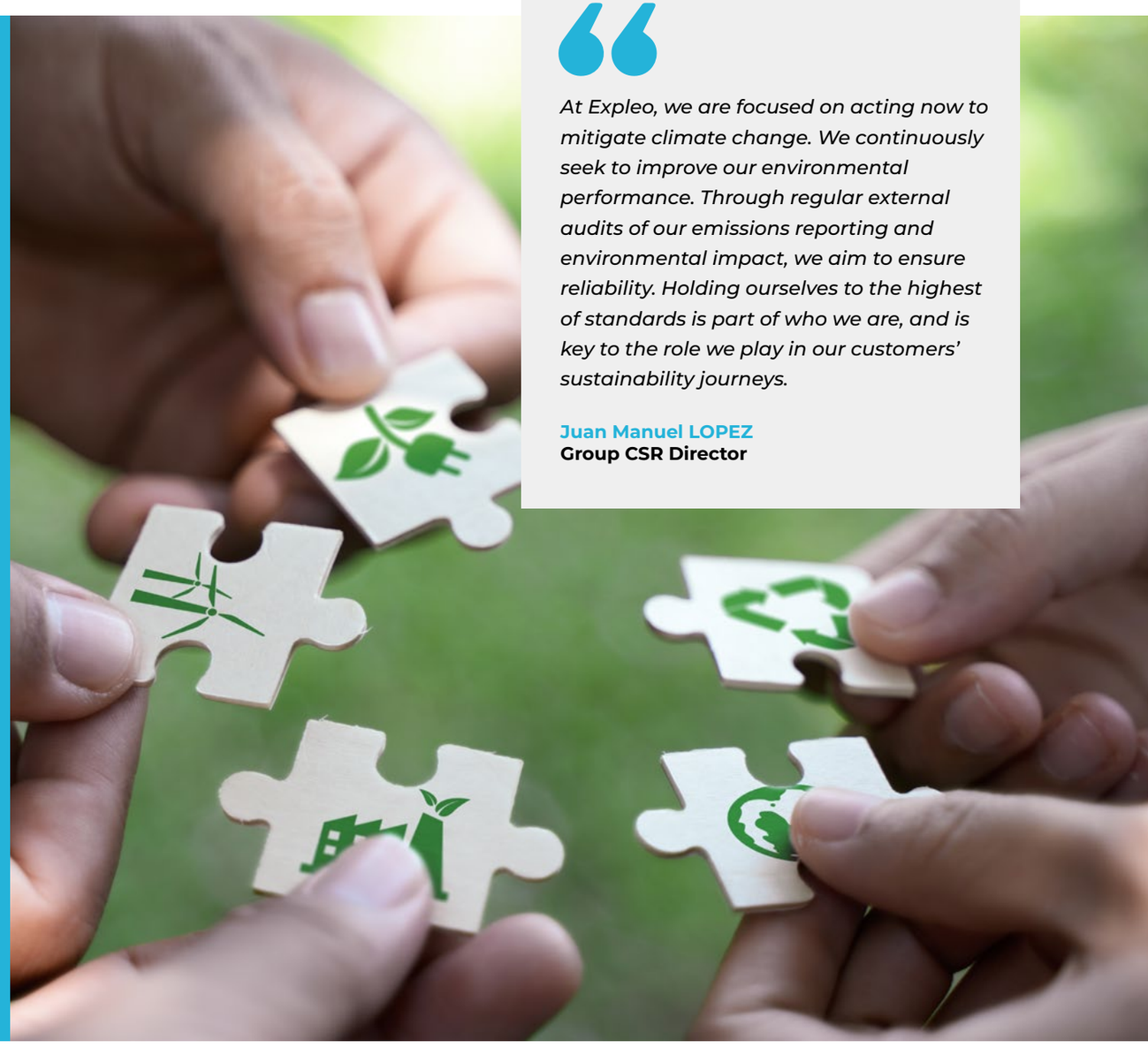
Ambition 2025

Looking ahead, we aim to continue increasing the share of Expleo's turnover aligned with the EU Taxonomy, so that it reaches 33% by 2025.

ENVIRONMENT

Commit to a carbon-neutral and greener future

- Achieve net-zero carbon emissions
- Reduce our resource consumption and waste production



At Expleo, we are focused on acting now to mitigate climate change. We continuously seek to improve our environmental performance. Through regular external audits of our emissions reporting and environmental impact, we aim to ensure reliability. Holding ourselves to the highest of standards is part of who we are, and is key to the role we play in our customers' sustainability journeys.

Juan Manuel LOPEZ
Group CSR Director

Achieve net-zero carbon emissions

KPIs

CO_2 emissions per million euros of revenue ($tCO_2e/m€$)	Total CO_2 footprint (tCO_2e)	Scope 1 (tCO_2e)	Scope 2 (tCO_2e) (Location-based)	Scope 3 (tCO_2e)
24.41	33,851	2,848	3,711	27,291

Associated Sustainable Development Goals

Associated material issues

- Climate change

Commitment overview

We aim to take a leading role in the energy transition to fight climate change. As an engineering, technology and consulting services company, we enable our customers to pursue their decarbonisation goals while also setting ambitious targets to reduce our own environmental impact and cut our greenhouse gas (GHG) emissions. Expleo's internal transition plan and policies are informed by the most rigorous scientific standards.

Group policies and achievements

Towards net-zero emissions

Expleo maintains a Group Environmental Policy that defines GHG emissions reductions goals, including reaching net-zero emissions by 2030. Our targets align with the objectives of the UN Global Compact and the Paris Agreement, which aims to limit global heating to 1.5°C. In keeping with our commitment with the Science Based Targets initiative (SBTi), we plan to submit our near-term and net-zero decarbonisation targets for validation in 2024.

As part of our transition plan, we are implementing energy-efficiency measures at all sites. We are also increasing the percentage of renewable sources in our energy supply mix for Group-wide operations. In France, Germany, the UK, Ireland and Austria, we now purchase 100% renewable electricity. As a result, over 50% of our global energy consumption came from renewable sources in 2023, ahead of our 2025 goal.

In 2023, we continued to transition our fleet with the aim of reaching 100% zero-emission company vehicles. Moreover, we seek to work as much as possible with suppliers, in particular for digital, cloud-based solutions, who share our dedication to sustainability.

Reliable emissions tracking and reporting

As we work towards our targets, we gauge our progress by measuring our annual scope 1, 2 and 3 emissions from across our value chain, according to the GHG Protocol Corporate Accounting and Reporting Standard.

In 2023, we worked with LRQA, a third-party auditor, on assurance of our GHG emissions reporting.

Going forward, we are investigating digital solutions for carbon footprint monitoring and reporting, aiming to deploy them organisation-wide to enhance efficiency.

Ambition 2025

Our emissions reductions goals are:

- By 2025, reduce our global GHG emissions (scopes 1, 2 and 3) by 50%, as compared to 2019 levels
- By 2030, achieve net-zero GHG emissions across our entire value chain

Throughout our energy transition and decarbonisation process, we will continue to work with third-party auditors and partners to validate our performance and targets.

Reduce our resource consumption and waste production

KPIs

Total energy consumption per million euros of revenue (MWh/m€)	Buildings energy consumption (MWh)	Share of renewable energy	Car fleet fuel consumption (m^3)	Total water consumption (m^3)	Total waste production (tonnes)
10.25 (scopes 1 and 2)	14,217 (scopes 1 and 2)	55% (scopes 1 and 2)	987	48,819	329

Associated Sustainable Development Goals

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Associated material issues

- Climate change

Commitment overview

We are dedicated to limiting our impact on the natural world by decreasing our environmental footprint at each of our sites. Beyond reducing carbon emissions, we strive to reduce Expleo's use of the planet's resources, like energy, water and paper. As we cut consumption, we also limit waste from our operations, such as electronic devices and packaging.

Group policies and achievements

Reducing waste through the circular economy

To reduce waste production, Expleo participates where possible in the circular economy and decreases the volume of waste wherever it cannot be put back into circulation. In 2023, the Group improved its processes for monitoring waste, to identify areas where it can be recycled or reduced.

In particular, we expanded our electronic waste recycling procedures. Also, where possible, we rent electronic equipment from suppliers who guarantee to give it a second life.

Expleo's sites' local initiatives continue to make an impact. For example, different countries have implemented recycling efforts as well as sorting cartridges and toners. Some sites have replaced single-use items, such as our headquarters in Montigny-le-Bretonneux, France, which has eliminated all paper and plastic cups. Still other teams have repurposed computers and electronic equipment.

Protecting water and wildlife

Though as a services company, we have a limited impact on the environments in which we work, we still aim to preserve them. Water is a precious and scarce natural resource, which is why we have implemented monitoring. In 2023, we collected water consumption data in every country where we operate, with the goal of developing a water management plan.

We also used the World Wildlife Fund's (WWF's) Risk Filter tools to identify water and biodiversity risks at each of Expleo's sites. These results will enable our teams to address risks with tailored actions.

Raising employee awareness

To boost employee awareness, we conduct regular communications campaigns on environmental preservation and eco-friendly habits. Expleo also provides a global sustainability module to all new hires as part of onboarding.

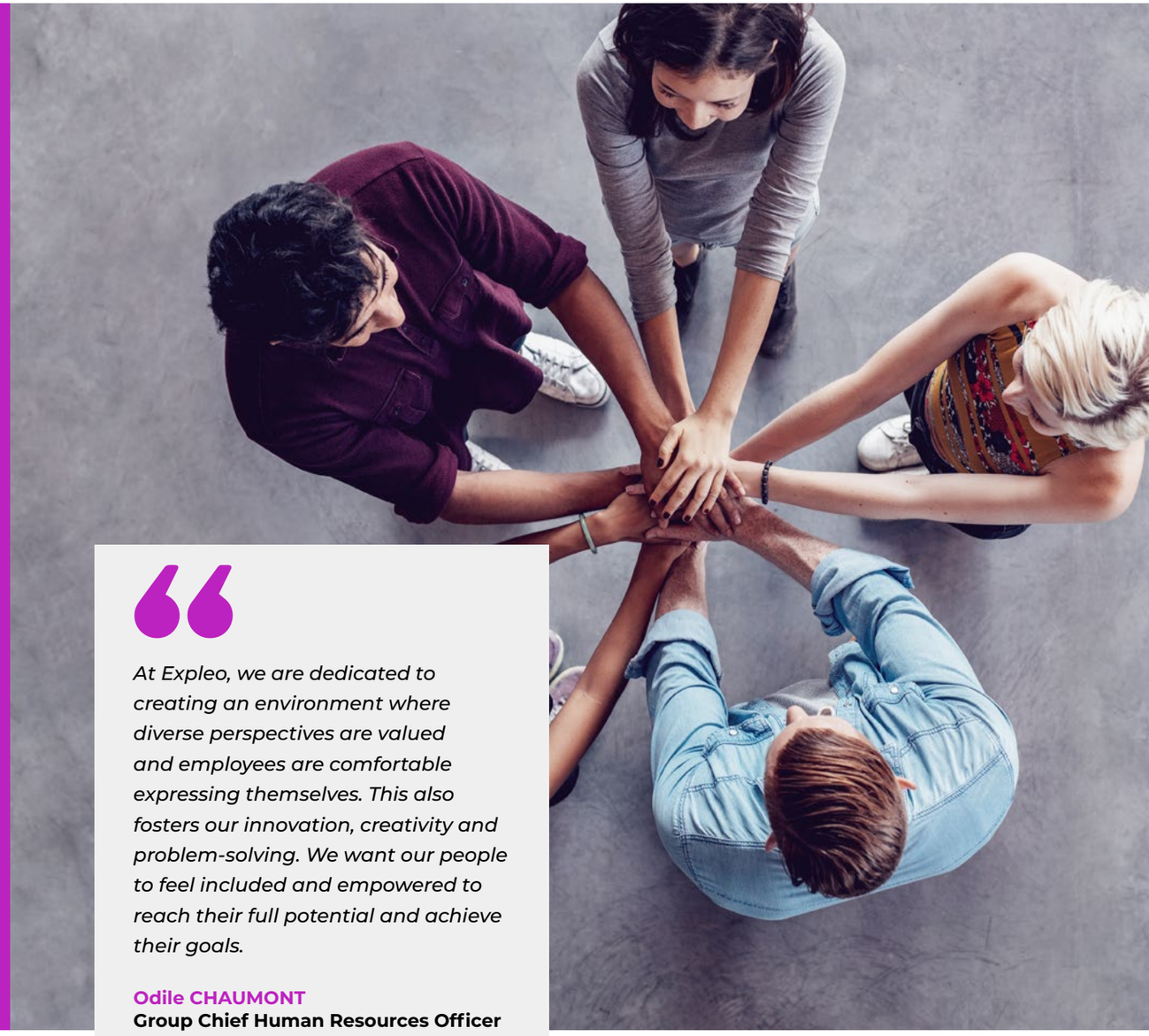
Ambition 2025

We aim to implement best practices at all our sites by deploying a Group Environmental Management System (EMS) that complies with ISO 14001. Several of Expleo's locations, including our headquarters, are already ISO 14001 certified. Going forward, our goal is to achieve certification to this standard in all the countries where we operate.

SOCIAL

Enable our people to flourish in all their diversities

- Develop our people, their skills and their careers
- Foster diversity, inclusion, respect and fair treatment
- Promote a healthy work-life balance and ensure a safe environment
- Listen to and engage with our people
- Support our local communities with skills-based volunteering and philanthropy



At Expleo, we are dedicated to creating an environment where diverse perspectives are valued and employees are comfortable expressing themselves. This also fosters our innovation, creativity and problem-solving. We want our people to feel included and empowered to reach their full potential and achieve their goals.

Odile CHAUMONT
Group Chief Human Resources Officer

Develop our people, their skills and their careers

KPIs

Percentage of employees who received training	Average number of hours of training per employee	Expleo growth – Increase in employees since 2022	Share of permanent contracts
83%	30	+1,415	97%

Associated Sustainable Development Goals

Associated material issues

- Attracting and retaining talent
- Skill development

Commitment overview

Expleo's employees drive all of our successes; in turn, we help them learn and strengthen their skills to further their own careers. Through training programmes that equip people with vital resources and tools, we stay true to our tagline, "Everything you are. Anything you want to be." We support each team member so they can thrive and make the most of their time at Expleo, and as they forge their unique professional path.

Group policies and achievements

Global training, individualised results

Expleo prioritises the development and upskilling of employees everywhere the company operates. In 2023, we invested in learning and development for our workforce. Our employees' cumulative training hours increased by 39%, compared to 2022.

The Expleo Academy is the manifestation of our commitment to employee training, offering a range of programs and courses globally. Last year, we launched the Learn@Expleo catalogue on our intranet, allowing employees to browse and enroll in courses of interest. Our offerings range from technical training in programming languages to courses in soft skills like leadership and communication. Some courses are tailored to specific business units or individual customer needs.

In some countries, we also offer localised training programmes, depending on the needs of specific industries and regions. In France, for example, in response to a talent shortage impacting one of our clients, Expleo launched a programme to train 30 new aeronautic process technicians. Meanwhile, in Ireland we ran a consultancy skills training for 180 Expleo employees.

Career development retains talent

Expleo supports employees throughout their professional journeys. We run career development sessions in which we seek to understand employees' professional goals and introduce them to internal opportunities for growth. Internal mobility is crucial to talent retention and attraction, and also keeps our teams dynamic and our solutions fresh.

In these sessions, we ask employees if they wish to switch projects. In 2023, we launched the Job Rotation Project, enabling eligible and interested employees to rotate roles and projects. Following conversations with their manager and the Human Resources team, these employees were able to take on a new role or project within their business unit.

Career development also takes place through initiatives in each of our country offices. Last year in India, for instance, Expleo hosted an internal career fair.

Ambition 2025

Expleo aims to train 90% of our workforce. We strive to maintain an average of more than 20 training hours per employee, already far exceeded in 2023. Finally, we are working to implement the Job Rotation Project in each country where we operate.

Foster diversity, inclusion, respect and fair treatment

KPIs

Share of female employees	Gender equality score (scope UES France)
29.5%	89/100

Associated Sustainable Development Goals

Associated material issues

- Attracting and retaining talent
- Diversity and inclusion

Commitment overview

Expleo's inclusive culture enables us to bring diverse ideas and experiences to the table. We are committed to creating a work environment where every employee can reach their full potential, regardless of their background, identity or beliefs. Our strict non-discrimination policies ensure inclusion for all genders, sexual orientations, ethnicities, origins, and physical abilities.

Group policies and achievements

Creating a global D&I culture

In 2023, we developed our new Group Diversity and Inclusion (D&I) Policy, which we published in early 2024. The policy is intended to empower diverse perspectives and ensure all employees are valued, included and motivated. It describes our commitments as an employer, provides guidelines for all employees as well as individuals who operate on behalf of Expleo, and explains the procedures for reporting policy violations or concerns.

Expleo made D&I and unconscious bias training mandatory for all recruiters and hiring managers in 2023, ensuring an equitable recruitment process. We also provide cross-cultural intelligence training to our employees.

Our dedication to fair treatment is represented in our remuneration practices. To ensure that our salaries are competitive and consistent with employees' skill levels, we conduct benchmarks on industry wages in several countries every other year and maintain a complete dataset.

Promoting gender equality

Our D&I Policy includes a specific focus on gender diversity and balance. We remain committed to actively attracting and recruiting women around the world. To this end, we partner with institutions and associations that support women working in engineering and science.

We support women's career growth and personal needs by offering extended maternity leave, increasing female representation in management, and ensuring fairness in promotions, salaries, and training. We also raise awareness on D&I topics with internal campaigns for events like International Women's Day and International Women in Engineering Day.

Localising D&I initiatives

In addition to Group-wide efforts, Expleo demonstrates its commitment to diversity at the local level, through programmes tailored to suit local contexts. This is an important component of our work, as every country has different standards and needs when it comes to D&I.

For example, in India, in 2023, more than 60 women at Expleo took part in a leadership mentoring programme. Meanwhile, in the UK, some of Expleo's women engineers visited schools to encourage girls to consider science, technology, engineering and mathematics (STEM) careers. In Ireland, we introduced the Maternity Returners Programme and Menopause Leave, supporting women throughout life's journey.

Local initiatives also fostered ability diversity. In France, over 1,000 employees took part in "Handiweek," an event for disability awareness and inclusion. In Ireland, we partnered with NOW Group to help people with learning differences and autism build careers.

Ambition 2025

Going forward, Expleo aims for our workforce to comprise 35% women by 2030.

Promote a healthy work-life balance and ensure a safe environment

KPIs

Frequency rate of occupational accidents	Severity rate of occupational accidents
1.5	3.75

Associated Sustainable Development Goals

Associated material issues

- Employee commitment
- Health, safety and well-being

Commitment overview

Expleo is dedicated to improving the quality of life of our employees. We are proactive in protecting their health, safety and well-being. We also actively manage risk in the workplace to create an environment in which every team member can feel physically and mentally safe, every single day. Expleo offers flexible conditions – including remote work arrangements – and encourages each person to find their personal work-life balance.

Group policies and achievements

Striking a work-life balance

Our remote work policy enables Expleo employees to spend on average up to three days per week working from home. The hybrid model reduces commute times, empowers people to work flexible hours and improves work-life balance. Expleo also maintains a "right to disconnect" policy, which mandates that employees respect each other's working hours across time zones.

Global and local guidelines for health & safety

We ensure the physical and mental safety of our employees through our Group Health and Safety (H&S) Policy, as well as local regulations. All managers and employees with site-related H&S responsibilities are trained to evaluate and mitigate risk. All of our offices are equipped with H&S manuals, and several of our sites are certified to ISO 45001. We also design our workplaces for employee well-being.

Around the world, Expleo offers Employee Assistance Programmes to provide team members with personalised, anonymised support. Aid ranges from mental health services to online consultations.

Ambition 2025

Moving forward, we are committed to eliminating physical risk from activities in all countries of operation. In addition, we plan to deploy an ISO 45001 occupational health & safety management system for the Group.

Listen to and engage with our people

KPIs

Global employee satisfaction score (/100)

69%

(in 2022, next global survey in 2024)

Percentage responding to a survey on their job satisfaction

72%

(in 2022, next global survey in 2024)

Associated Sustainable Development Goals

Associated material issues

- Employee commitment
- Dialogue at the workplace

Commitment overview

Listening to our employees is the most effective way to identify and address their needs. Everywhere we operate, we foster open dialogue and encourage transparent discussions between managers and team members.
In several countries, we also have employee representatives.

Group policies and achievements

Engaging with our team members
Wherever an employee is in their career journey with Expleo, we want to hear from them. From onboarding to annual reviews and exit interviews, we provide a platform for feedback at every stage.
In 2023, we launched a new global onboarding programme that informs new employees of Expleo's ambitions, values and sustainability commitments from their very first day.

To evaluate the employee experience, we conduct the Great Place to Work® survey globally every two years, most recently in 2022. As a result, nine countries obtained Great Place to Work® certification in 2023: Austria, Belgium, Egypt, Germany, India, Ireland, Romania, South Africa and the UK. Following the last survey, several countries also established focus groups to analyse local results and develop responding initiatives.

Some countries conducted the survey in 2023 as well, including Austria, Egypt, India and Ireland, all of which obtained Great Place to Work® certification once again in 2024. The next global survey is scheduled for 2024.

Social dialogue
Expleo has negotiated collective bargaining agreements which cover topics such as work conditions, health & safety, skills management & training, remote working, social protection schemes and diversity & inclusion. Serving as essential frameworks, these agreements outline our rules and commitments to our workforce. We regularly review and adjust these agreements in collaboration with employee representatives.

Ambition 2025

We aim to maintain at least 70% of employees completing the Great Place to Work® survey, and to reach 70% global employee satisfaction. We are working towards Great Place to Work® certifications for more of our key countries. We will also continue to train our managers to listen and engage with their teams.

Support our local communities with skills-based volunteering and philanthropy

Associated Sustainable Development Goals

Associated material issues

- Contribution to local development
- Digital inclusion

Commitment overview

Everywhere Expleo operates, our teams contribute to their local communities. To fulfil our responsibility to local stakeholders, we strive to contribute to community-building and philanthropic causes. Both through partnerships with external organisations and by designing their own projects, Expleo employees are dedicated to making the world around them a better place.

Group policies and achievements

Our workforce takes action to support local communities through philanthropic campaigns and volunteering. In 2023, our employees supported a variety of causes, including:

- Education and children
- Digital inclusion
- Healthcare and mental health
- Disability support
- Poverty, hunger and homelessness relief
- Natural disaster relief
- Refugee support
- Animal rescue
- Medical research
- Sport sponsorship

An approach tailored to local communities

Each of our countries sets its own volunteering and philanthropic initiatives based on local needs. Throughout 2023, we witnessed the tangible impact of our employees' actions, including the below examples.

Our teams in **Romania** donated 176 desktop computers to a non-governmental organisation that helps adults re-entering the workforce. Similarly, in **South Africa**, employees donated computers to an underprivileged school. Employees in **Austria** likewise donated laptops to a charity supporting young adults as they enter the world of work.

In the **United Kingdom**, employees spoke at local schools to encourage students to consider engineering as a career. Team members there also provided mentoring to help young people into the workforce. In a similar vein, teams in **India** made donations to associations supporting education. Meanwhile, in **Italy**, our team helped create the Next Generation Sicily project, which offers students training in in-demand technical skills like programming and cloud computing.

In **France**, our team continues its partnership with biomedical research centre Clinatec, to develop healthcare innovation projects. Employees also donated to Moroccan earthquake relief, and Expleo matched their contributions. In addition, our teams in **Morocco** donated blood to local hospitals.

Expleo employees in **Egypt** combated hunger by packing food boxes for the Egyptian Food Bank. In **Ireland**, meanwhile, teams donated to a wide range of causes, from healthcare to children, mental health, homelessness relief, disability support and international crisis relief.

In **Sweden**, our team sponsored a local badminton club to promote fitness and well-being, while in **Germany** and **Spain**, our teams took part in a number of charity running events.

Ambition 2025

To go further in our philanthropy and volunteering efforts, we aim to coordinate our approach at the local and Group levels. Beyond our local initiatives, we wish to collaborate with or support a nongovernmental organisation, foundation or association through innovation development and skills-based volunteering.

Show uncompromising integrity in our business conduct

- Ensure our ethical exemplarity in all our operations
- Integrate sustainability principles in our procurement
- Guarantee data security and privacy

We act with integrity to create positive, lasting impact. We strive to comply with regulatory standards and requirements for our Group and supply chain, by monitoring our performance and regularly updating our policies and processes. Ultimately, doing business with integrity benefits everyone: not only our employees, partners and other stakeholders, but also our communities and society.

FLORENCE BIGOT
Group General Secretary & General Counsel

Ensure our ethical exemplarity in all our operations

KPIs

Percentage of employees trained on Expleo's code of conduct

96%

(+3pp versus 2022)

Number of convictions for violation of anti-corruption and anti-bribery laws

0

Associated Sustainable Development Goals

Associated material issues

- Management and business ethics

Commitment overview

Ethics and integrity are essential to Expleo's operations, and we have zero tolerance for corruption or bribery. Expleo leads by example, maintaining stringent ethical standards in our operations and professional relationships. We expect all employees and suppliers to adhere to Expleo's codes of conduct, and our mandatory training sessions ensure everyone is up to date on our policies.

Group policies and achievements

Guided by our codes of conduct and ethics

Expleo maintains a code of conduct that guides how our people act. All employees – permanent or temporary, executives or interns – must uphold it. We ensure compliance with the code through an internal controls system.

Currently, Expleo is developing an additional code of conduct dedicated to anticorruption.

For 2024, we are strengthening our business code of ethics, which will include the ethics, human rights, quality and CSR principles that govern our decision-making. We are also setting up an ethics committee and a network of ethics ambassadors throughout the Group. Upholding fair labour practices and human rights are some of our key commitments. To this end, we have updated our existing Group Labour and Human Rights Policy.

Advanced anti-corruption measures

We adhere to an anti-corruption compliance programme that leaves no room for unethical practices. Using a single, digital tool, employees can declare conflicts of interest, gifts, invitations, donations and sponsorships. With the same tool, our ethics department also manages the due diligence process, allowing us to work with compliant third parties.

Our anti-corruption programme includes a whistleblowing hotline, Speak Up. Our policy ensures that all cases will be handled in a confidential and independent manner, protecting whistleblowers from any retaliation.

Training our employees

Every new Expleo employee must read our code of conduct. Mandatory trainings raise employee awareness on our ethical standards, a key priority for our operations. For employees whose work brings them regularly into contact with issues of ethics and anti-corruption procedures, Expleo will offer specialised trainings.

Ambition 2025

Looking ahead, we aim for at least 95% of employees to have completed an in-person training or e-learning module on our code of conduct. We will also maintain an integrated, best-in-class compliance program monitored with KPIs and digital dashboards to track progress.

Integrate sustainability principles in our procurement

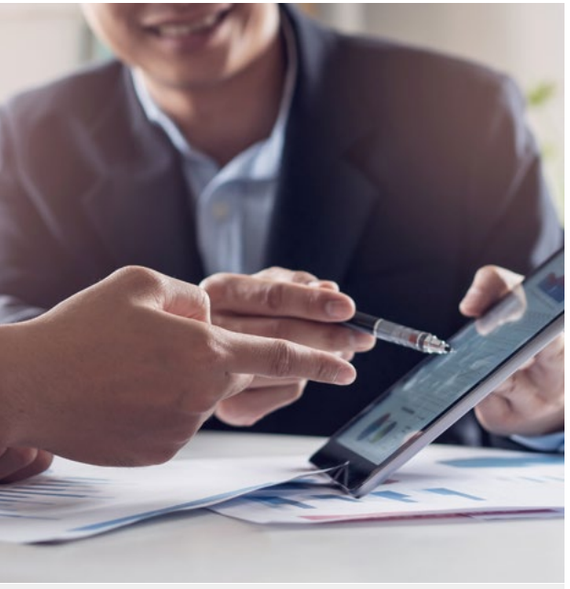
KPIs

Percentage of purchasers that have received CSR/ sustainability training

100%

Percentage of major suppliers annually assessed through a CSR performance evaluation

22%



Associated Sustainable Development Goals

Associated material issues

- Responsible purchasing policy

Commitment overview

Responsible procurement practices are a crucial component of a sustainable value chain. We adopt a duty of care approach towards our supply chain. This means that we seek to ensure no business, ethical, human rights or environmental violations occur within our scope of responsibility. As an engineering, technology and consulting provider, Expleo's purchasing profile is focused on three areas:

- Services: consultancy, subcontracting, energy, travels and facility services
- Goods: electronic equipment and day-to-day items
- Outsourced digital services: cloud hosting and SaaS solutions

Group policies and achievements

Supplier code of conduct

Our supplier code of conduct transfers our own rules and standards to the rest of our supply chain. In particular, we expect all business partners to identify and prevent any human rights violations and environmental risks that may result from their operations. This includes ensuring their own suppliers are acting responsibly.

Promoting CSR across the value chain

Expleo is dedicated to incorporating CSR throughout the value chain. We follow procurement policies that are managed at the Group level.

In 2023, we completed the integration of CSR criteria into our supplier selection, evaluation and audit procedures. We have also launched a global assessment process of our major suppliers' performance against our sustainability criteria, which we will accelerate in 2024. Furthermore, we ask that our major suppliers implement action plans to regularly improve their CSR efforts. In 2024, we plan to strengthen our health & safety policy for suppliers and roll out a sustainability training for them.

Internally, Expleo's employees involved in purchasing receive training on sustainable procurement. This training helps them make informed decisions and strengthens our sustainable supply chain.

Contracts based on due diligence

In all business relationships—including, but not limited to, those with suppliers—Expleo conducts due diligence. In 2023, we set out our Due Diligence Guidelines for Compliance to establish a coherent, risk-based approach towards deciding whether to enter into or maintain a business relationship. Moreover, we modified our due diligence workflows within our compliance management software application. We also integrated new questionnaires to refine our due diligence intakes.

After establishing a new Contracting Policy, Expleo is promoting awareness around it. Through a communications campaign with user-friendly language and design, we aim to educate over 1,000 employees who handle contracts on this policy.

Fair payment practices

We uphold transparent payment terms for suppliers, guaranteeing payment upon receipt of an accurate invoice in line with the firm order. These terms are detailed in our supplier contracts, as are the general terms and conditions applicable to each project.

Ambition 2025

Expleo aims to maintain annual CSR performance evaluations and improvement plans for all major suppliers. All suppliers will remain required to adhere to our supplier code of conduct. Additionally, we will continue to train all employees involved in purchasing on best practices for sustainable procurement.

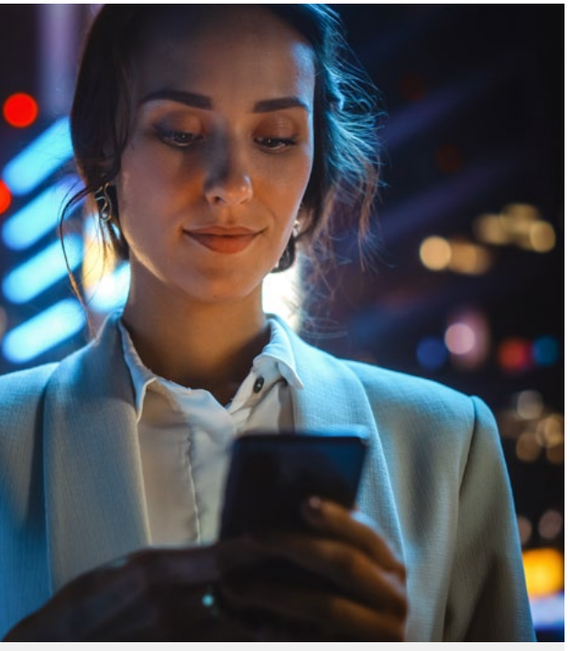
Guarantee data security and privacy

KPI

Percentage of employees trained on information security & data protection

94%

(+3pp versus 2022)



Associated Sustainable Development Goals

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Associated material issues

- Cybersecurity & data protection

Commitment overview

Expleo increasingly uses digital tools and platforms, as it expands operations across the globe and adapts to industry trends. Securing and protecting our data is therefore ever more critical. If left unchecked, a breach of our information systems could have significant consequences on our stakeholders and business. Wherever our teams use digital platforms, we work to identify and eliminate associated risks. Throughout the Group, our experts train employees on cybersecurity and data so they can protect themselves, our clients and our company.

Group policies and achievements

Proactive information security

Expleo's information security and data protection policies and procedures comply with ISO/IEC 27001 requirements. Additionally, we hold certifications for industry-specific standards such as TISAX, and country-specific standards including the UK's Cyber Essentials Plus and the American NIST Cybersecurity Framework.

In 2023, we improved our controls regarding privileged access and service recovery. We also strengthened our evaluations of our suppliers' own cybersecurity practices. Furthermore, Expleo's information security underwent assessments by external parties, including customers, investors and impartial bodies, consistently receiving high ratings.

Going forward, we plan to reinforce our data management and data loss prevention efforts. We will also continue to enhance the security of our employees' access to Expleo systems.

Comprehensive data protection

Our Group Data Protection Officer leads our data protection organisation. This team implements Group policies, assesses risks and impact, and oversees data processing and transfers.

In 2023, Expleo updated its set of data protection policies across the Group, fulfilling different requirements under applicable legislations. These policies cover internal data processing, but also ensure compliance of our operations for our customers and partners.

We introduced two digital tools to enhance the traceability and efficiency of our records of processing activities and transfer impact assessments. For transfers of personal data outside of the EU, one of these tools analyses the data protection regulation of the destination country.

Moreover, we strive to manage all data subject requests in a timely manner. We plan to implement dedicated digital solutions to automate these requests as well as our data breach alert management procedures.

Continuous employee engagement

Our information security and data protection teams educate internal stakeholders and keep them vigilant to potential risks. Each year, we run awareness campaigns around prevalent issues, such as phishing schemes and ransomware. During onboarding, all new employees must complete the compulsory information security and data protection e-learning modules. We also offer dedicated training to employees whose work requires it.

Ambition 2025

We intend to conduct biannual training campaigns on information security and data protection, with the aim of at least 95% of employees completing them. Additionally, we will extend our certifications in data security and privacy.

Indicators table and scope of reporting

Indicators table

Introduction	GRI	ESRS disclosure requirements
About Expleo	G4-102 G4-103	ESRS 2 BP-1 ESRS 2 SBM-1 ESRS 2 Metrics MDR-M & MDR-T
Our CSR Strategy, Governance & Reporting	G4-102 G4-103 G4-201	ESRS 2 GOV-1 to 3 ESRS 2 SBM-2 & 3 ESRS 2 IRO-1 & 2 ESRS 2 MDR-P & MDR-A

Innovation for Sustainability	2023	2022	2021	GRI	ESRS disclosure requirements
Anticipate our clients' and society's sustainability challenges					
Percentage of R&D projects that contribute to at least one of the UN's SDGs	100%	100%	100%	G4-103 G4-201	ESRS 2 Metrics MDR-M & MDR-T
Share of green investments in total R&D budget	77%	48%	20%		Not applicable
Offer solutions which accelerate our clients' sustainable transformation					
Share of turnover of activities aligned with EU Taxonomy	23%	14%	–	G4-103 G4-201 G4-416	Not applicable
Overall client satisfaction from our Annual Customer satisfaction survey (/100)	89%	88%	87%		Not applicable

Environment	2023	2022	2021	GRI	ESRS disclosure requirements
Achieve net-zero carbon emissions					
CO_2 emissions per million euros of revenue (tCO_2e/m€)	24.41	23.71	24.41	G4-103 G4-305	ESRS E1-6
Total CO_2 footprint (tCO_2e)	33,851	30,191	25,513		ESRS E1-4 ESRS E1-6
Scope 1 (tCO_2e)	2,848	3,198	3,831		ESRS E1-6
Scope 2 (tCO_2e) (Location-based)	3,711	4,157	2,842		ESRS E1-6
Scope 3 (tCO_2e)	27,291	22,835	18,841		ESRS E1-6
Reduce our resource consumption and waste production					
Total energy consumption per million euros of revenue (MWh/m€) (scopes 1 and 2)	10.25 MWh/m€	10.91 MWh/m€	11.57 MWh/m€	G4-103 G4-302 G4-303 G4-306	ESRS E1-5
Buildings energy consumption (scopes 1 and 2)	14,217 MWh	13,897 MWh	12,090 MWh		ESRS E1-5
Share of renewable energy in total energy consumed (scopes 1 and 2)	55%	39%	19%		ESRS E1-5
Car fleet fuel consumption	987 m^3	1,012 m^3	1,073 m^3		ESRS E1-5
Total water consumption	48,819 m^3	–	–		ESRS E3-4
Total waste production	329 tonnes	262 tonnes	189 tonnes		ESRS E5-5

Social	2023	2022	2021	GRI	ESRS disclosure requirements
Develop our people, their skills and their careers					
Percentage of employees trained	83%	–	–	G4-103 G4-404	ESRS S1-13
Average number of hours of training per employee	30	20	–		ESRS S1-13
Change in number of employees since previous year	+1,415	+2,328	+1,669		ESRS S1-6
Share of permanent contracts	97.2%	95.4%	93%		ESRS S1-6
Foster diversity, inclusion, respect and fair-treatment					
Share of female employees	29.5%	29%	29%	G4-103 G4-405 G4-406	ESRS S1-6
Gender equality score (scope: UES, France) Pay gap (/40) | Pay raise gap (/20) | Promotion gap (/15) | Maternity leave raise (/15) | Top 10 pays equity (/10)	89/100 39 | 20 | 15 | 15 | 0	89/100 39 | 20 | 15 | 15 | 0	88/100 38 | 20 | 15 | 15 | 0		ESRS S1-16
Promote a healthy work-life balance and a safe environment					
Frequency rate of occupational accidents	1.5	2.6	1.06	G4-103 G4-401 G4-403	ESRS S1-14
Severity rate of occupational accidents	3.75	2.4	1.79		ESRS S1-14
Listen to and engage with our people					
Global employee satisfaction score (/100)	Next global survey in 2024	69%	66%	G4-103 G4-407	ESRS S1-2 ESRS S1-3
Percentage responding to a survey on their job satisfaction		72%	69%		ESRS S1-2 ESRS S1-3
Support our local communities with skills-based volunteering and philanthropy					
In the future, Expleo plans on tracking the percentage of sites with a philanthropy or volunteering project, the number of hours given per employee and the total monetary sums given.					

Governance	2023	2022	2021	GRI	ESRS disclosure requirements
Ensure our ethical exemplarity in all our operations					
Percentage of employees trained on Expleo's code of conduct	96%	93%	77%	G4-103 G4-205	ESRS G1-1
Number of convictions for violation of anti-corruption and anti-bribery laws	0	–	–		ESRS G1-4
Integrate sustainability principles into our procurement					
Percentage of major suppliers annually assessed through a CSR performance evaluation	22%	–	–	G4-103 G4-204 G4-205	ESRS G1-2
Percentage of purchasers that have received CSR/sustainability training	100%	100%	77%		ESRS G1-2
Guarantee data security and privacy					
Percentage of employees trained on information security & data protection	94%	91%	81%	G4-103 G4-418	ESRS G1-1 ESRS S1-1 ESRS S2-1 ESRS S4-1

Scope of reporting

This report covers the same consolidation scope as Expleo's financial statement. All data is representative of the Group, its countries and affiliates as of 31/12/2023, unless specified below or in the text of this report.

We plan to achieve full alignment with the CSRD in our 2024 sustainability report (to be published in 2025), one year before it becomes mandatory for us.

Additional details on specific indicators are available below.

Innovation for Sustainability

- The determination of the share of turnover of activities aligned with the EU Taxonomy was conducted and verified by an external party.

Environment

- Expleo's carbon footprint 2023 has been submitted to an external accredited verifier to obtain an ISO14064-1:2018 assurance statement.
- Our global GHG emissions have increased by 12% in 2023 compared with 2022, due to an upturn in business travel and commuting. Nevertheless, we are continuing to strive to maintain our decarbonisation targets.

Social

- Gender equality score is for Expleo's French UES *(unité économique et sociale)*, which represents 4,559 people, or 24% of total employee headcount.
- Frequency rate: (number of occupational accidents with lost time, excluding commuting) / (number of hours worked) * 1,000,000.
- Severity rate: (number of days of lost time due to occupational accidents, excluding commuting) / (number of hours worked) * 1,000.

Governance

- Data related to training is extracted from the Group's Academy data system.

[expleo]

Think bold, act reliable

Who we are

Expleo is a global engineering, technology and consulting service provider that partners with leading organisations to guide them through their business transformation, helping them achieve operational excellence and future-proof their businesses.

Expleo benefits from more than 50 years of experience developing complex products, optimising manufacturing processes, and ensuring the quality of information systems. Leveraging its deep sector knowledge and wide-ranging expertise in fields including AI engineering, digitalisation, hyper-automation, cybersecurity and data science, the group's mission is to fast-track innovation through each step of the value chain.

As a responsible and diverse organisation, Expleo is committed to doing business with integrity and working towards a more sustainable and secure society. Expleo boasts an extensive global footprint, powered by 19,000 highly-skilled experts delivering value in 30 countries.