



Corporate Social Responsibility

Extra-Financial Performance Declaration
Report 2021

Think bold, act reliable
expleo.com

(expleo)

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This CSR report is published by Expleo on a voluntary basis, according to the Extra-Financial Performance Declaration guidelines and the main CSR standards:

- The principles of the United Nations Global Compact
- The Universal Declaration of Human Rights
- The Global Reporting Initiative (GRI)
- ISO 26000
- United Nations Sustainable Development Goals (SDGs)



A strengthened
commitment
towards our
people and our
planet

Rajesh KRISHNAMURTHY
Expleo CEO

In 2022,
we are
announcing
our new
Ambition
2025

Globally, 2021 will go down in history as the year we all started to learn to live with COVID-19. Though challenges remain for a few sectors, the year has shown positive signs of recovery with steady growth.

Furthermore, 2021 was when climate action gained momentum with a renewed agenda of green regulation and commitments to make Europe climate neutral by 2050.

Consequently, many industries responded by stepping up their decarbonisation plans. As an active sustainability contributor, we also further ramped up our focus to support a green recovery.

This year, as part of the global effort to reduce businesses' contribution to climate change and in alignment with the Paris Agreement's 1.5°C goal, **Expleo has taken an ambitious commitment to reach Net Zero Greenhouse Gas Emissions by 2030.**

Our global initiatives will include changing our **company fleet to either zero or low emission vehicles**, implementing **energy efficiency measures across all our offices** and resourcing our operations with **renewable energy**.

To **support our customers** in becoming greener and complying with energy and environmental regulations, we are also developing our range of green **service offerings and solutions**.

Finally, we are growing our **R&D investments** towards green innovation with the intention to double our budget in that field in the next three years.

And we want to go further too, with another milestone for Expleo as we are announcing our new **Ambition 2025**.

It includes stronger CSR commitments and concrete actions, both for Expleo Group and its stakeholders, of which our employees, customers, suppliers, and industry partners are a crucial part.

Ambition 2025 has four pillars:

- Enable our people to flourish in all their **diversity**
- Innovate and transform society **for a better tomorrow**
- Commit to a **carbon neutral and greener future**
- Continue to show **uncompromising integrity in business conduct**

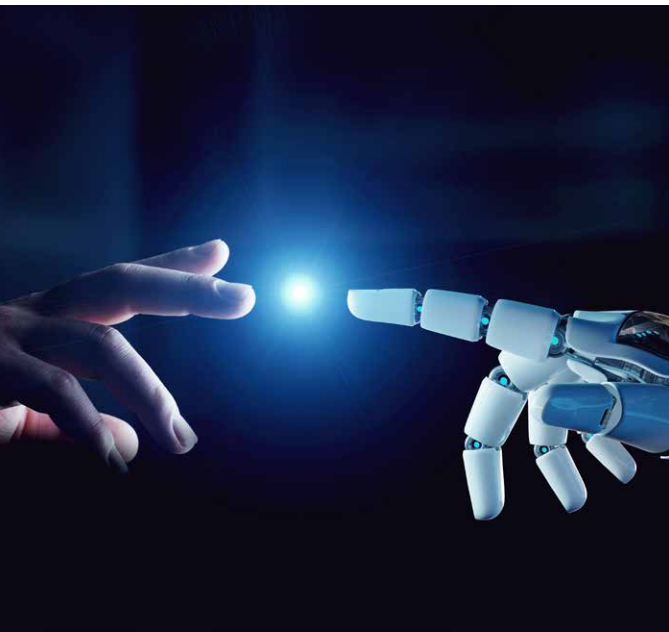
Not only does it align with our strategy and industry best practices, but it also sets high objectives that reflect the growing environmental and social concerns of our communities.

This new strategy reflects our unwavering commitment to the United Nations' Global Compact, respecting human rights, international labour standards, protection of the environment, and fighting corruption **for a greener, safer and better tomorrow**.

About Expleo



Innovation is a continuous journey, which requires to stay agile, **constantly adapt** and **harness 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**.

Our vision

With bold minds that rise to the challenge

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.

Imagination
with accountability

Intelligence
with resilience

Inspiration
with vigilance

Our values

Courage | Excellence | Collaboration | Respect | Accountability

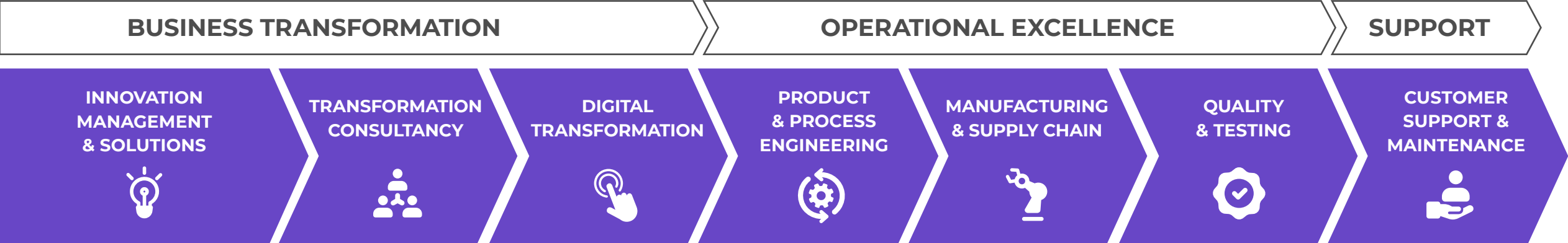


Making a positive impact on people's lives is at the heart of Expleo's mission and culture. We put our technological expertise at the service of our customers and society, creating innovative solutions for a greener, safer and better tomorrow. This is what makes us proud and what is key to our success and performance.

Christine RAVANAT
Chief Marketing Officer

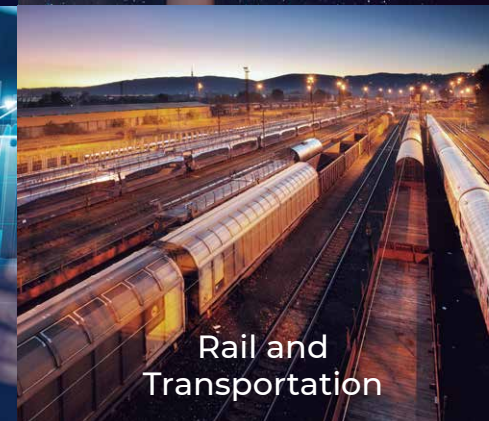
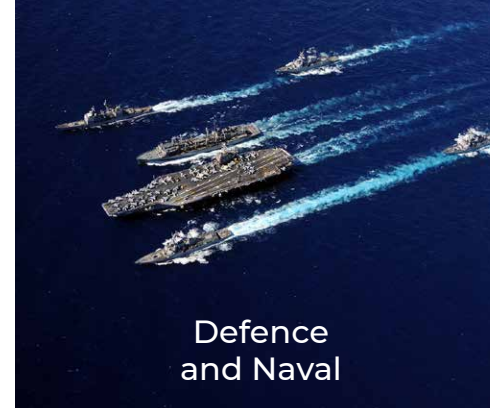
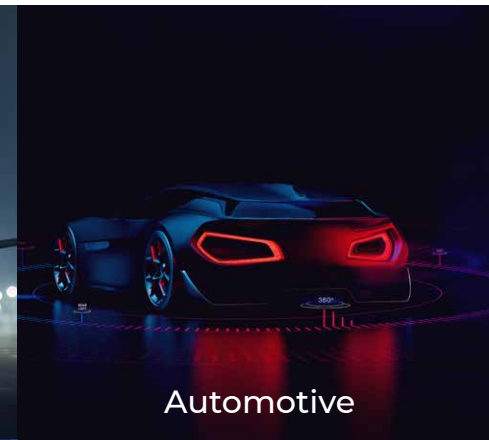
Our experts fast-track innovation with a deep range of services, across our clients' value chain

We are a **global service provider in Engineering, Technology and Consulting**. We offer a unique blend of bold thinking and reliable execution. We're decisive and fast-moving but take no shortcuts either. We help our clients triumph in transformation, future-proof their business, and innovate consistently and at scale.



We are the trusted partner of leading companies across key industries

We are recognised for our deep sector knowledge and our ability to successfully complete complex projects of international scope, future-proofing businesses for whatever may come.



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

We are 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

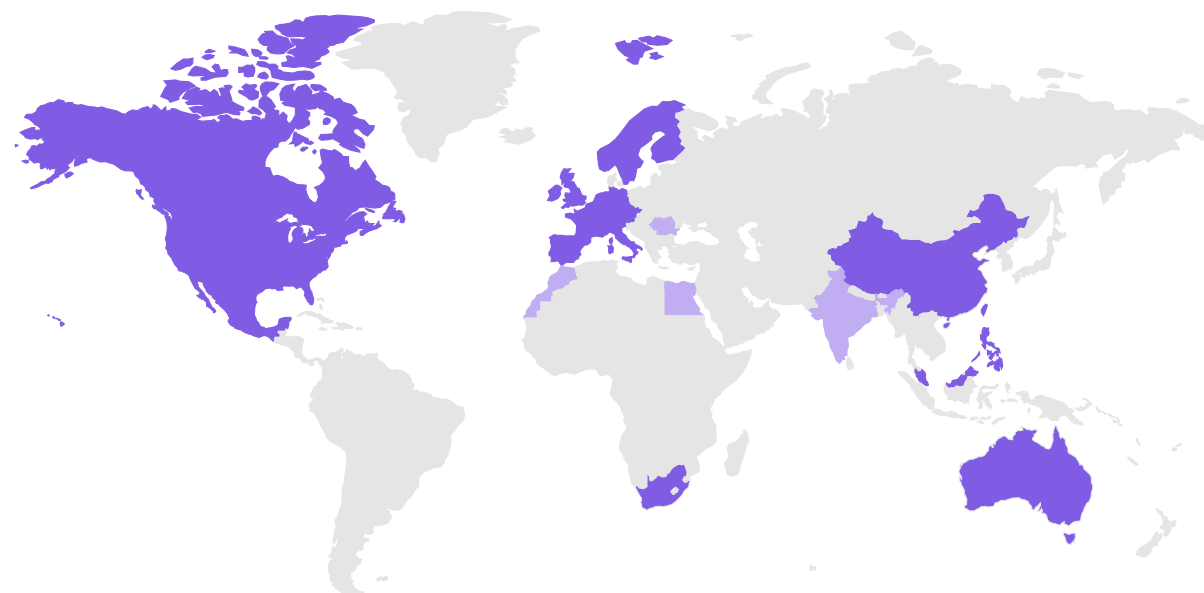
China
India
Malaysia
Philippines
Singapore
UAE

AFRICA

Egypt
Morocco
South Africa

OCEANIA

Australia



10 excellence centres in 4 countries

EGYPT

Cairo

INDIA

Bangalore
Chennai (2)
Coimbatore
Mumbai
Pune

MOROCCO

Tangier

ROMANIA

Bucharest
Iasi

A global footprint in 30 countries*

15,000
innovation-driven
experts

France **35 %**
Germany **11 %**
UK & Ireland **11 %**
India **25 %**
Romania **6 %**

Rest of
the world **12 %**

€1,045 m
2021 revenue

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

An international brand

(expleo)

Think bold, act reliable

A network of high-value-adding affiliates

CONSULTING

Moorhouse
an expleo company

trissential
an expleo company

UMS⁺

INDUSTRIAL EXCELLENCE

SILVER ATENA
an expleo company

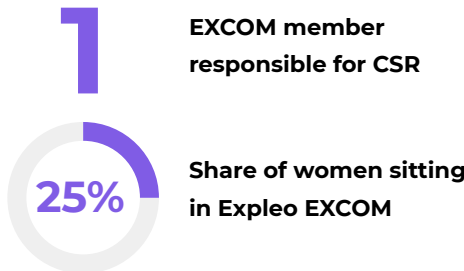
STIRLING DYNAMICS
an expleo company

AEROTEC & CONCEPT
an expleo company

* as of 31/12/2021

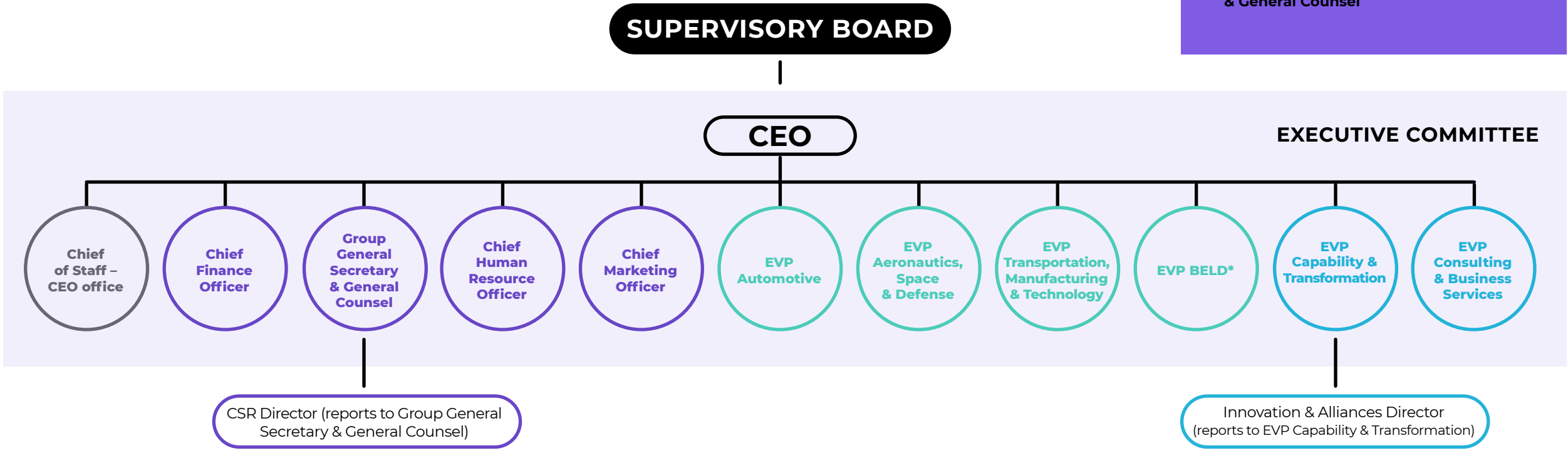
CSR is at the heart of Expleo's strategy and is driven from at the highest level of the company

The primary owner of our Corporate Social Responsibility is Expleo's General Secretary & General Counsel, an EXCOM member. A corporate CSR team is responsible for setting Expleo's strategy, coordinating the Group's actions, and monitoring its key performance indicators. The CSR team also leads a network of correspondents throughout the Group's departments and geographical locations. CSR is regularly on the agenda of Expleo's EXCOM and Supervisory Board. In order to encourage those discussions at the highest level of the organisation and accelerate Expleo's pace on sustainability, the Group is considering the development of a dedicated CSR committee.



CSR is driven directly by the EXCOM and by a dedicated team. However, each manager and employee has a role to play in Expleo's social responsibility and is responsible for integrating our sustainability principles into their everyday job.

Florence BIGOT
Group General Secretary & General Counsel



*BELD: BFSI, Energy & Utilities, Life Sciences & Chemicals, Diversified industries

OUR CAPITALS



Human

- Qualified and diverse teams in 30 countries
- 15,000 employees
- 29% women (25% at EXCOM level)
- Average age: 33 years old
- Hires >45 years old: 8.7%



Intellectual

- A global training institution: the Academy
- 462,600 hours of training
- 20% of R&D budget dedicated to green innovation
- 26 junior (<2 years) PhD-level employees



Social & relationships

- A strong client focus and dedication to excellence
- One integrated brand throughout the world: Expleo
- 5 consulting and industrial excellence affiliates
- Industry-leading partners
- Integration of CSR principles in our supply chain



Natural

- Net-zero carbon emissions strategy in place
- 9,897 MWh consumed by buildings
- 23% of electricity from renewable sources
- 1,073 m³ of fuel consumed by the car fleet
- 14% of ISO 14001 certified sites



Financial

- A robust financial situation
- 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

Human Resources
Sustainable Business
Environment and Ethics

Twelve commitments



OUR VALUE CREATION AND IMPACTS

Human

- Flexible working conditions and work-life balance
- + 1,669 employees vs. 2020
- 93% of permanent contracts
- 66% employee satisfaction (GPTW)

Intellectual

- All innovation projects aligned with at least one of the 17 UN SDG
- 50 innovative projects
- Including 20% co-innovation projects with clients and partners
- 60% of training focused on technical skills, including digital competencies
- 90% conducted online

Social & relationships

- 87% of overall client satisfaction
- 39% of clients are very satisfied
- Net Promoter Score: +29
- 94% of sites are ISO 9001 certified
- Supplier code of conduct to be signed by all suppliers from 2022

Natural

- Carbon footprint : 17,892 tCO₂e
- 41% CO₂ reduction vs. 2019
- 17.12 tCO₂e per m€ revenue
- 189 tonnes of waste

Financial

- Solid growth and future perspectives
- €1,045 m revenue
- €92.4 m EBITDA

Our Corporate Social Responsibility Strategy





Our CSR commitments are taken both for and with Expleo's employees. We encourage each one of our employees to identify new opportunities for sustainability, to innovate and to develop new solutions. More importantly, Expleo commits to giving them training and autonomy so that they may reach that goal.

Zoé SCHNEBELEN
Group Chief Human
Resource Officer

For Expleo and its stakeholders, we are strengthening our CSR strategy

For Expleo and its employees

Our commitment to sustainability is already proven by numerous initiatives launched within the Group on the subject. However, with increasing expectations from stakeholders and shifting megatrends, **we want to take Expleo's CSR strategy to the next level** and use our 12 CSR commitments as a lever for the transformation of Expleo and its business. For our employees, **we guarantee an inclusive workspace, support their well-being and a good work-life balance, and help them train themselves and develop their careers.** This is supported by our tagline: **"Everything you are. Anything you want to be."** By developing our green business and committing to being net-zero, we also hope that our employees will be able to contribute more directly to the world that we all want to see: **a greener, safer and better tomorrow.**

For our external stakeholders

We want to go above and beyond our stakeholders' expectations by proposing a CSR strategy which addresses their key concerns, such as our carbon emissions, and which helps them progress on their own sustainability. **This strategy will structure how we progress internally and how we work with our entire value chain,** especially clients and suppliers, on their own performance.

- For our **clients**, we ensure our full compliance with regulations, we innovate to develop the best-suited solutions for their sustainability, we anticipate their needs and create new opportunities for business
- When working with **suppliers**, we assess if our business with them does not create human or environmental risks throughout our supply chain
- For our **investors**, we create value through CSR and communicate regularly on our goals, progress and performance
- With our **research and innovation partners**, we develop ground-breaking projects which contribute to the sustainability of Expleo or its stakeholders
- We support our **local communities** through volunteering and philanthropy actions



Expleo is a highly-recognised company for engineering and digitalisation. We have a strong responsibility to raise awareness on sustainability and help our clients reach theirs. We are perfectly suited to this: as engineers and data scientists, we are experts at finding solutions with high added value: energy sobriety, materials sourcing, digitalisation...

Damien LASOU
EVP Consulting &
Business Services

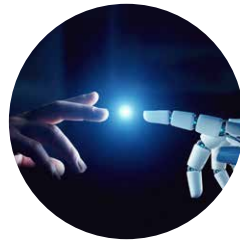
Expleo evolves in a world of changing stakeholder expectations and transformative megatrends

Our CSR strategy aims to address them within our scope of responsibility.



Climate change and developing a net-zero economy

Climate change is strongly linked to human activities and emissions of greenhouse gases (GHG). The current estimated global warming is 1.1°C, since pre-industrial levels (source: IPCC), highlighting the need for urgent action at all levels of society. In this context, industries are now seeking solutions to reduce their carbon footprint.



Innovation to counter increasing resource scarcity

Resource scarcity and environmental degradation can be caused by environmental or human factors. To reduce their exposure, companies must adapt and innovate so that they can both continue to operate and ensure that their processes, products and services' environmental footprints are as low as possible.



Shifting expectations from employees

In 2021, millions of workers left their employment in search of better working conditions or started new career paths which were better aligned with their values. To counter this wave of resignation, companies are now striving to propose more flexible working arrangements, attractive career paths and jobs that carry a stronger purpose to candidates, especially younger generations.



Mounting cybersecurity threats

As companies digitalise their business, they must develop strong cybersecurity and data protection measures to avoid seeing their operations compromised or personal data leaked due to targeted attacks (DDOS, ransomware...).



An increasingly complex regulatory framework

Corporate compliance is under more scrutiny than ever, and the associated risks are constantly increasing as laws are becoming more stringent and complex regarding CSR, whether on specific issues (climate change) or on corporate Reporting.

These megatrends generate extra-financial risks and opportunities

Risks	Impacts	Opportunities	Megatrends	Stakeholders
Human Resources				
Attractiveness Retention & Loyalty	<ul style="list-style-type: none"> • Lack of control over turnover • Loss of key skills • Loss of management quality and quantity 	<ul style="list-style-type: none"> • Strengthening the employer brand • Optimising hiring and turnover costs 	<ul style="list-style-type: none"> • Shifting expectations from employees 	Employees Candidates
Skills improvement	<ul style="list-style-type: none"> • Inability to respond to new market challenges • Cost effectiveness of training • Employee disengagement 	<ul style="list-style-type: none"> • Improving employability • Company attractiveness • Employee satisfaction 	<ul style="list-style-type: none"> • Innovation to counter increasing resource scarcity • Shifting expectations from employees • Climate change and net-zero economy 	Employees Clients
Social dialogue	<ul style="list-style-type: none"> • Deterioration of the work environment and the company's image • Increased turnover 	<ul style="list-style-type: none"> • Pride in belonging to the company and strengthening of employee buy-in • Improved productivity 	<ul style="list-style-type: none"> • Shifting expectations from employees 	Employees
Diversity Discrimination	<ul style="list-style-type: none"> • Unequal treatment • Impact on employer reputation and image • Failure to meet human rights commitment 	<ul style="list-style-type: none"> • Using diversity as a business indicator and driver of innovation and competitiveness • Increased employee motivation and commitment 	<ul style="list-style-type: none"> • An increasingly complex regulatory framework • Shifting expectations from employees 	Employees Candidates
Health & Safety Prevention of psychosocial risks	<ul style="list-style-type: none"> • Work accidents connected with travel and the work environment • Reputational damage vis-à-vis customers • Legal risks • Direct and indirect social costs • Heightened absenteeism 	<ul style="list-style-type: none"> • Adopting the right safety habits in everyday life • Improving conditions and quality of life in the workplace 	<ul style="list-style-type: none"> • An increasingly complex regulatory framework • Shifting expectations from employees 	Employees Suppliers

These megatrends generate extra-financial risks and opportunities

Risks	Impacts	Opportunities	Megatrends	Stakeholders
Sustainable business				
Unsuitable offering for the market	<ul style="list-style-type: none"> Disruptive arrival of certain competitors Loss of market share 	<ul style="list-style-type: none"> New offering in the digital sphere Attractiveness among young graduates 	<ul style="list-style-type: none"> Climate change and net-zero economy Innovation to counter increasing resource scarcity 	Clients Employees Universities and research institutes
Customer relations Quality risks	<ul style="list-style-type: none"> Regulatory compliance Difficulty in attracting new customers 	<ul style="list-style-type: none"> Customer satisfaction and loyalty Company brand image and attractiveness 	<ul style="list-style-type: none"> An increasingly complex regulatory framework Innovation to counter increasing resource scarcity Climate change and net-zero economy 	Clients Employees Suppliers
Environment				
Energy transition	<ul style="list-style-type: none"> Company's failure to contribute to combating climate change Lack of control over energy costs 	<ul style="list-style-type: none"> Development of new services and solutions (innovative projects) Awareness and contribution of employees Sustainable business and savings Reputation and attractiveness 	<ul style="list-style-type: none"> Climate change and net-zero economy 	Investors Local governments Clients Employees Suppliers

These megatrends generate extra-financial risks and opportunities

Risks	Impacts	Opportunities	Megatrends	Stakeholders
Ethics				
Business integrity	<ul style="list-style-type: none"> • Reputational risk • Legal, criminal, civil and administrative sanctions • Financial impact 	<ul style="list-style-type: none"> • Protecting the Group's image • Maintaining stakeholder trust • Promoting the employer brand • Highlighting the Group's attractiveness • Creating an ethical business culture 	<ul style="list-style-type: none"> • An increasingly complex regulatory framework 	Clients Employees Suppliers
Information security breach	<ul style="list-style-type: none"> • Loss of data, data corruption, impaired business performance 	<ul style="list-style-type: none"> • Developing business in cybersecurity services, such as our Security Operational Center (SOC) service for clients 	<ul style="list-style-type: none"> • Mounting cybersecurity threats 	Clients Employees Suppliers

Expleo has structured its strategy into 4 pillars and 12 commitments, taken for the Group and its stakeholders

Each one of our twelve commitments addresses megatrends and our key CSR risks or impacts. Each commitment belongs to one of four pillars (human resources, sustainable business, environment and ethics). We set goals for each commitment, implement actions to improve, and monitor our global performance.

I. Enable our people to flourish in all their diversities

1. Develop our **people**, their skills and their careers
2. Foster **diversity, inclusion**, respect and fair-treatment
3. Promote a **healthy work-life balance** and ensure a **safe environment**
4. Listen to and **engage with our people**

II. Innovate and transform society for a better tomorrow

5. **Anticipate** our clients' and society's **sustainability challenges**
6. **Offer solutions** which accelerate our **clients' sustainable transformation**
7. Support our **local communities** with **skills-based volunteering and philanthropy**

III. Commit to a carbon neutral and greener future

8. Achieve **net-zero** carbon emissions
9. Reduce our **resource consumption** and **waste production**

IV. Show uncompromising integrity in our business conduct

10. Ensure our **ethical exemplarity** in all our operations
11. Integrate **sustainability principles** in our **procurement**
12. Guarantee **data security and privacy**

We have identified 3 strategic axes to build an efficient action plan

Those three strategic axes differentiate between risks and opportunities and specify the level at which the topic must be addressed (local or Group).



Our Group-level ambitions

Expleo aims to align with best practices in terms of sustainability. The Group has taken commitments which will be addressed at Group level, with a common vision for each country and affiliate. These ambitions are integrated into our Group's business strategy, with goals set for 2025 and 2030.

Related commitments:

1. Develop our people, their skills and their careers
2. Foster diversity, inclusion, respect and fair-treatment
3. Promote a healthy work-life balance and ensure a safe environment
5. Anticipate our clients' and society's sustainability challenges
6. Offer solutions which accelerate our clients' sustainable transformation
8. Achieve net-zero carbon emissions



Our local challenges

In order to meet the expectations of our local teams and communities in each of our 30 countries, some issues with a high degree of local specificity are managed at country/affiliate level. Each country and affiliate is responsible for how they approach those commitments (with support from the Corporate CSR team, which sets the global framework and targets, where applicable). This is done both to boost creativity and engagement at a local scale and because we trust them: they know best what actions are most relevant to their local environment.

Related commitments:

4. Listen to and engage with our people
5. Support our local communities with skills-based volunteering and philanthropy
9. Reduce our resource consumption and waste production



Our fundamental requirements

Expleo commits to complying with existing regulations and to respecting its stakeholders' rights. This is a fundamental requirement for the Group and the basis of our day-to-day operations. Our CSR strategy integrates those issues, which can represent strong reputational and financial risks for the Group; each country and affiliate must be compliant to those commitments.

Related commitments:

10. Ensure our ethical exemplarity in all our operations
11. Integrate sustainability principles in our procurement
12. Guarantee data security and privacy

Our CSR value proposition

This promise to “Innovate sustainably, grow responsibly” is taken for all Expleo stakeholders, including clients, investors and employees.



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.

I.
Enable
our people
to flourish in all
their diversities

II.
Innovate
and transform society
for a better tomorrow

III.
Commit
to a carbon
neutral and
greener future

IV.
Show
uncompromising
integrity in our
business conduct

**Through our CSR
Strategy and innovation
policy, we contribute
to the UN Sustainable
Development Goals**

The Group has been a signatory to the United Nations Global Compact since 2011. The United Nations' Sustainable Development Goals are used at Expleo both to showcase our contribution to sustainable development and as a framework for our innovation process, which must systematically contribute to at least one SDG. The following sections of the report present to which SDGs each commitment of our CSR strategy contributes to.

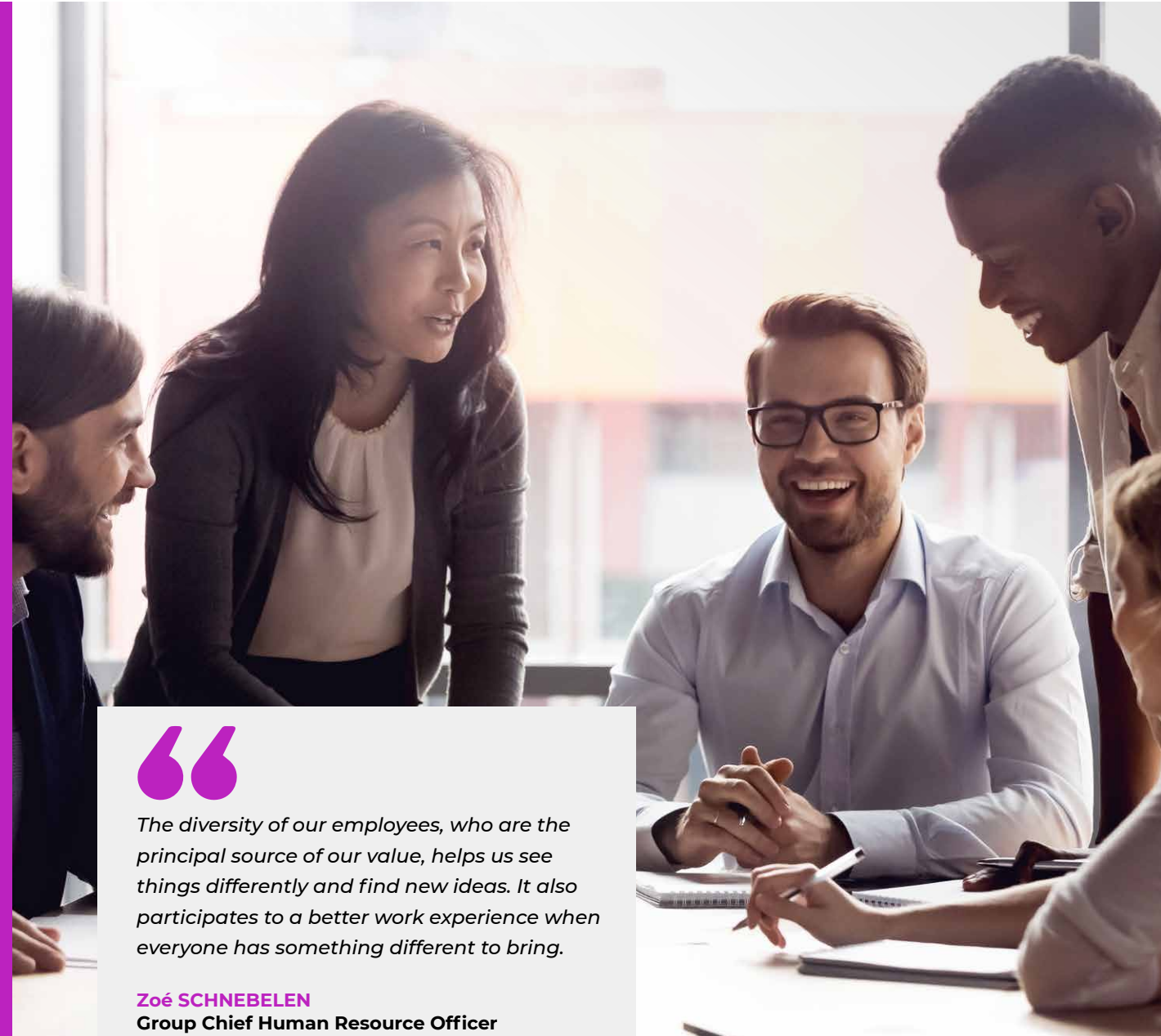


➤ For more information on The United Nations' Sustainable Development Goals, click to access the [SDG website](#)

I.

Enable our people to flourish in all their diversities

1. Develop our people, their skills and their careers
2. Foster diversity, inclusion, respect and fair-treatment
3. Promote a healthy work-life balance and ensure a safe environment
4. Listen to and engage with our people



“

The diversity of our employees, who are the principal source of our value, helps us see things differently and find new ideas. It also participates to a better work experience when everyone has something different to bring.

Zoé SCHNEBELEN
Group Chief Human Resource Officer



Associated Sustainable Development Goals



1. Develop our people, their skills and their careers

Commitment overview

Our employees are the main source of our value, expertise and competitiveness. We recruit candidates from all backgrounds and develop their careers at Expleo, in line with our tagline: **“Everything you are. Anything you want to be”**. Helping them develop their skills and broaden their competencies is key to creating a **positive working environment**. For our employees, working on innovative projects and developing their technical and managerial skills is also a great way to **increase their career opportunities**.

Group policies and achievements

Training and Expleo’s Academy

Expleo has identified its strategic business opportunities and has developed a 3-year competency plan to address them. This plan translates into a set of training courses developed by our “Academy”, Expleo’s global organisation

dedicated to learning and the development of our talents. It combines internal resources and third-party content to design, develop and deliver training based on Expleo’s expertise level, lead-time and critical level of skills. For our employees, developing their technical expertise on strategic issues is both a source of motivation and a career booster. In 2021, 60% of trainings were focused on technical skills (for example, digital skills). Courses on managerial competencies and mandatory trainings (ethics, information security...) are also proposed on the Academy. We monitor the usefulness of our training by measuring skills and collecting attendants’ feedback after the training.

Developing our employees’ careers

We want each employee to deliver work they are proud of. In addition to training, we encourage our employees to develop their sense of autonomy and responsibility by entrusting them with new projects, for clients or internally. During those projects, they can count

on other Expleo teams throughout the world and which can support them with expertise, knowledge or new ideas. This is at the heart of Expleo’s employer brand: we give our employees a strong international community, structured so that each of our teams can work on common projects with other teams, regardless of their location. We also favour internal promotion when possible, to reward our employees and develop their people and project management responsibilities.

Our future ambitions

Integrate sustainability in our trainings

In the upcoming years, we want to develop job trainings which integrate key sustainability topics such as carbon-neutrality, circular economy, life-cycle analysis...



KPI

462,600

Number of hours dedicated to training our employees

Share of payroll dedicated to training

2.4%*

Expleo growth:

+1,669

employees vs. 2020

Share of permanent contracts:

93%

*In 2021, Expleo France launched a strong retraining programme on digital competencies in order to save jobs concerned by its restructuration.



2. Foster diversity, inclusion, respect and fair-treatment

Commitment overview

Open-mindedness is at the heart of Expleo and of who we are. **We foster diversity and inclusion** and create working conditions that enable each employee to reach their full potential and achieve their goals, regardless of where they come from, who they are or what they believe in. **We condemn all forms of discrimination** due to gender, ethnicity, origin, handicap, sexual orientation, or any other criteria.

Group policies and achievements

Expleo stands for diversity
Our commitment to promote a diverse and inclusive workspace starts with our non-discrimination policy for recruitment, pay, access to training and career management. We make efforts to align our actions with the best practices as much as possible. In France (which represents over a third

of employees), Expleo is a signatory of the "Charter for Diversity", which promotes diversity and inclusive management, and of the "Inclusion Manifesto", which focuses on disabled workers. Similar initiatives are also in place in other countries. We also promote the integration of our senior employees and foster cross-generation dialogue and learning.

Women at Expleo
A "Women at Expleo" network has been developed: it includes dedicated mentoring sessions to help women boost their careers at Expleo, supports those returning to the workplace after a long leave, and promotes engineering and technology fields for women, especially in school and universities.

Acting locally for diversity
Efforts are also made at country level. For example, Expleo France raised awareness amongst employees through its "Mission Handicap", which

aims to recruit people with disabilities and to help them progress in their careers. In South Africa, Expleo supports the government initiative B-BBEE (Broad-Based Black Economic Empowerment), which promotes the economic empowerment of black people. A recruitment programme for people coming from disadvantaged backgrounds was also launched through the "Yes" programme.

Our future ambitions

- Increase our engagement towards diversity**
- Reach 35% of women in the group
 - Train all recruiters to avoid diversity and inclusion bias in Expleo's recruitment processes



KPI

Share of women amongst employees / managers / EXCOM
29% / 23% / 25%

Gender equality score (scope: UES, France)

88/100

Percentage of disabled workers

1.6 %

Associated Sustainable Development Goals





Associated Sustainable Development Goals



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

Commitment overview

Our employees' **safety and well-being is our priority**. Offering a good **work-life balance** and flexible working conditions has become more important following the Covid-19 crisis, and the way we address those issues has a real impact on our employee well-being. Expleo has a **proactive approach to prevent psychosocial risks** and takes care to ensure good working conditions for our employees, which are an essential condition for their well-being at work.

Group policies and achievements

Work-life balance and well-being at work

Expleo entities have formalised work-life balance and home office local policies which promote a healthy and respectful work environment for all. They are piloted by the HR departments and are supported

by initiatives in favour of employee quality of life (such as an agreement on the right to disconnect out of working hours). Home office has been implemented in all countries where we operate according to local regulations, with a 3 days per week average. Initially implemented as a safety measure at the height of the Covid-19 pandemic, the measure was formalised to benefit employees: it reduces time spent commuting, allows for flexible working hours and for a better work-life balance. Our employees' perception on their work-life balance is one of the topics of our regular "Great Place To Work" (GPTW) satisfaction surveys (see next page).

Health and Safety

Regarding health and safety (H&S), Expleo's entities comply with local regulations. Each entity has its H&S manual and has established processes for assessing and identifying H&S risks and implementing action plans; some are certified to the ISO 45001 standard.

Training is provided to all managers and employees who have site-related H&S responsibilities.

Dedicated Employee Assistance Programmes have been deployed in several countries, including France, India, Germany and the United Kingdom. In the UK, a health and well-being programme has been implemented; it offers well-being point-of-contacts and mental health support if needed. In India, a free vaccination drive was organised for our employees and their families. In Austria, a monthly online health consultation is piloted by the company physician for the employees if needed.

Our future ambitions

Continuously improve working conditions at Expleo

- Implement an ISO 45001 management system for the Group
- Adapt working conditions depending on job profiles and careers, such as developing full-remote careers for specific digital roles, part-time careers...



KPI

Global absenteeism rate
(excluding parental leave and leave over 30 days)

7%

(this rate was impacted by Covid-related absences)

Frequency rate of occupational accidents

1.06

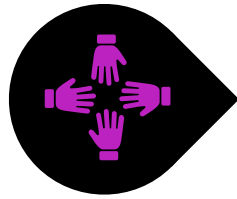
Severity rate of occupational accidents

1.79

Global turnover rate (%)*

36%

* The turnover is calculated by adding hires and leaves divided by two. Expleo's 2021 turnover rate was influenced by the economic rebound due to the end of the Covid-19 crisis and the French restructuration of activities.



4. Listen to and engage with our people

Commitment overview

Expleo believes that **social dialogue is an essential part** of an employee-centred policy that promotes ongoing improvement and contributes to the Group's success. The Group has employee representatives in France, Germany, India, Romania, Spain, the UK ; it must however maintain a strong social dialogue all over the world. 2021 was a pivotal year for Expleo: **the Group launched its "Boost" transformation towards One Expleo operating model** organised in capabilities and market business units, and the Covid-19 crisis pushed the French entity to restructure its activities. In this context, **listening to and engaging with its employees is a major commitment that Expleo takes** to all candidates and employees.

Associated Sustainable Development Goals



Group policies and achievements

Collective bargaining

In terms of social dialogue, Expleo has negotiated collective bargaining agreements which cover topics such as work conditions, health & safety, skills management and training, remote working, social protection schemes, diversity and inclusion. Those agreements act as frameworks which detail Expleo's rules and commitments to employees and are adjusted with employee representatives when necessary.

Integrating new employees

Expleo conducts a systematic on-boarding and integration of new employees to help them settle into their new roles and develop a sense of belonging to the Group, even away from our offices. Our clear appraisal process for careers and skills and our internal mobility programme allow each employee to acquire new competencies and improve its professional experience during their time at Expleo.

Listen to our people's expectations

To further develop a voluntary dialogue between Expleo and its employees, a regular survey is carried out by Great Place To Work (GPTW). The survey measures employee engagement based on different topics: ways of working, management, communication, development, performance management, reward & recognition and social & community, and gives an anonymous voice to employees at a global scale. It is used to monitor the effectiveness of our actions, identify potential issues, and is followed up by action plans. This tool has been particularly useful in recent years, with Covid lockdowns and the increase of home office potentially reducing the number of opportunities to dialogue with employees and collect their feedback.

Finally, when an employee decides to leave us, we conduct an interview to identify the reasons and take it into account in our improvement actions.



KPI

Global employee satisfaction score (/100)

66%

+10 pp vs. 2018

Percentage responding to a survey on their global job satisfaction

69%

Our future ambitions

Be recognised as a top employer

- Reach the Top 100 Best Workplaces by Great Place to Work®
- Systematically conduct an annual interview with each employee regarding their career and job satisfaction

II. Innovate and transform society for a better tomorrow

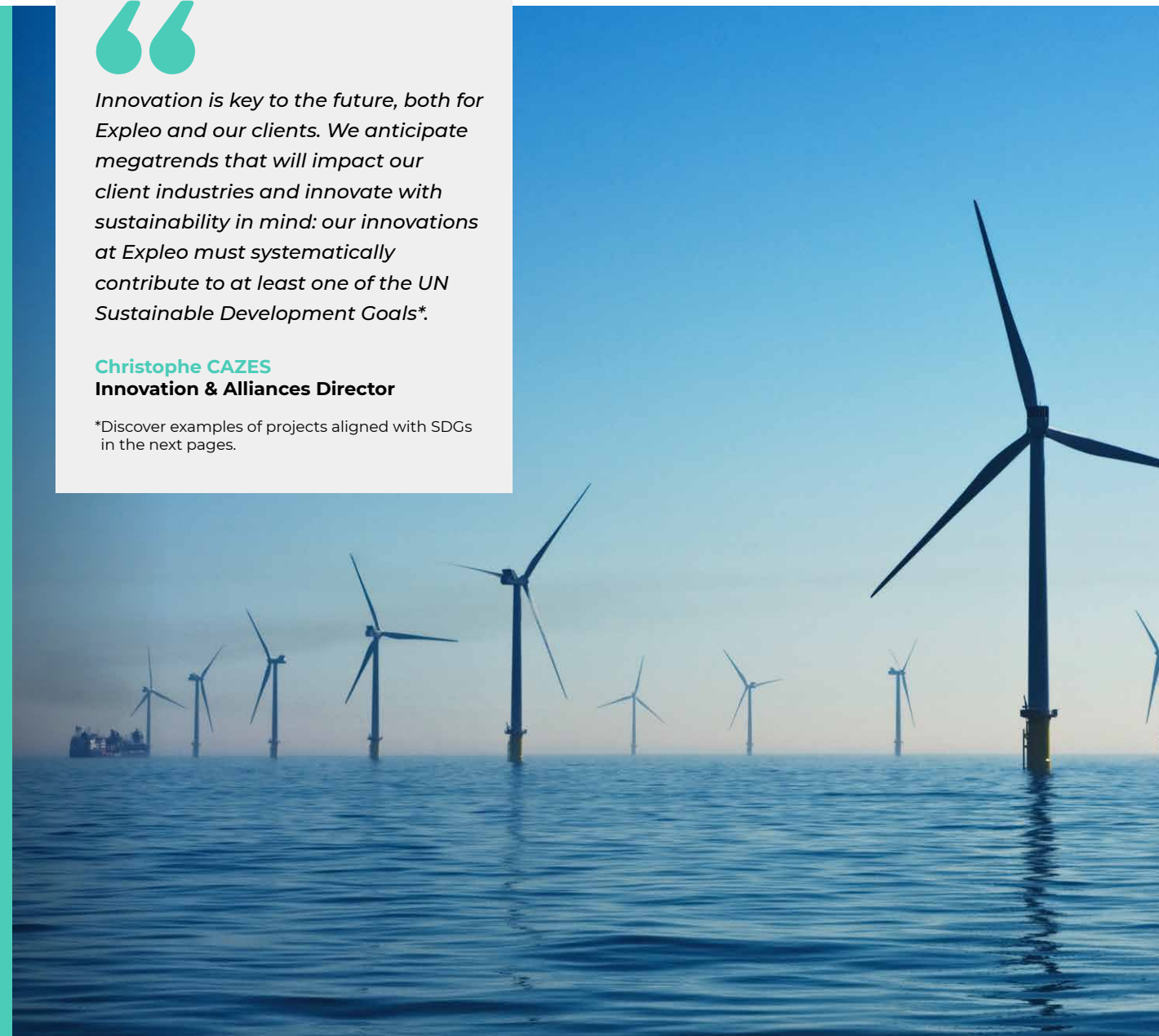
5. Anticipate our clients' and society's sustainability challenges
6. Offer solutions which accelerate our clients' sustainable transformation
7. Support our local communities with skills-based volunteering and philanthropy



Innovation is key to the future, both for Expleo and our clients. We anticipate megatrends that will impact our client industries and innovate with sustainability in mind: our innovations at Expleo must systematically contribute to at least one of the UN Sustainable Development Goals.*

Christophe CAZES
Innovation & Alliances Director

*Discover examples of projects aligned with SDGs in the next pages.





5. Anticipate our clients' and society's sustainability challenges

Commitment overview

Expleo aims to develop sustainable innovation that creates value and positive impact for our clients and the society. To this end, we are constantly identifying tomorrow's sustainability issues in order to **accelerate the transformation of our clients and stakeholders**; we also attach great importance to **accompanying their transition**, as this is the crucial period to guarantee the success of their transformation.

Group policies and achievements

Innovation organisation

Expleo has a dedicated organisation to pilot the Group's innovation and has developed an ecosystem made of leading experts, clients, start-ups, technological partners, research centres, institutions and universities, through which we encourage a culture of co-innovation and

R&D, nurtured by the combination of Expleo's know-how and the expertise of external partners.

Identifying innovation megatrends

Expleo likes to interact with its clients on their experiences, their innovation and sustainability challenges, in order to provide solutions which have a strong impact for them and for society. We also collect information from Expleo's teams, such as our market business units, who can identify promising opportunities. We complement this insight into market expectations with benchmarking based on the analyses of strategic consulting firms.

Innovation challenges

We also involve employees in our innovation process by organising local annual innovation challenges and hackathons, where everyone can submit their solutions to a strategic problem identified by Expleo. This encourages the sharing of ideas, concepts and knowledge about technologies or internal process improvements among employees. At

the end of each challenge, the best ideas are rewarded and can be converted into internal R&D projects.

Innov' Lab global network

The Expleo Innov' Labs were created to design new customer experiences in a holistic way and to facilitate exchanges and contacts between innovation projects and teams.

The network has grown since its creation and is now established in 8 countries (vs. 2 in 2020): France, Germany, India, Ireland, Netherlands, Romania, Spain and the UK. Results and best practices are discussed at regular meetings, such as monthly steering committees.

Our future ambitions

Expand our range of sustainable solutions for our customers

- Hire more junior PhDs and enhance the collaboration between our countries
- Strengthen the protection of our intellectual property and increase the number of patents filed



KPI

Percentage of R&D projects which contribute to a SDG, as of June 2022

100%

Number of junior (<2 years) PhDs employed

26

Number of innovation projects

50

Percentage of projects conducted in partnership with academic and/or clients

20%



Associated Sustainable Development Goals

Expleo's innovations contribute to the Sustainable Development Goals of the United Nations (SDG)

Expleo's innovation process is aligned with the Sustainable Development Goals

We want to prove that our innovation contributes to sustainability: to this purpose, each innovation project is systematically aligned with at least one of the seventeen SDG, which means it has a positive impact.



ENSO nanosatellite
In partnership with the Centre Spatial Universitaire de Montpellier, Expleo is building ENSO, a nanosatellite that will monitor the level of rainwater and river water for agriculture in Africa.



Future of hospital
Expleo is working on a holistic view of the journey experienced by patients, healthcare workers and visitors.



Bio-sourced composites (Bamboo...)
Expleo develops bio-sourced composites solutions, such as bamboo fibre, to avoid the use of petroleum-based products which generate pollution..



Floating wind and tidal turbines
Expleo is developing floating wind and tidal turbines, which are combined to provide renewable energy in all weather conditions..



Smart Rail signaling for autonomous rail freight
Expleo develops autonomous vehicles solutions and advanced infrastructures to allow for a widespread adoption of rail freight transport.



App to care about person with autism
Expleo is supporting a French-based start-up with the development of an application to help people with autism to communicate more easily.



Data centre frugal cooling
Expleo is developing solutions to help data centres cool down while using as little energy as possible.



eVTOL aircraft
A number of Expleo entities have pooled their skills to develop an electric vertical take-off and landing system. Special attention is given to noise reduction to facilitate urban mobility.



Drone collaboration (Co Drones)
Expleo has developed collaborative drones which work together to detect and contain pollution, such as an oil spill.



Drone collaboration (Co Drones)
Expleo has developed collaborative drones which can work together and help with forest management by observing defined areas, collecting and analysing data, quickly reacting to mitigate identified issues locally (wildfires, infestation of pest species...).



Associated Sustainable Development Goals



6. Offer solutions which accelerate our clients' sustainable transformation

Commitment overview

As a trusted partner to leading companies in key industries, we are committed to **innovating for a greener, safer and better tomorrow**. As such, Expleo is involved in numerous projects that have a positive impact on the environment. We focus our innovation projects on **sustainable solutions** which enable our customers to integrate sustainability into their operations and **align with international directives such as the EU's Green Deal and Taxonomy regulation**.

Group policies and achievements

Our innovation megatrends

Expleo deploys its innovation projects according to 8 identified megatrends that meet clients' expectations and match with society's sustainability issues:

- Mobility of the future
- City of the future
- Net-zero economy
- Clean air, land and water

- Future of healthcare and life sciences
- Digital next
- Human + machine
- Future of finance, banking and insurance

Enabling our clients align with the EU Taxonomy regulation

Expleo offers solutions to help its clients align themselves with the new EU taxonomy regulation, on topics such as renewable energy generation, energy efficiency for buildings and data centres, low-carbon transport vehicles (like electric vehicles, hydrogen aircraft, electric flying taxis) and related infrastructure, eco-design of products and circular economy, and the prevention and control of pollution.

To identify our company's green contribution, we calculate the share of revenue corresponding to taxonomy aligned activities. This process has been started in 2021 and will be consolidated in 2022.

Providing Green services for customers

The Group supports its clients' energy

transition and helps reduce their overall carbon footprint by:

- Contributing to the transition towards zero emission mobility in the automotive, aerospace rail and all transportation sectors
- Providing environmental services for a sustainable industry
- Supporting clients in implementing successful decarbonisation strategies

To further develop and promote our green offers to clients, we have mapped green activities and nominated dedicated internal leaders. Production of marketing material on green offers was initiated in 2021 and will be communicated to clients in the future according to their needs.

Our future ambitions

- Become a leader in green solutions
- Systematically identify how our projects align with megatrends and with new EU taxonomy regulation
- Set up growth targets for our sustainable innovation and green activities



KPI

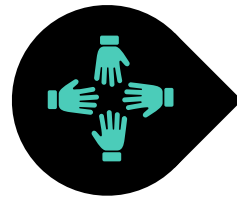
Share of green investments in total R&D budget

20%

Taxonomy-aligned activities
Coming 2022

87%

of overall client satisfaction



7. Support our local communities with skills-based volunteering and philanthropy

Commitment overview

Expleo aims to have a **positive impact on the social and environmental issues of the local communities** in which the Group operates. We support our employees in making their communities a better place through philanthropy and volunteering in each of our sites. **Each country sets its own initiatives depending on local needs and specificities.**

Group policies and achievements

A group's frame to encourage volunteering and philanthropy

Expleo countries and affiliates provide support to local communities through philanthropical campaigns and volunteering projects with employees, which serve social or environmental goals, such as:

- Improving living standards and quality of life
- Educational projects
- Fighting against disease or disability
- Protecting the environment (climate, resources, biodiversity,...)
- Promote the practice of sports through sponsorship
- Organising charity events

We also support start-ups with a social or environmental positive impact, through mentoring or skills-based volunteering.

In **India**, a voluntary CSR committee has existed since 2014. This committee collaborates with 25 non-governmental organisations (NGOs) on their needs either around donation campaigns (clothes, foods, school kits and books) or by providing educational or financial support, and is active on environmental issues such as planting trees or collecting plastics.

In **Romania**, Expleo offered gifts and school supplies (hygiene products, pencils, pens, notebook,) to children in vulnerable situations.

In **South Africa**, Expleo offered IT equipment and furniture to the St Theresa's Children's home in order to give access to digital technologies and information. By this action, Expleo wants to facilitate the sustainable access to economy and raise income generating activities.

In **France**, Expleo supported a startup working on ways to facilitate communication with people with autism. In Toulouse, employees were made available for mentoring young talents and entrepreneurs.

In **Sweden**, Expleo raised money for the Childhood Cancer Foundation and Stockholm city mission for homeless people. Also, the company

sponsors a local girls floorball team. A donation was made to BRIS, a support hotline for children.

In the **United Kingdom**, Stirling Dynamics employees voted for FareShare South West as their 2021 charity of the year and raised £1,275 through a range of different fundraising initiatives. Employees also went to their warehouse to support them in packing food donations for people in need. Expleo also supported the Northern Ireland Children's Hospice with a boat race and a Charity Football Competition, both events in which Expleo employees participated.

In **Ireland**, Expleo has a CSR committee that organises, a variety of fundraising events and initiatives to raise much needed funds for their charity partners whom the employees selected through a voting process.

III.

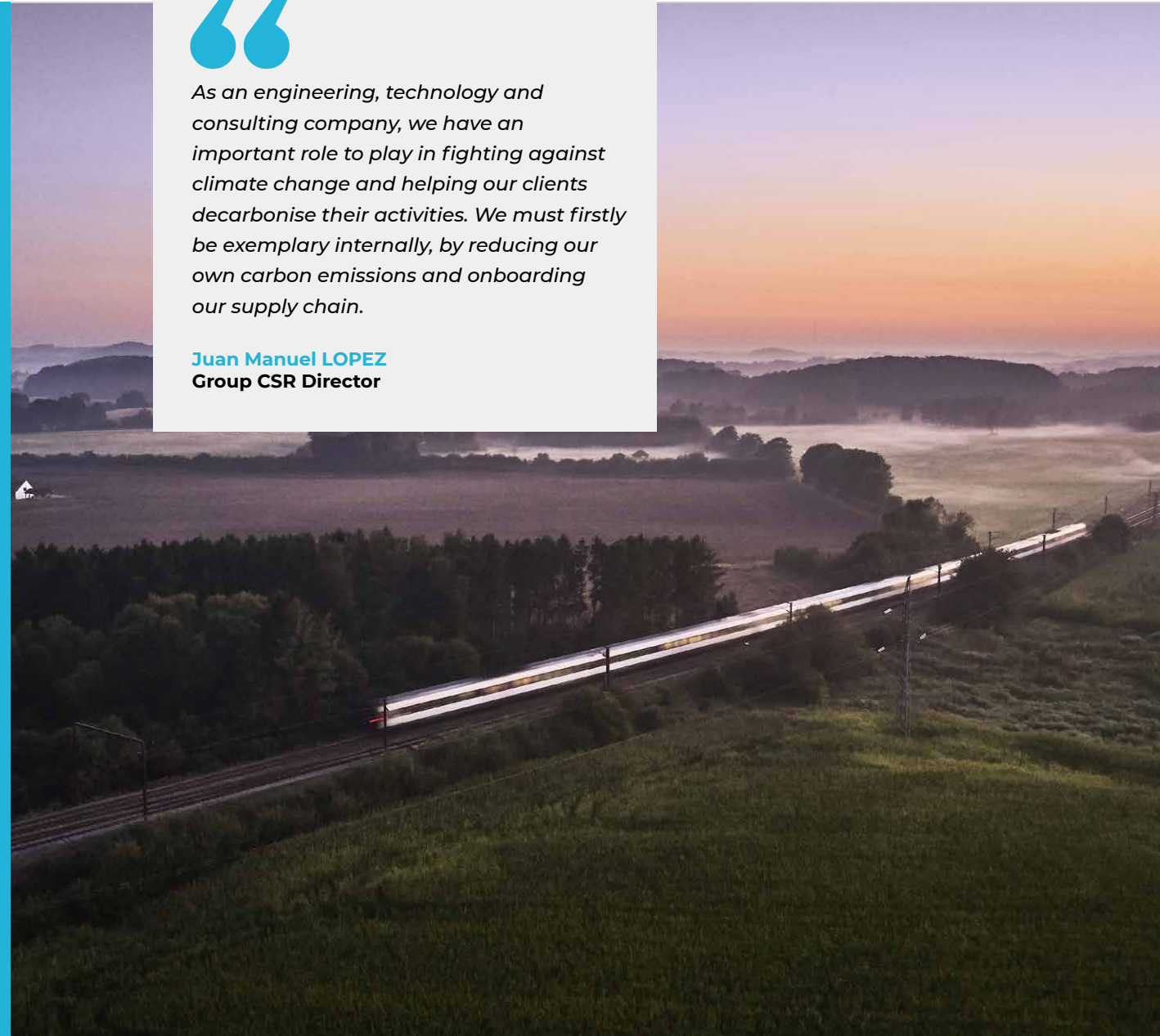
Commit to a carbon neutral and greener future

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



As an engineering, technology and consulting company, we have an important role to play in fighting against climate change and helping our clients decarbonise their activities. We must firstly be exemplary internally, by reducing our own carbon emissions and onboarding our supply chain.

Juan Manuel LOPEZ
Group CSR Director





Associated Sustainable Development Goals



8. Achieve **net-zero** carbon emissions

Commitment overview

Expleo recognises the climate emergency and wants to take a leading role in the path towards a carbon neutral society. That is why the Group has set itself the goal of reaching **net-zero greenhouse gas emissions across its value chain by 2030**.

As an engineering, technology and consulting company, the main levers we have identified are to:

- reduce our own emissions by working on **sustainable mobility** (car fleet and business travels), on the reduction of our **energy consumption** while we increase our **renewable energy** share, the reduction of **generated waste** and our **procurement practices**
- support customers in the reduction of their own environmental impacts
- raise **employee awareness** and knowledge of environmental issues
- require all suppliers to comply with Expleo's environmental commitments and cascade it in turn to their own suppliers

Group policies and achievements

Net-zero carbon strategy

Expleo validated its Group net-zero carbon strategy in 2021 and formalised it through an official Group Environmental Policy signed by the CEO. The emission reduction targets are based on the Science Based Targets initiative (SBTi) methodology and aligned with the Paris agreement for a 1.5°C scenario.

Actions to reduce our carbon footprint

About half of our greenhouse gas (GHG) emissions in 2021 were generated by our employees' travels. Therefore, our efforts include an active policy of sustainable mobility, streamlining of employee travel and commuting programmes. Expleo travel policy focus on the use of train rather than plane for journeys of under 3.5 hours, economy class flights and remote meeting solutions. Expleo has also been introducing a greener fleet with its car policy: electric and hybrid vehicles are available in all company car categories. In addition to taking measures to improve

its infrastructures' energy performance, Expleo has also increased the share of renewable energy in its electricity mix.

Monitoring our progress on CO₂ emissions

Finally, to monitor Expleo's progress, the CSR department calculates the Group's CO₂ emissions annually, in accordance with the GHG Protocol Corporate Accounting and Reporting Standard and sets action plans to keep on track with the net-zero trajectory.

Our future ambitions

Key steps of our net-zero journey for 2025

We have set a 50% CO₂ reduction goal for 2025 based on 2019 levels.

Raising employee's awareness on environmental topics

Expleo will implement trainings to raise employees' awareness, from the onboarding stage. A dedicated sustainability training will also be developed for procurement teams.



KPI

CO₂ emissions
per million euros
of revenue

17.12 tCO₂e/m€

Previous year 19.12 tCO₂e/m€

Total CO₂ footprint
(tCO₂e)

17,892

(CO₂ emissions vs. 2019: -41%)

Scope 1 (tCO₂e)

3,830

Scope 2 (tCO₂e)

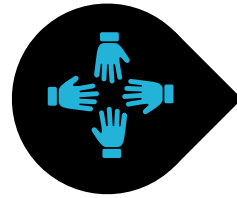
2,803

Scope 3 (tCO₂e)

11,259



Associated Sustainable Development Goals



9. Reduce our resource consumption and waste production

Commitment overview

Our commitment to environmental preservation extends further than our carbon emissions. We want to **minimise the environmental footprint of each of our sites**, to preserve natural capitals and reduce the pressure put on environmental systems. For this, we focus on the **reduction of our resource consumption** (such as electricity, water or paper) and **waste production** (such as electronics devices or packaging).

Encourage local initiatives

In order to encourage local teams to come up with their own ideas and innovations, we aim for this commitment to be managed at a site level, supported by the group's policies, guidelines and toolkits. This way, **each site's teams will be able to work on what matters to them at a local scale**. This can be reducing their energy or water consumptions, paper printing, increasing their recycling or finding new innovative projects.

Group policies and achievements

Expleo's environmental group policy

Expleo's group policy addresses all topics related to our environmental impacts, waste management, wastewater treatment, air emissions controls, environmental permits, but also the consideration of environmental issues in the decision-making process and our environmental reporting. The Group also encourages all good practices, like raising employee awareness of environmental issues like the use of resources, waste management and sustainable transportation.

Reducing resource consumption and waste

Local initiatives are already implemented in different countries, such as selective sorting of waste, cartridges and toners, replacement of single-use products, or repurposing of computer and electronic equipment.

Improving our energy efficiency

Expleo seeks to optimise office size and usage considering the implementation of home office. For new sites, Expleo looks for low-energy buildings that comply with the latest environmental standards. To decrease their energy consumption, Expleo sites also use energy-efficient computers and printers, sensor-controlled LED lamps, solar energy panels.

Our future ambitions

Extend our ISO 14001 certification

We have several sites that are already certified to the ISO 14001 standard. Our headquarters in France will undergo an ISO 14001 certification process in 2022. Additionally, Expleo aims to develop a group-wide environmental management system (EMS) and to extend the ISO 14001 certification to all its countries.



KPI

Total energy consumption per million euros of revenue
9.47 MWh/m€
Previous year 11.97 MWh/m€

Total waste production
189 tonnes
Buildings energy consumption:
9,897 MWh
Share of renewable energy in electrical mix:
23%
Car fleet fuel consumption:
1,073 m³

IV.

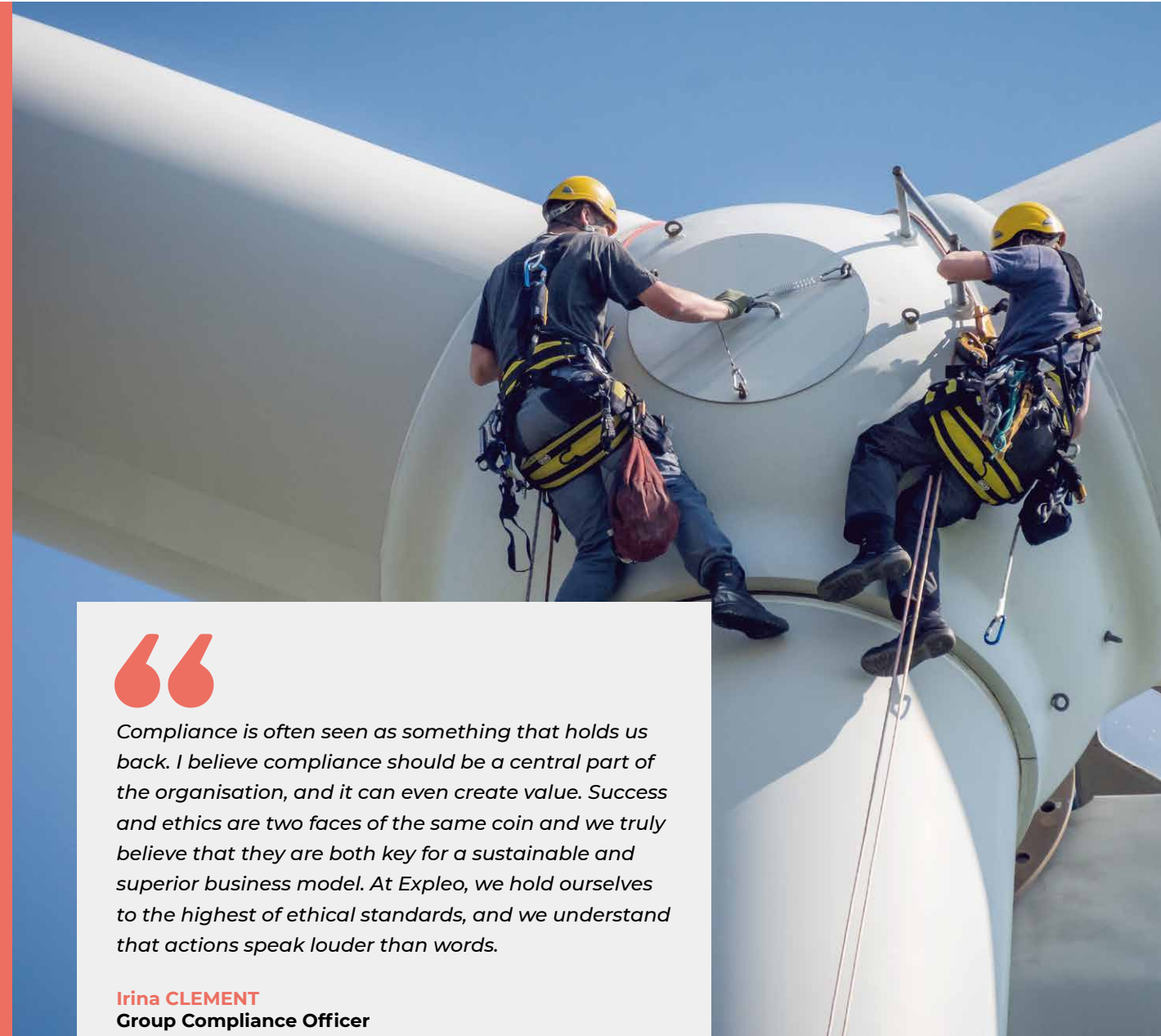
Show uncompromising integrity in our business conduct

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

“

Compliance is often seen as something that holds us back. I believe compliance should be a central part of the organisation, and it can even create value. Success and ethics are two faces of the same coin and we truly believe that they are both key for a sustainable and superior business model. At Expleo, we hold ourselves to the highest of ethical standards, and we understand that actions speak louder than words.

Irina CLEMENT
Group Compliance Officer





Associated Sustainable Development Goals



10. Ensure our ethical exemplarity in all our operations

Commitment overview

We approach our business operations as well as our professional relationships with the utmost **integrity**. We believe that **acting reliably** requires an unwavering commitment to growing our business not only within the confines of the law, but also upon our core values. The goal of our compliance programme is simple: **zero tolerance for unethical behaviour**. We may act boldly here at Expleo, but we are committed to doing so the right way.

Group policies and achievements

Governance and responsibility

We have embedded accountability measures into our compliance programme. All of our initiatives are supervised by a dedicated committee, an EXCOM member, and a new Group compliance officer.

Code of conduct and Group policies

Our code of conduct is the cornerstone of our programme and readily available, both internally and publicly. It formalises Expleo's commitment to ensure human rights, fight against corruption and fraud, protect fundamental social rights, including health and safety, working time, work-life balance, labour regulations, the right to equal pay for equal work, and freedom of assembly and association. Expleo also prohibits forced labour, child labour and modern slavery. The Group guarantees a decent wage to all its employees in all of its countries.

Whistleblowing platform

Our whistleblowing platform further supports our compliance programme, ensuring the protection of our employees, stakeholders, and business activities alike. We view whistleblowing as a means of not only identifying misconduct in our business, but also identifying areas of improvement within our organisation.

Employee training

The Group implemented a mandatory e-learning about business ethics, including dealing with bribery/corruption, financial transactions and transparency, offering and accepting gifts, respecting personal data protection, receiving or sending invitations, and addressing intellectual property. Our policies and procedures are also readily available to all of our employees in the intranet site.

Our future ambitions

Update our policies according to best practices and local needs

Expleo will update its ethics and compliance programme in 2022, while homogenising our approach across our organisation. Our policies may, however, be adapted to better respond to local needs to ensure compliance. Toolkits will also be made available to local entities to train their employees. Expleo aims to be ISO 37001 and ISO 37002 certified to demonstrate its maturity in terms of anti-



KPI

Percentage of employees trained on Expleo's code of conduct

77%

corruption and whistleblowing. We also aim to train 100% of our employees on ethics and compliance. The transformation of our programme will be supported by an "askcompliance" chatbot. Providing our employees with immediate responses to their questions will dramatically facilitate compliance across our organisation.

Launch our Human Rights programme

We will be launching a Human Rights programme this year. This programme will centre human rights in all of our engagements.



Associated Sustainable Development Goals



11. Integrate sustainability principles into our procurement

Commitment overview

Expleo cascades its social responsibility approach to its value chain and wishes to onboard its suppliers towards **a more sustainable value chain**. As a consultancy company, Expleo's purchasing profile is focused on **services** (consultancy subcontracting, energy, travels, facility cleaning...), **goods** (electronic equipment, day-to-day goods), and **outsourced digital services** (hosting, SaaS solutions,...). The Group adopts a **duty of care** approach regarding its supply chain: this means it is responsible for ensuring that no business, ethical, human or environmental violations occur **within its scope of responsibility**, throughout the entire supply chain.

Group policies and achievements

Integrate CSR criteria into our practices

Strong progress has been made on sustainable procurement in 2021, especially concerning the procurement organisation and the integration of our CSR ambitions into our procurement practices. Procurement is piloted at Group level by the purchasing and facilities department, with some local level of autonomy for certain practices. For example, in some countries, the subcontracting of consultants is managed by the operations department.

Expleo's Supplier Code of Conduct

We cascade our CSR expectations to our supply chain and expect the same behaviour from our suppliers as the one we exhibit ourselves. Our Supplier Code of Conduct asks our suppliers to respect all requirements listed in Expleo's Code of Conduct. To ensure that our suppliers are

not overly reliant on the business we have with them, we evaluate their dependency levels regularly.

Travel policy

The Group also has a travel policy. If, and only if, travel is required (instead of remote meetings), then preference is given to rail transport where possible.

Our future ambitions

Continue to onboard our supply chain on CSR

We aim to assess all our suppliers regarding their compliance with the requirements of our Supplier Code of Conduct. Furthermore, we plan on launching a continual improvement process to ensure that our major suppliers fulfill our CSR requirements and goals. This annual performance evaluation will be based on quality and CSR criteria. 2022 will serve as a baseline to improve our suppliers' performance in the future.



KPI

Percentage of purchasers having received training on CSR (on ethics & compliance topics)

77%

Percentage of suppliers having signed Expleo's supplier code of conduct
Coming 2022



Associated Sustainable Development Goals



12. Guarantee data security and privacy

Commitment overview

As we rely increasingly on digitalisation for our everyday operations, **information security and data privacy are key to our activities**. If left unchecked, a breach in cybersecurity could cause significant trouble both for our internal processes and to clients. Expleo aims for all its products and services to be **secure by design** and asks its employees to display an impeccable conduct to **ensure our clients a safe and trustworthy service**.

Group policies and achievements

Ensure a strong data security policy

Information security is managed by a Group CISO, under the Transformation & Capabilities EXCOM member. They are supported by a team of regional LISOs (Local Information Security Officers) and an internal Security Operating Centre (SOC) organised to cover all our activities 24/7, 365 days per year.

The Group has formalised a comprehensive Information Security Policy and an Information Security Management System (ISMS), in accordance with ISO 27001. All documents of this ISMS are available to all employees on the intranet. All Expleo's sites operating in technology, digital transformation or cybersecurity are certified to the ISO 27001 standard. This means Expleo analyses its risks, implements security measures to control them, monitors their efficacy and trains employees on data security risks. Our cybersecurity systems are regularly audited by our clients, especially 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.

User Awareness

Expleo's Information Security team, in partnership with the Legal & Compliance team, has created a learning module

on information security which is made available to all Expleo employees and starts at the onboarding stage.

Protect personal data

Data protection is managed by an acting officer from the Ethics & Compliance team. Expleo has established its Personal Data Protection Policy and rolled out the organization to maintain a high level of compliance to GDPR and applicable data protection laws.

Our future ambitions

Cybersecurity awareness

Expleo makes a particular focus on training our staff to cybersecurity risks and related posture as a key deployment area in the next future.

Extend its certifications in data security and privacy

Expleo will continue to deploy main certifications following best standards like ISO 27001, Cyber Essentials, TISAX or PCI/DSS.



KPI

Percentage of ISO 27001 certified sites

39%

Previous year: 33%





Percentage of employees trained to cybersecurity in the 2021 campaign

81%

Indicators tables and methodological note





Indicators table

Introductive sections			GRI
About Expleo			G4-102, G4-103
Our Corporate Social Responsibility Strategy			G4-102, G4-103, G4-201
I. Enable our people to flourish in all their diversities	2021	2020	GRI
1. Develop our people, their skills and their careers			
 Number of hours dedicated to training our employees	462,600	413,600	G4-103 G4-404
Share of payroll dedicated to training (%)	2.4%	2%	
Expleo growth (employees vs previous year)	+1,669	-1,448	
Share of permanent contracts	93%	94%	
2. Foster diversity, inclusion, respect and fair-treatment			
 Share of women amongst employees / amongst managers / amongst EXCOM (%)	29% / 23% / 25%	27% / - / 25%	G4-103 G4-405 G4-406
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)	88 /100 38 20 15 15 0	88 /100	
Percentage of disabled employees (at Group level)	1.6%	1.8%	
3. Promote a healthy work-life balance and a safe environment			
 Global absenteeism rate	7%	1.1%	G4-103 G4-401 G4-403
Frequency rate of occupational accidents	1.06	1.04	
Severity rate of occupational accidents	1.79	0.05	
Global turnover rate (%)	36%	19%	
4. Listen to and engage with our people			
 Global satisfaction score (/100)	66% (+10 pp vs. 2018)	63%	G4-103 G4-407
Percentage responding to a survey on their global job satisfaction	69%	63%	

 *KPI




Indicators table

II. Innovate and transform society for a better tomorrow		2021	2020	GRI
5. Anticipate our clients' and society's sustainability challenges				G4-103 G4-201
	Percentage of R&D projects which contribute to a SDG	100% (as of 06/2022)	-	
	Number of junior (<2 years) PhDs employed	26	20	
	Number of innovation projects	50	65	
	Percentage of projects conducted in partnership with academic and/or clients	20%	-	
6. Offer solutions which accelerate our clients' sustainable transformation				G4-103 G4-201 G4-416
	Share of green investments in total R&D budget	20%	20%	
	Taxonomy-aligned activities	Coming 2022	-	
	Overall client satisfaction (/100)	87%	87%	
7. Support our local communities with skills-based volunteering and philanthropy				G4-103 G4-203
	In the future, Expleo plans on following the percentage of sites with a philanthropy or volunteering project, the number of hours given per employee and the total monetary sums given.			

Indicators table

III. Commit to a carbon neutral and greener future		2021	2020	GRI
8. Achieve net-zero carbon emissions by 2030				
	CO ₂ emissions per million euros of revenue (tCO ₂ e/m€)	17.12	19.12	G4-103 G4-305
	Total CO ₂ footprint (tCO ₂ e)	17,892 (-41% vs 2019)	17,263	
	Scope 1 CO ₂ emissions (tCO ₂ e)	3,830	2,449	
	Scope 2 CO ₂ emissions (tCO ₂ e)	2,803	3,727	
	Scope 3 CO ₂ emissions (tCO ₂ e)	11,259	11,087	
9. Reduce our resource consumption and waste production				
	Total energy consumption per million euros of revenue (MWh/m€)	9.47 MWh/m€	11.97 MWh/m€	G4-103 G4-302 G4-306
	Total waste production (based on data reporting and estimations)	189 tonnes	158 tonnes	
	Buildings energy consumption	9,897 MWh	10,813 MWh	
	Share of renewable energy in electrical mix	23%	14%	
	Car fleet fuel consumption	1,073 m ³	0,611 m ³	

Indicators table

IV. Show uncompromising integrity in our business conduct	2021	2020	GRI
10. Ensure our ethical exemplarity in all our operations			
 Percentage of employees trained on Expleo's code of conduct	77%	77%	G4-103 G4-205
11. Integrate sustainability principles into our procurement			
 Percentage of purchasers having received training on CSR (on ethics & compliance topics)	77%	77%	G4-103 G4-204 G4-205
Percentage of suppliers having signed Expleo's supplier code of conduct	Coming for 2022	-	
12. Guarantee data security and privacy			
 Percentage of ISO 27001 certified sites	39%	33%	G4-103 G4-418
Percentage of employees trained to cybersecurity and data protection in the past 12 months	81%	-	

Scope of reporting

All data is representative of the Group, its countries and affiliates, as of 31/12/2021, unless specified below or in the text of this report. Additional details on specific indicators are available below.

I. Enable our people to flourish in all their diversities

- Gender equality score is for the French UES, which represents 4,200 people, or 28% of total employee headcount.
- Global absenteeism rate excludes leave over 30 days or parental/maternity/paternity leave.
- 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.
- Turnover rate: (hires + leaves) / 2 / (permanent headcount at 1st January) * 100.

II. Innovate and transform society for a better tomorrow

- The number of junior PhDs employed is the total number of employees with PhD diploma who have been hired with a permanent employment contract for the first time and got it within the last two years. It excludes all other doctoral degree holders.

III. Commit to a carbon neutral and greener future

- Expleo's carbon footprint is calculated in accordance with the GHG Protocol Corporate Standard (<https://ghgprotocol.org/>), by a combination of decentralised (local emission factors) and centralised approaches.
- Total waste production is based on data reporting and estimations, due to certain bills being unavailable (waste collection may be included in the offices' rental charges).

IV. Show uncompromising integrity in our business conduct

- Data related to training is extracted from the Group's Academy data system.
- Data related to employees trained to cybersecurity in the 2021 campaign represents data as of end of November 2021.



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 40 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 15,000 highly-skilled experts delivering value in 30 countries.