



# CSR Report 2018

Declaration on  
Extra-Financial Performance

[expleogroup.com](http://expleogroup.com)

( expleo )

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# Message from the CEO

**Olivier Aldrin**

## **A new Group committed to sustainable growth and innovation**

By combining our strengths in engineering, quality and management consulting, we have created a unique technological player, now recognised under the Expleo brand. A new brand to embody the unique blend of boldness and reliability on a daily basis that characterises Expleo's 15,000 employees in more than 25 countries.

In a context of unprecedented technological change, a source of uncertainty and opportunity, our new identity also underscores the Group's ambition: to be the next-generation technology partner for innovative companies, helping them to quickly and successfully develop large-scale innovations that will shape a more sustainable world for everyone.

We are convinced that this technology race must be carried out in accordance with our values of courage, excellence, collaboration, respect and accountability. These same values are reflected in our talent attraction and management policy, which is centered on continuous training, inclusion and diversity.

Our Research and Development policy is based on 4 principles: acting ethically, innovating at the service of society, developing our talents, and contributing to the protection of the environment. These principles guide our daily actions with our clients and our investments in innovative projects to meet social and environmental challenges.

At our core, we are about finding solutions, connecting people, and striving for positive outcomes. I am particularly proud of what we have achieved this year with the Clinathec centre supporting their mentally driven exoskeletons to help quadriplegics walk again. Another exciting project developed by our teams is an autonomous parking solution that could contribute to drastically reduce the energy consumption of our infrastructures...

**I invite you to explore our  
approach, our commitments  
and our contribution to  
sustainable growth at the  
service of technological and  
human progress.**

# 01

## The Group



# Our resources

Employing

**15,000+**  
technology loving  
game-changers

Global & Local

**25+**  
countries



● *Our presence*

# Our identity

## Vision

### Bold

Showing a willingness to take risks; confident and courageous.

### Reliable

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

## Values

- Courage
- Excellence
- Collaboration
- Respect
- Accountability

## Commitments

- Sustainability
- Diversity
- Upskilling

# Our mission

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

# End-to-end solutions for digital transformation



## Consulting

Accelerating business agility, performance and digital transformation

- Strategy
- Management
- Execution



## Engineering

Managing critical and complex systems

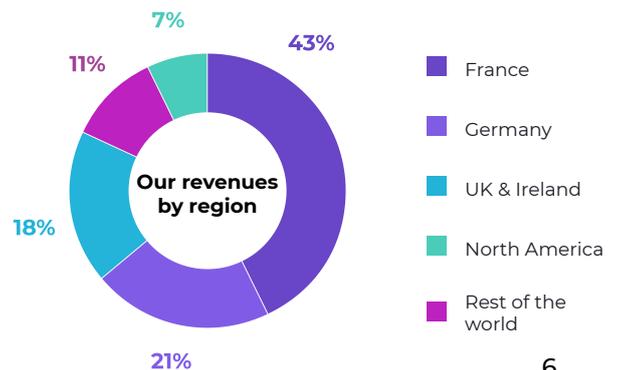
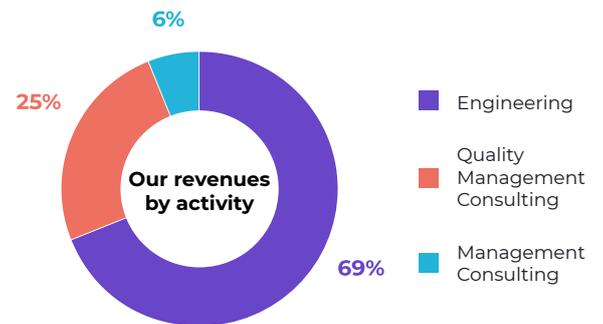
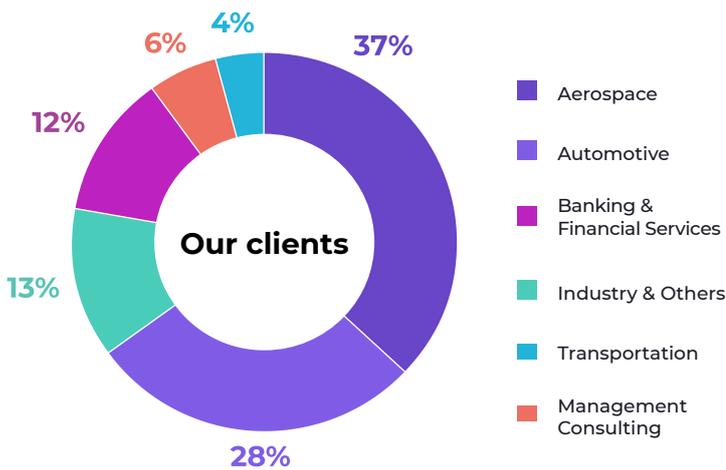
- Design & product development
- Manufacturing and Supply chain
- In-service support



## Quality

Ensuring continuous quality in systems and applications

- Quality management
- Quality engineering
- Quality assurance



## Revenues

**€1,1 bn**  
2018 Revenue

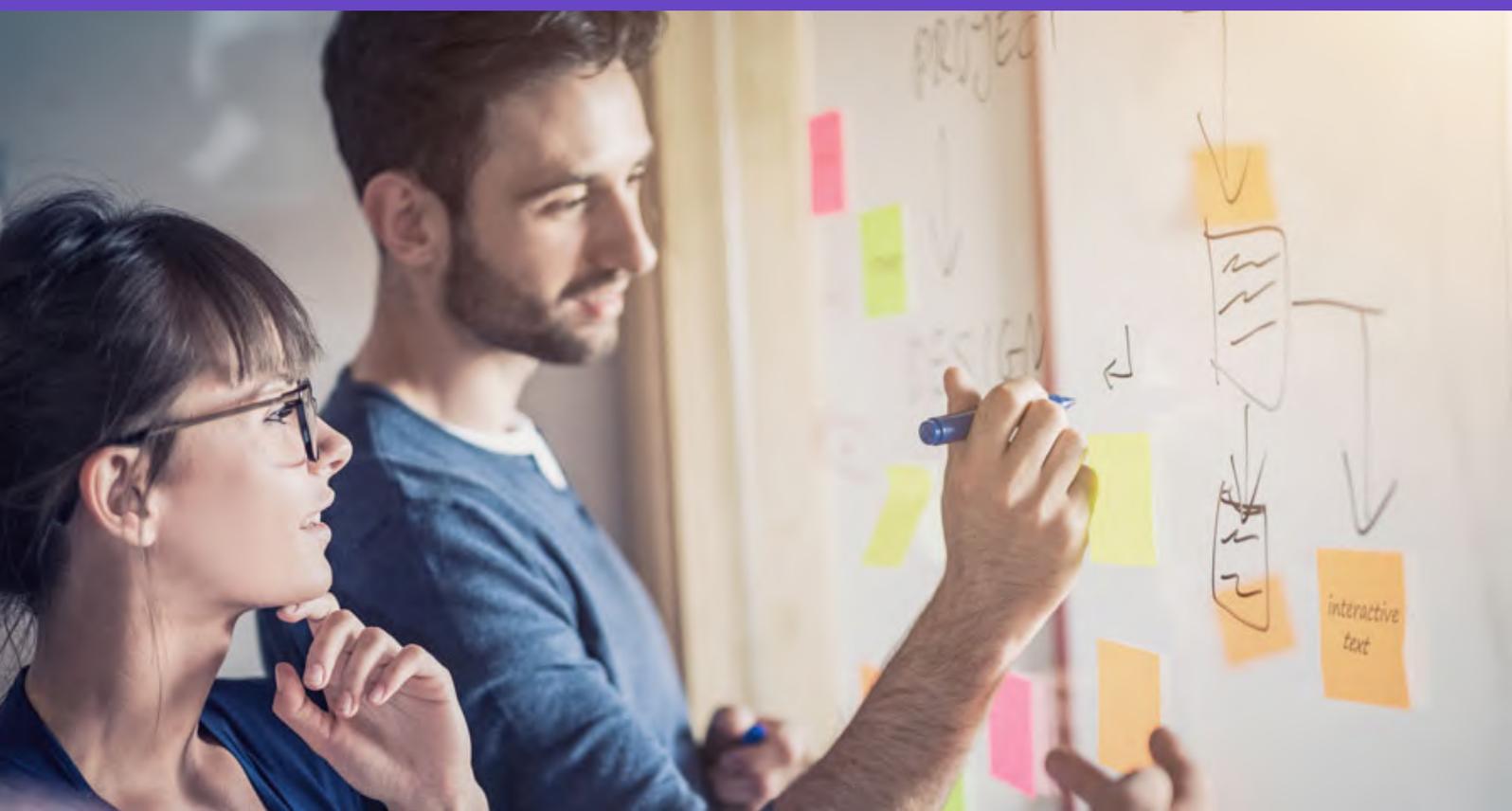
**+8.4%**  
2018 Growth

# 02

## CSR

# Strategy

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



## 2.1. Contributing to Sustainable Development Goals

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



## CSR Governance

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

The Supervisory Board carries out its oversight through three committees:

- Strategy Committee;
- Compensation Committee;
- Audit Committee.

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

## International Standards

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

- The Universal Declaration of Human Rights;
- The GRI, ISO 26000 and ISO27001;
- United Nations Sustainable Development Goals (SDG).

## Roadmap aligned with United Nations Sustainable Development Goals

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

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

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

### Acting Ethically

- Code of Conduct
- Compliance

### Innovating for Sustainability

- Provide sustainable solutions
- Ensure sustainable procurement
- Customer satisfaction

### Managing Talent

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

### Protecting the Environment

- Limit greenhouse gas emissions
- Reduce environmental footprint
- Innovate for a circular economy

8 DECENT WORK AND ECONOMIC GROWTH



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



7 AFFORDABLE AND CLEAN ENERGY



11 SUSTAINABLE CITIES AND COMMUNITIES



13 CLIMATE ACTION



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



## 2.2. Extra-Financial Risk Factors

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

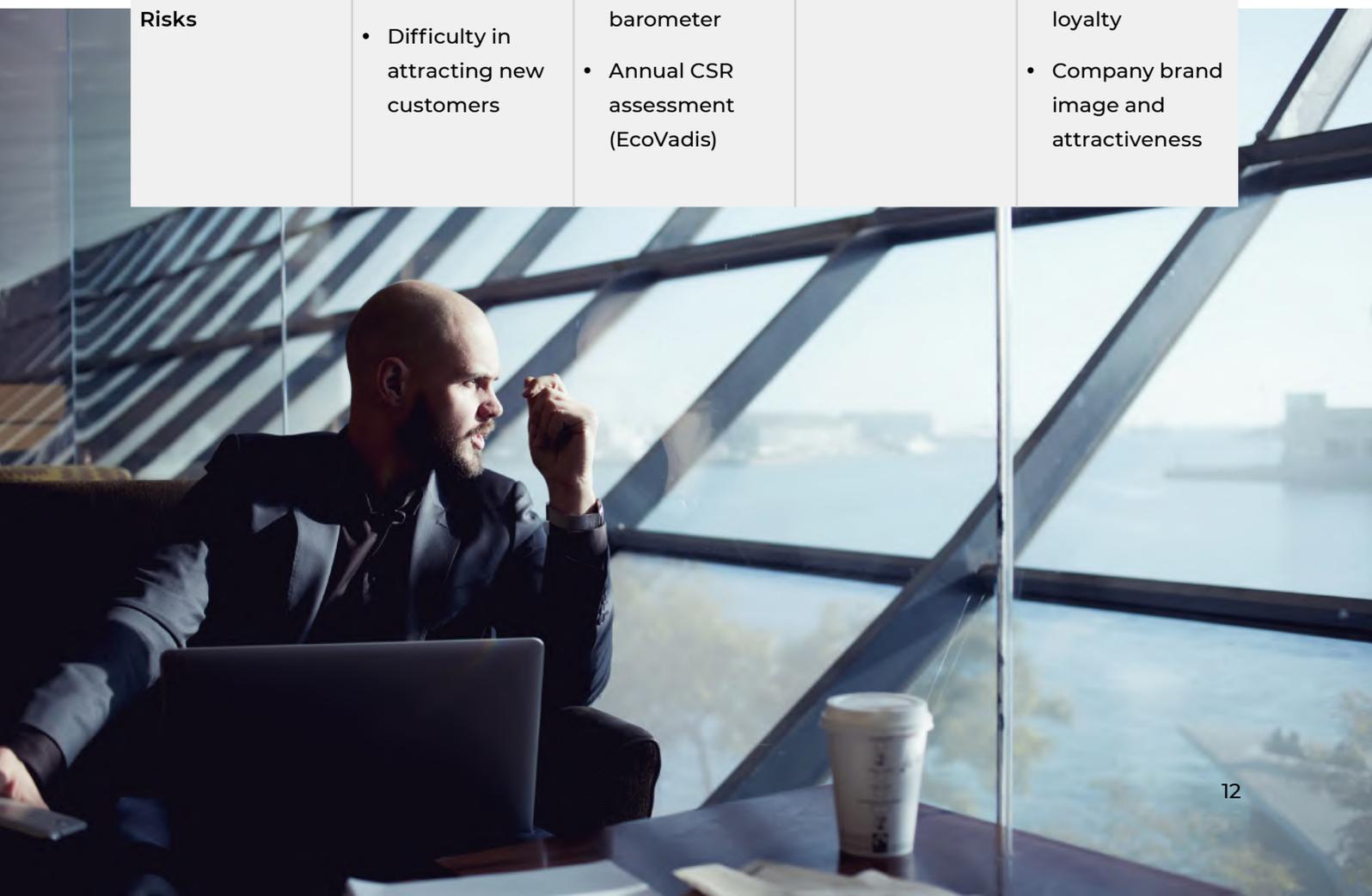
To ensure its sustainable growth, the Group must continually work to identify, prevent and properly control such risks.

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

Acting Ethically				
Type	Impact	Key steps to reduce risk	2018 KPIs	Opportunities
Business integrity	<ul style="list-style-type: none"> <li>• Reputational risk</li> <li>• Legal, criminal, civil and administrative sanctions</li> <li>• Financial impact</li> </ul>	<ul style="list-style-type: none"> <li>• Signatory to the UN Global Compact</li> <li>• Code of Conduct</li> <li>• Risk mapping</li> <li>• Alert system</li> <li>• Internal control</li> <li>• Staff training</li> <li>• Ethical HR Policy</li> </ul>	NA	<ul style="list-style-type: none"> <li>• Protecting the Group’s image</li> <li>• Maintaining stakeholder trust</li> <li>• Promoting the employer brand</li> <li>• Highlighting the Group’s attractiveness</li> <li>• Creating an ethical business culture</li> </ul>

## Innovating for Sustainability

Type	Impact	Key steps to reduce risk	2018 KPIs	Opportunities
<b>Unsuitable Offering for the Market</b>	<ul style="list-style-type: none"> <li>Disruptive arrival of certain competitors</li> <li>Loss of market share</li> </ul>	<ul style="list-style-type: none"> <li>Innovation governance</li> <li>Internal and external competitions around innovation</li> <li>Partnerships with research centres</li> </ul>	<ul style="list-style-type: none"> <li>R&amp;D budget: €60M</li> <li>Number of engineers working on R&amp;D projects: 700</li> <li>20% of projects dedicated to eco-design</li> </ul>	<ul style="list-style-type: none"> <li>New engineering offering in the digital sphere</li> <li>Attractiveness among young graduates</li> </ul>
<b>Customer Relations Quality Risks</b>	<ul style="list-style-type: none"> <li>Regulatory compliance</li> <li>Difficulty in attracting new customers</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction barometer</li> <li>Annual CSR assessment (EcoVadis)</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction: 75%</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction and loyalty</li> <li>Company brand image and attractiveness</li> </ul>



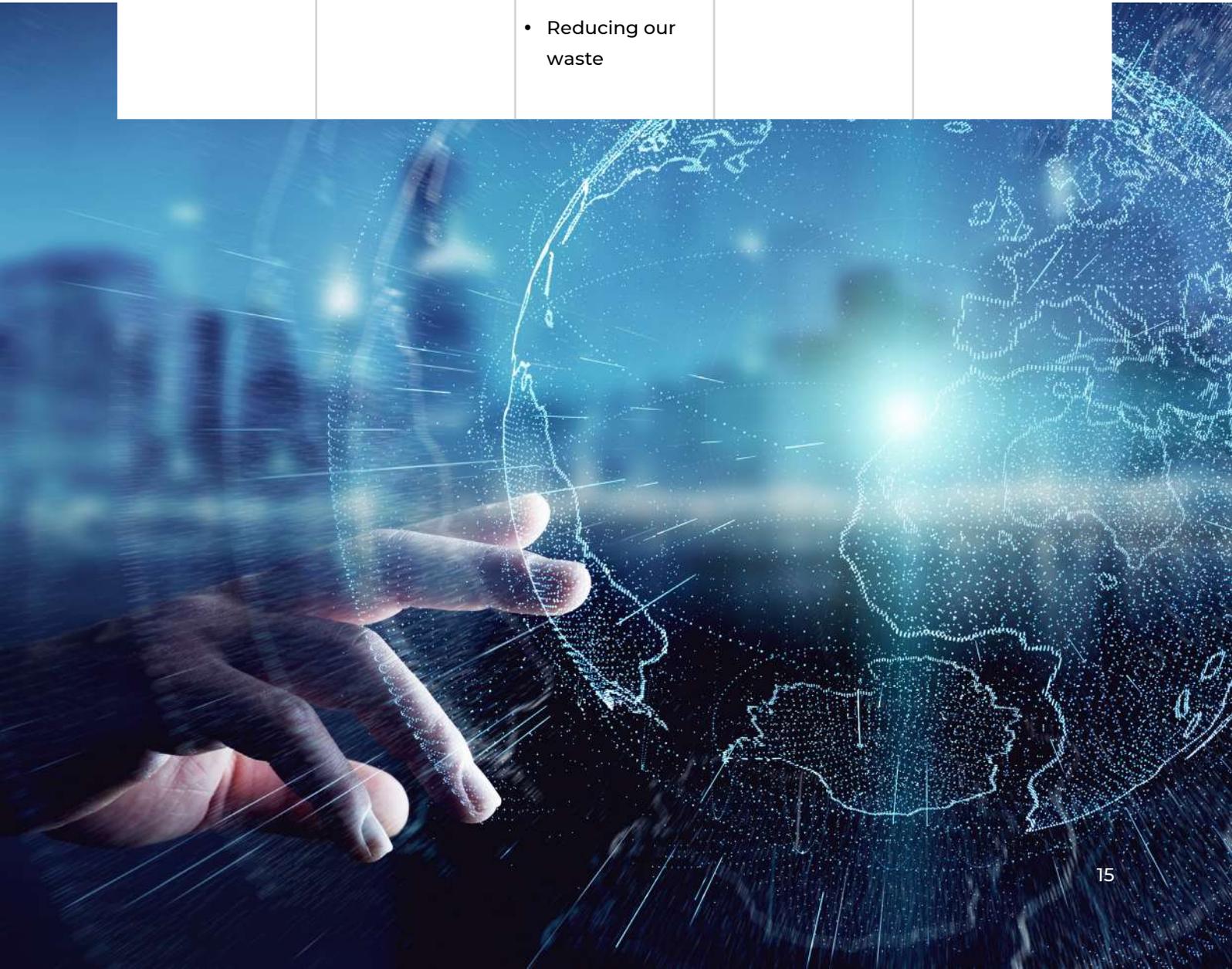
## Managing Talent

Type	Impact	Key steps to reduce risk	2018 KPIs	Opportunities
<b>Attractiveness / Retention &amp; Loyalty</b>	<ul style="list-style-type: none"> <li>• Lack of control over turnover</li> <li>• Loss of key skills</li> <li>• Loss of management quality and quantity</li> </ul>	<ul style="list-style-type: none"> <li>• Communication and visibility of the employer brand</li> <li>• Partnerships with engineering schools</li> <li>• Recruitment campaigns</li> <li>• Induction course</li> <li>• Mobility Program</li> </ul>	<ul style="list-style-type: none"> <li>• New hires: 4,751</li> <li>• Employee turnover rate: 19%</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening the employer brand</li> <li>• Optimising hiring and turnover costs</li> </ul>
<b>Skills Improvement</b>	<ul style="list-style-type: none"> <li>• Inability to respond to new market challenges</li> <li>• Cost effectiveness of training</li> <li>• Employee disengagement</li> </ul>	<ul style="list-style-type: none"> <li>• Investments in resources</li> <li>• Innovative digital tools</li> <li>• New training resources</li> </ul>	<ul style="list-style-type: none"> <li>• Payroll training budget: 3.3% (France)</li> <li>• Employees trained: 61% (France)</li> <li>• Training hours: 55,713 (France)</li> </ul>	<ul style="list-style-type: none"> <li>• Improving employability</li> <li>• Company attractiveness</li> <li>• Employee satisfaction</li> </ul>

Type	Impact	Key steps to reduce risk	2018 KPIs	Opportunities
<b>Social Dialogue</b>	<ul style="list-style-type: none"> <li>• Deterioration of the work environment and the company's image</li> <li>• Increased turnover</li> </ul>	<ul style="list-style-type: none"> <li>• Employee engagement survey (Great Place To Work)</li> <li>• Collective working time arrangements</li> <li>• Local social dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Employee engagement survey participation: 61%</li> </ul>	<ul style="list-style-type: none"> <li>• Pride in belonging to the company and strengthening of employee buy-in</li> <li>• Improved productivity</li> </ul>
<b>Diversity / Discrimination</b>	<ul style="list-style-type: none"> <li>• Unequal treatment</li> <li>• Impact on employer reputation and image</li> <li>• Failure to meet human rights commitments</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of "Mission Handicap"</li> <li>• Agreement on disability</li> <li>• Gender equality agreement</li> <li>• Diversity and social inclusion policy</li> </ul>	<ul style="list-style-type: none"> <li>• Gender balance (% women): 26%</li> </ul>	<ul style="list-style-type: none"> <li>• Using diversity as a business indicator and driver of innovation and competitiveness</li> <li>• Increased employee motivation and commitment</li> </ul>
<b>Health and Safety / Prevention of Psychosocial Risks</b>	<ul style="list-style-type: none"> <li>• Work accidents connected with travel and the work environment</li> <li>• Reputational damage vis-à-vis customers</li> <li>• Legal risks</li> <li>• Direct and indirect social costs</li> <li>• Heightened absenteeism</li> </ul>	<ul style="list-style-type: none"> <li>• H&amp;S training</li> <li>• Awareness campaigns</li> <li>• Support for psychosocial risks</li> <li>• Great Place To Work annual survey</li> </ul>	<ul style="list-style-type: none"> <li>• Accident frequency rate: 3 (France)</li> <li>• Accident severity rate: 0.12 (France)</li> </ul>	<ul style="list-style-type: none"> <li>• Adopting the right safety habits in everyday life</li> <li>• Improving conditions and quality of life in the workplace</li> </ul>

## Protecting the Environment

Type	Impact	Key steps to reduce risk	2018 KPIs	Opportunities
<b>Energy Transition</b>	<ul style="list-style-type: none"> <li>• Company's failure to contribute to combating climate change</li> <li>• Lack of control over energy costs</li> </ul>	<ul style="list-style-type: none"> <li>• Limiting our carbon footprint</li> <li>• Promoting green travel: sustainable mobility</li> <li>• Limiting the energy footprint of buildings</li> <li>• Reducing our waste</li> </ul>	<ul style="list-style-type: none"> <li>• GHG emissions: 4,095 t CO2e (France)</li> </ul>	<ul style="list-style-type: none"> <li>• Development of new services and solutions (innovative projects)</li> <li>• Migration to a low CO2 emitting fleet</li> </ul>



# 03

## Acting Ethically

*Ethics are at the very heart of our business and governance. We are continually working on implementing relevant regulations as well as enforcing our own internal standards and values, on issues from corruption to respect for human rights and data security.*

**Nathalie Gicquel**  
Group General Secretary



## 3.1. Preventing Corruption

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

### Code of Conduct

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

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

### Whistleblower System

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

### Eliminate tax evasion risks

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



## 3.2. Securing our Processes

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

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

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

Our cyber-security system is regularly audited by our customers, in particular in the aeronautics and defense sectors, which require additional measures on top of ISO 27001. Automotive industry companies audit our systems using the TISAX standard, while those in the baking industry use PCI/DSS.

### GDPR Compliance

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

### 3.3.

## Respecting Human Rights

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

The Global Compact encourages organisations to:

- Anticipate the long-term impact of their activities;
- Improve their CSR approach, through a culture of responsibility and the drawing up of action plans.

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

- Freedom of association;
- The right to collective bargaining,
- Non-discrimination in employment and in the workplace;
- No use of forced or compulsory labour.



## 3.4. Community and Philanthropy

Expleo contributes to economic development and job creation in the 25 countries where it operates. Where possible, Expleo uses local suppliers.

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



## Education and training

In 2018, Expleo employees in **France** raised funds for the humanitarian association “Touche d’Espoir pour un Avenir Meilleur” (TEAM) to help disadvantaged children in school-related and social contexts in Benin, Côte d’Ivoire and Cameroon. This financial aid allows TEAM to facilitate access to electricity, the construction of drinking water access points, sanitary facilities and classrooms by donating benches, tables, school supplies and computer equipment.

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

## Access to healthcare

In **the UK**, Expleo supports its corporate charity partner, Cancer Research UK, through fundraising activities over the year. This includes entering a sponsored team in the Great Western Bike Ride, holding employee barbecues on site and organising special Christmas and Halloween bake sales.



## People with disabilities

In **Spain**, Expleo made a donation to the Carmen Pardo-Valcarce Foundation for the right of people with intellectual disabilities to participate fully in society.

## Responsible purchasing policy

Expleo also incorporates a purchasing Code of Conduct including sustainable development criteria in its ethical, social and environmental purchases and establishing rules for suppliers.

- In **Spain**, as in **France**, Expleo uses sheltered employment centres when purchasing materials.
- In **India**, Expleo has incorporated environmental criteria into procurement processes, including eliminating the use of paper forms.

## Social issues

In **France**, Expleo provides funding and participates in the Action Hunger Challenge, thanks to the energy and enthusiasm of its employees.

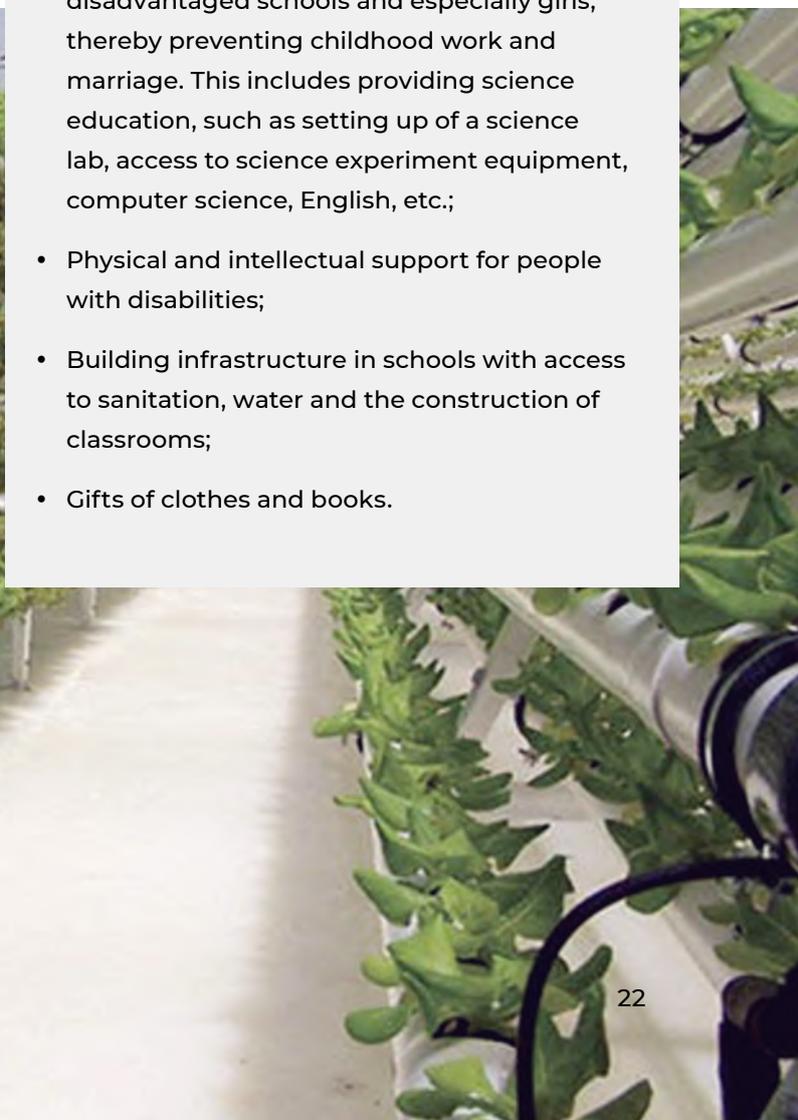
In **South Africa**, Expleo works closely with local communities and charities to positively contribute to society. This includes supporting local outreach programs like the Domino Foundation, Santa's Shoebox, Mandela Day and Blood Drives.

In **Ireland**, Expleo provides support to the local community by sponsoring the Special Olympics, allowing employees to engage in pro-bono consultancy and other work, holding events and fundraising on behalf of non-profit organisations and doing blood drives.

## Wide range of CSR actions in India

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

- Organising tree-planting activities;
- Donations of computer equipment;
- Supporting education for children from disadvantaged schools and especially girls, thereby preventing childhood work and marriage. This includes providing science education, such as setting up of a science lab, access to science experiment equipment, computer science, English, etc.;
- Physical and intellectual support for people with disabilities;
- Building infrastructure in schools with access to sanitation, water and the construction of classrooms;
- Gifts of clothes and books.



## Some of the key activities carried out by Expleo Solutions in Chennai during the year



### Tech La Bike

Science program aimed at rural school children, where the instructors visit remote villages, using motorcycles. They carry science lab models and conduct hands-on and multimedia sessions.



### Thiruvalluvar Gurukulam Project

A targeted program supporting children from under-privileged areas.



### Contribution to Sankalpataru

Tree planting with our employees under the banner "Let them Live."

## Some of the key activities carried out by Expleo Solutions in Pune in 2018



Initiatives organised with MPAPK school (for physically disabled people), such as providing exposure to various technical courses like a mobile phone repair course, electrical / computer courses, etc.



Book donations to the Rostrum India Social Organization.



The Expleo Pune CSR team received the "Best CSR Award" from the renowned Maharshi Karve Stree Shikshan Samstha, social and education institute in recognition of its record of CSR activities, its institution of a payroll giving program and the involvement of company stakeholders.

# 04+

## Innovating for Sustainability

*To innovate is to create better, safer, cleverer solutions to current and future challenges. Expleo bolsters its innovation through deep expertise, intense cross-fertilisation and cutting-edge business-driven projects that serve existing and potential customers.*

**Guillaume Hauss**

Project Leader (ADAS & AD)



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

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



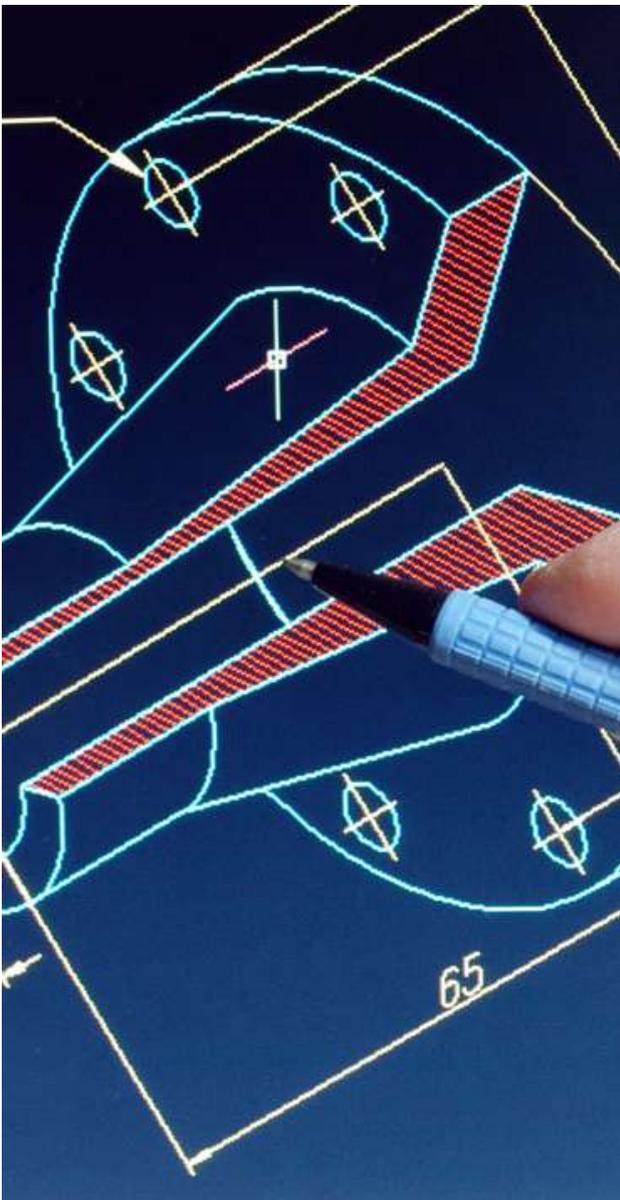
## 4.1. Sustainable Innovation

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

Our stakeholder mapping by field / identification of key interactions.

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

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



## Governance of innovation

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

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

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

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

## Sustainable innovation Ecosystem

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

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

## Customers: co-development projects

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

## Laboratories and Universities

- France: partnership with the IRT SYSTEM X Technological Research Institute on transport and mobility projects such as the SVA autonomous vehicle safety project;
- Partnership with IRT Saint Exupery for optimising aircraft structure;
- Collaboration with the French University of Montpellier on a new nanosatellite, called ENSO, to study the effects of sun radiation on the Earth's ionosphere.

## Examples of start-ups

- UWINLOC: indoor real-time asset-tracking system for constrained industrial environments; reduced maintenance costs and constraints, traceability of industrial assets and optimised production flows and logistics;
- K-process: Factory of the Future software to improve working conditions, productivity, flexibility, return on investment and sustainability expertise;
- ESI: Virtual reality manufacturing facilities and production processes; creating a combined offering for SMEs;
- Tehtris: a highly innovative vendor of IT security solutions and services for the enterprise.

## Employees

- Regular challenges for employees to propose ideas on a topic by a set deadline;
- Encouraging sharing between trainees, new recruits and experts of ideas, concepts and knowledge about technologies or internal process improvements.



## Expleo Innov Labs

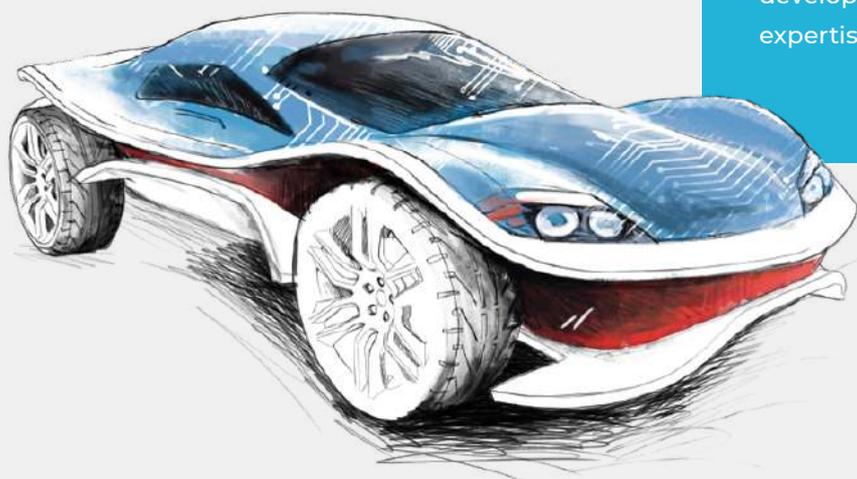
The Expleo Innov Labs are centres of creation and knowledge sharing. Their mission is to facilitate exchanges and contacts between contributors of ideas and experts with the skills to help with their implementation. These resources illustrate the Group's commitment to encouraging and stimulating an innovation dynamic, both internally and externally with our stakeholders. We have innovation Labs in **France** (Toulouse, Paris, Vitrolles, Cannes, Etupes) and **India** (Pune, Chennai). Others are being planned. The Expleo Innov Labs act as a community. They exchange results and best practices through regular meetings including quarterly round-up and special events with the management. They share content through a dedicated collaborative intranet site.

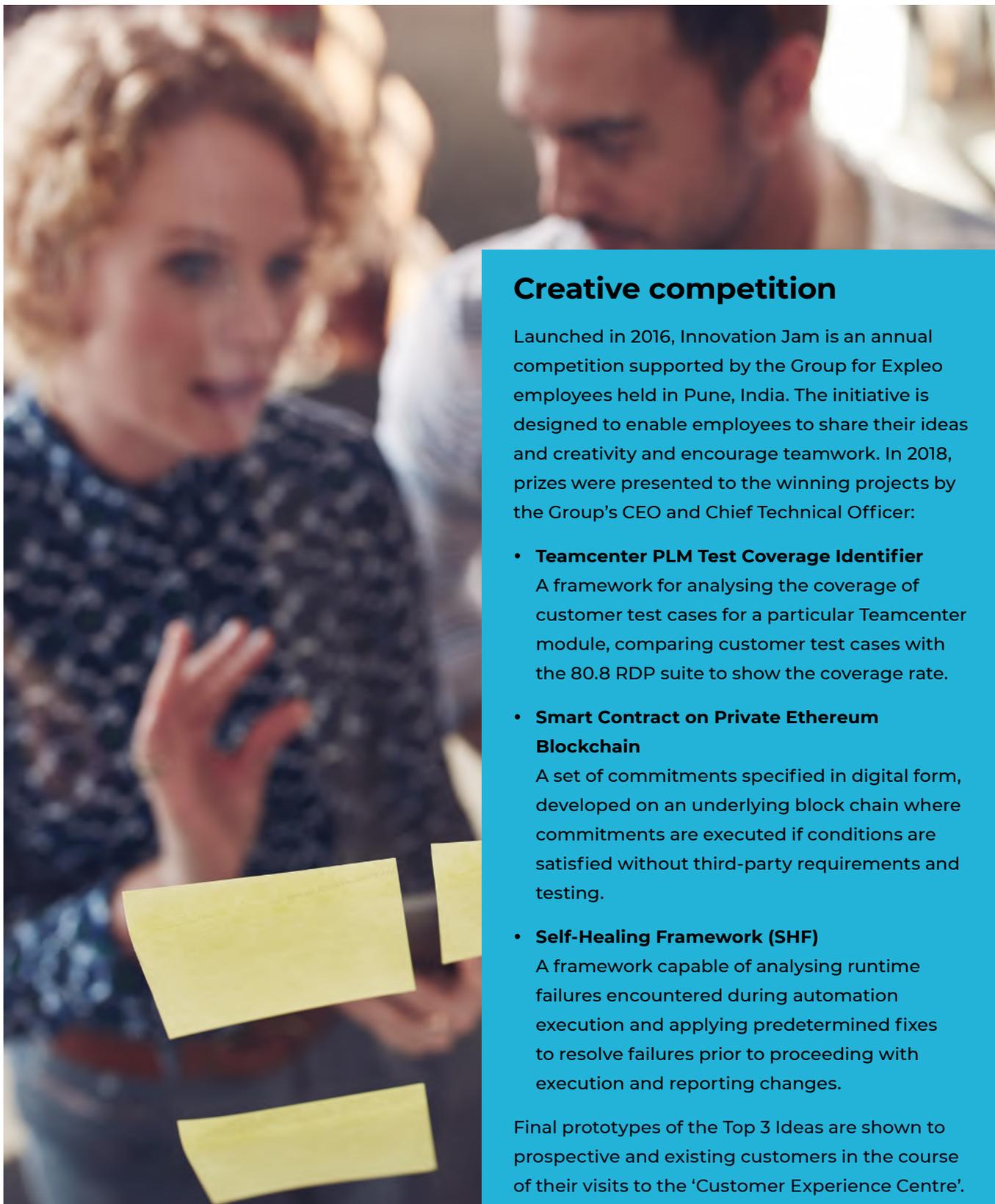
## Challenges dedicated to innovation

Challenges are regularly launched, inviting employees to propose ideas on a topic and within a specific time period, encouraging the sharing of ideas, concepts and knowledge about technologies or internal process improvement between trainees, young recruits and experts. Participating teams are invited to present their idea in a formal way, sometimes they must provide a proof of concept. At the end of each challenge the best ideas are given an award and, when appropriate, they can be converted into internal R&D projects.

## Racing to innovate

In Romania, 50 employees at Expleo's research centre competed in the "Race 4.0 Challenge" to design a remote-controlled electric autonomous vehicle. Designed on a scale of 1/10, the vehicles included an on-board camera and an obstacle detector. They were judged on technical sophistication, aesthetics and, of course, race performance. An opportunity, particularly for younger employees, to stimulate their creativity, develop their skills and demonstrate their expertise.





## Creative competition

Launched in 2016, Innovation Jam is an annual competition supported by the Group for Expleo employees held in Pune, India. The initiative is designed to enable employees to share their ideas and creativity and encourage teamwork. In 2018, prizes were presented to the winning projects by the Group's CEO and Chief Technical Officer:

- **Teamcenter PLM Test Coverage Identifier**  
A framework for analysing the coverage of customer test cases for a particular Teamcenter module, comparing customer test cases with the 80.8 RDP suite to show the coverage rate.
- **Smart Contract on Private Ethereum Blockchain**  
A set of commitments specified in digital form, developed on an underlying block chain where commitments are executed if conditions are satisfied without third-party requirements and testing.
- **Self-Healing Framework (SHF)**  
A framework capable of analysing runtime failures encountered during automation execution and applying predetermined fixes to resolve failures prior to proceeding with execution and reporting changes.

Final prototypes of the Top 3 Ideas are shown to prospective and existing customers in the course of their visits to the 'Customer Experience Centre'.

## 4.2. Successes: In-house Projects

Expleo teams work closely with customers to develop specific solutions that support their environmental policies, including services to:

- Reduce their carbon footprint;
- Ensure compliance with regulations, in particular concerning chemicals;
- Promote the eco-design of their products and services;
- Reduce management costs through life cycle analyses (LCAs).

In 2018, we strengthened our eco-design strategy and environmental policy through projects in priority areas, including:

### Aeronautics

- Development of a propulsion system for an autonomous electric airplane. The work focused on the overall architecture, optimisation of motor and inverter weight as well as certification.
- Mechanical sizing of a turbine for a project involving an innovative turboprop with a very high dilution level.
- Studies and characterisation of new products complying with the REACH standard applicable to chemicals involving health risks.

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



### Automotive

- Production of an electronic power system for an e-motorbike; optimisation of dimensions, weight and costs.
- Optimisation of internal combustion engine architecture in cars to reduce pollutant emissions.

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

## Project Examples

### Mobilis: a “responsible” mobility project

Designed and developed by Expleo, Mobilis is an autonomous, shared transport solution for urban mobility. Unveiled at MONDIAL.TECH in Paris in 2018, the single-seater vehicle, where the passenger sits almost vertically, is designed to facilitate travel in city centres and has a zero carbon and noise footprint. Mobilis combines Expleo's expertise in artificial intelligence, autonomous driving, electric mobility and electronic architecture.

Benefits:

- Safer;
- Smaller carbon footprint;
- Electric motor;
- Use of eco-sourced materials (composite based on combed bamboo fiber).



## Project Examples

### Autonomous Valet Parking (AVP):

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

Benefits:

- Lower energy consumption at the parking facility, as no human will go inside (no air conditioning, no lighting in walkable zones, no power for elevators...);
- Environmental gain → optimised and fastest path to spot, hence lower fuel/ battery consumption;
- Space → possibility of building smaller car parks;
- Time efficiency → average time driver spends in infrastructure during park-in and park-out is 10 min;
- Safer → better vehicle management through communication between all moving cars in the parking facility;
- Less stress → narrowness, maneuvers, confined space;
- Fewer traffic jams → 30% of the traffic in the city is generated by people looking for a parking spot.



## 4.3. Successes: Customer Projects

### Urban vertical agriculture: a sustainable concept

Vertical agriculture consists in producing significant quantities of food in cities, above ground and in large facilities that use a small area, without the need for sunshine. The idea is to optimise space and meet local needs (short distribution chains). Expleo's **Swedish** entity has worked closely with its customer in developing the concept, from design to industrialisation. Vegetables and fruits are grown through a thin organic tissue, with water and nutrients sprayed on the roots and leaves. The sun is replaced by low-power LED lighting set to an optimal wavelength. One hectare can produce about 3 million leafy vegetables, or 800 tons per year, 10-15 times more than on farms.

#### Advantages:

- Less water thanks to a mist diffusion system → -90% water;
- Production of pesticide-and GMO-free vegetables (crops are safe from insects and bacteria);
- Less heat generated → low-energy LED lighting;
- Decreased seasonal dependence and climate hazards;
- Less transportation, refrigeration and waste and fewer health risks (on-site sale of products) → smaller carbon footprint;
- Time and money saved;
- Recycling certain organic waste as part of a short local cycle;
- An increase in the number of such buildings would make it possible to return much farmed land to its natural state and reduce deforestation caused by increased farming;
- A possible solution to food shortages around the world.



## Flying whales LC60T airship: an environmental goal for operation by air

Expleo is participating in the design of a giant airship developed by Flying Whales.

One of the major challenges of this project was to design a very large structure, capable of bearing significant stress, while maintaining a low mass and preserving its stability.

### Advantages:

Lower environmental impact (sustainable forest management):

- Less road construction (fewer mechanical constraints, less damage to biodiversity, etc.);
- Less impact of imported wood (travel, traceability, etc.);
- Loading and unloading by hovering with its own system.

Carrying large volumes (new generation wind turbine blade) in the cargo hold:

- 80 m long hold: the largest hold of current airships;
- An 80 m by 8 m opening.

Reduced fuel consumption for a 60T payload:

- Reduction in helium volume by minimising the mass of the structure (<20T of structure) → Gain of more than 30% compared to existing airships to reduce its volume and aerodynamic drag;
- Greater payload (= 60t) to reduce the number of trips for a given load.



## Skill-based sponsorship

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

### BCI (Brain Computer Interface)

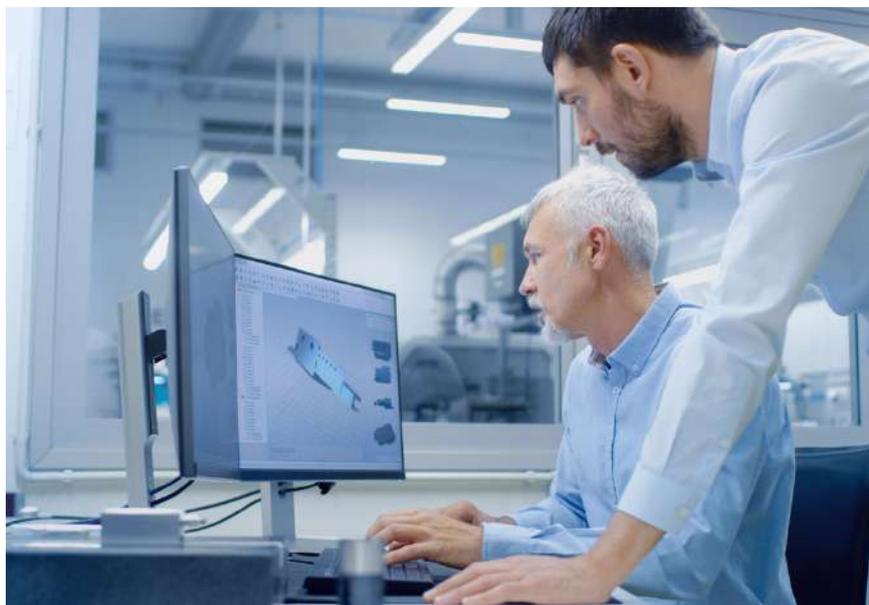
Expleo engineers are co-developing a brain-machine interface project with Clinatec's research team. The end-goal is to give mobility to people with severe motor disabilities through an exoskeleton controlled by their brain via an implant.

### CorticalSight

Expleo collaborated in the design of a model for an implantable device for opto-genetic vision restoration. With the aid of an international consortium, researchers from Inserm, CNRS, UPMC and CEA-Leti are working together in the Institute of Vision aim to develop a device capable of restoring vision by opto-genetic stimulation of the visual cortex. This project aims to restore visual perception in people who were blinded as a result of direct impact on the higher centers of the brain.

### Epicool

In 2019, Expleo is collaborating with the Epicool project, the goal of which is to create a chronic intracerebral implant capable of stopping epileptic seizures before symptoms appear. Expleo contributes to the state of the art and to the testing of possible algorithms to develop a program for the optimisation of characteristics based on projection, selection or fusion of characteristics in order to improve seizure prediction.



### BAMCO

In addition, through the BAMCO Consortium, a research program, Expleo is teaming up with other companies and research laboratories to design new technical bio-based composites using long bamboo fibers that would reduce the environmental footprint of aircraft.

## 4.4. Customers' satisfaction

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

The survey covers six major themes: quality of customer relations, business proposals, project management, quality of services provided, proactivity of teams and flexibility of services. In 2018, 479 responses were collected online or through telephone interviews.

In 2018, we obtained an overall satisfaction rate of 75%. The overall recommendation rate, estimated at 76% for 2018, puts us 15 points above the Net Promoter Score (NSP), 14% higher than the sector average.



# 05

## Managing Talent

*At Expleo we know that our teams are our greatest strength. We want to attract and retain the best talent and value each employee's skills. That is why we are always looking at new ways to provide employees with equal access to new opportunities and professional development.*

**Jennie Singer**

Head of Global People Services Projects





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

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

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

## Main areas of social responsibility in talent management

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

- To support our role as skill incubator, capable of responding to our customers' needs, through a focus on recruitment, skills management and professional training;
- To ensure optimal working conditions by focusing on well-being in the workplace, the prevention of psychosocial risks and ongoing constructive social dialogue;
- To provide equal opportunity for all by promoting gender equality, integration and job security for people with disabilities, combatting discrimination and exclusion in any form.

## 5.1. Attracting and Retaining Talent

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

### Attracting talent

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

Examples of Expleo recruitment practices include:

- Training program to professionalise recruitment teams (France and Romania);
- Job dating events and recruitment evenings (France);
- 27% of the Group's new employees are recruited via an employee referral program, which helps guarantee that the employee and Expleo's expectations are matching perfectly.
- Internal email campaigns to turn employees into recruitment ambassadors (France, Spain, Portugal and Romania);
- Signing bonuses in certain countries;
- The use of social networks to identify desired profiles - 26% of the Group's new employees are recruited through this channel.

### Retaining talent

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

- An induction process for new employees to understand the Group's culture and values;
- A clear appraisal process for developing careers and skills;
- An internal mobility program allowing each employee to increase their experience and skills.

### Group Key Figures

**4,751**  
Employees  
recruited in 2018

**27%**  
Employees  
recruited through  
employee referral

**26%**  
Employees  
recruited via  
social networks



## Welcoming and onboarding of new talent

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

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

- In **Germany**, six weeks before the end of the probation period, the Manager is reminded to schedule an evaluation with the employee.
- In **India** (Bangalore), employees receive a personalised welcome letter along with the Expleo Welcome Kit. They also may meet with the CEO for an introduction and a brief chat as part of “The 1<sup>st</sup> Chat” program. New employees are invited to have lunch with Senior Management within three months of joining the company.

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

## A partnership network with engineering schools

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

Country	Partners	Program
<b>France and Romania</b>	Target institutions	"Campus Ambassadors" contributing to and enriching Expleo's on-campus presence, working closely with recruitment teams
<b>France</b>	ISAE-SUPAERO, IPSA Paris, ENSAM Paris, INSA Strasbourg, ENSIAME, Polytech network, INSA Lyon, INSA Toulouse, UTBM, Seatech, CPE Lyon and EIGSI	<ul style="list-style-type: none"> <li>• Present the company, its business lines, business conferences, training, job search courses and other events for students and recent graduates;</li> <li>• Submit studies and tutored projects;</li> <li>• Participate in student forums and fairs;</li> <li>• Promote the coming on board of young graduates, trainees and block release trainees;</li> <li>• Contribute to school training and research resources through the apprenticeship tax.</li> </ul>
<b>Romania</b>	Polytechnic University of Bucharest, UPG University of Ploiesti, Petrosani University	Partnerships, financing and promoting "Student Electronics Day", symposium on engineering topics.
<b>United Kingdom</b>	Universities of Lancashire and Portsmouth, Bristol University, Bath University and Bristol UWE, Rolls Royce, Nottingham University, University of Sussex and the University of the West of England.	Partnerships

Country	Partners	Program
<b>Canada</b>	STIQ, the largest manufacturing network in Quebec and Aéro Montréal, a strategic forum bringing together Quebec's aerospace industry, educational institutions and research centres	Partnership that enables the company to participate in events (air shows, gala evenings, golf), advertise the Group and recruit talent.
<b>Spain and Portugal</b>	Almost all universities and vocational training centres specialising in technology	Partnerships
<b>India (Bangalore)</b>	Top engineering colleges in South India, Cranes Varsity, Vector India and CADDMAX	Fulfillment of technical requirements
<b>South Africa</b>	Durban University of Technology	Giving of prizes to top performers, including training vouchers for the ISTQB Foundation in Software Testing.

## Capitalising on experienced employees' expertise

The Group also values the experience of its senior employees. In France, the Group is committed to promoting the transfer of expertise by increasing the rate of recruitment of employees aged 45 and older to 8%. It has also pledged to keep the employment rate of senior employees at 17% or more of the total workforce.

In 2018, employees over 45 accounted for 9% of new hires and 18% of employees.

We have also set up a career management system that allows these senior employees to develop and refresh their skills, while promoting knowledge-sharing with younger generations.

## 5.2. Skills and Capacity

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

- Supporting our employees' professional and technical development;
- Adapting and developing key competencies related to Expleo's strategic direction and business challenges;
- Supporting CSR commitments in areas such as safety, the environment, compliance, and diversity and inclusion;
- Powering the company's ongoing transformation;
- Continuing to promote innovation in supporting our employees' desire to learn.

The technical expertise of our Expleo teams is a significant source of competitive advantage. Expleo thus offers various training activities on specific purposes: Skills Development Plans, Mechanical & Multiphysics Engineering, Software & Systems Engineering, and Systems.

## Training

### Training tools

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

- Specialised institutes to increase group employees' employability, provide them with courses to acquire sector or field-specific skills while developing our expert community. The content and training offered by the Expleo Institute are adapted to address the market challenges of the future.
- International programs provided to group entities. They include the Business Leaders Program -which enables managers to develop the strategic skills needed to become future senior Group executives-, the Project Management international program -designed to improve the management of individual and group projects- and the "e.book" Digital Catalogue.



## Training initiatives in France

The skills & knowledge management program was created in 2018. The objective is to develop induction and technical training courses tailored to each employee, in order to optimise job adaptation and promote business or sectoral development. The recruitment department also helps create comprehensive training courses offered to candidates coming back into the workforce. In Toulouse, a 50-strong team shares its expertise through “Meet My Expert” sessions with companies like Airbus and Liebherr for their environmental management system.

### Local Training Programs

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

- **In Romania**, a Training Institute is dedicated to developing technical and soft skills for both newcomers and senior engineers. In 2018, Romania provided around 55,000 training hours, with on average 3 different types of training classes for each engineer.
- **In India**, training includes a technology program, soft skills and behavioral skills, employee presentation skills, finance and customer-specific programs. In 2018, Expleo India trained 151 engineers through 33 unique courses.
- **In Germany, Austria and Switzerland**, the Expleo Technology Component trained 557 out of 950 employees in 2018 on topics ranging from induction to technical certification and management.
- **In France**, the training offer includes three management levels, skills & knowledge management tailored to each employee’s needs and “Meet My Expert” sessions.

### France Key Figures

**3.3%**

Payroll training budget

**61%**

Trained workforce

**55,713**

Total number of training hours during the year

## Key Group Figure

In 2018

# 1,271

employees benefited from an international mobility experience

## Mobility paths designed to enrich the employee experience

### Employees

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

- Exploring new environments;
- Developing their skills and expertise;
- Growing their network and adaptability;
- Benefiting from international experience

### Expleo

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

- Geographic mobility: to support the professional and/or personal development of employees.
- Sector mobility: to give employees an opportunity to apply their skills in another sector. In certain cases, mobility can anticipate economic cycles and trends.
- Technical mobility: to enable the development of new fields of expertise and skills.
- Promotion opportunities: to encourage managerial responsibilities and project management.

### Mobility tools and resources

- Job Ads - openings announced through Job Boards
- A monthly mobility newsletter
- Online portal advertising job vacancies
- Managers/HR Managers with whom employees can discuss their mobility plans
- A mobility team that tracks the plans and lends support with contractual and operational issues
- Discussions during team meetings

## Compensation/Benefits

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

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

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

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

## 5.3. Diversity and Inclusion

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

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



### Expleo in action

In **France**, Expleo signed up to the Equal Opportunities Charter in 2005, committing to raise employee awareness and provide employee training on diversity, to respect and promote the principle of non-discrimination and to communicate and report on the results of this commitment.

In **South Africa**, Expleo is committed to promoting diversity through its support for the government initiative B-BBEE (Broad-Based Black Economic Empowerment), promoting the economic empowerment of people who are disadvantaged due to their ethnicity.

In **Canada**, Expleo participates in “affirmative action programs” and dedicated job fairs to promote diversity.

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

## Gender equality

Expleo is committed to ensuring equal treatment of men and women in the workplace, in terms of hiring, compensation, training and career development. A special effort is needed in the engineering profession, which is historically a male-dominated profession. In **France**, Expleo signed a two-year gender equality agreement in 2016 that aimed to increase the proportion of women through recruitment and career development. In March 2019, Expleo published its Gender Pay Gap index in France with a global score of 88/100.

- In **Ireland**, a monthly “Women in Tech” event provides women in tech with opportunities to network and learn from each other.
- In **the UK**, Expleo produces a Gender Pay Gap report to better understand diversity, create awareness and work with all members of the organisation.

### Group Key Figure

**26%**  
of Expleo's employees are women

## Disabilities

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

### Creating a welcoming work environment

In **France**, Expleo has been one of its sector's pioneers working to increase professional opportunities for people with disabilities. In 2007, it launched its disability initiative, “Mission Handicap”, subcontracting inclusive companies and organisations to promote the integration of people with disabilities into the workplace.

Expleo sponsors the annual Handiweek, which focuses on raising awareness and providing information on hiring people with disabilities. A specific training course is provided to all employees in the Recruitment Department, as they are the company's first point of contact with future recruits.

Other activities include Expleo's efforts to adapt the workplace environment and to raise the awareness of employees, customers and third parties regarding disability. Expleo also participated in 17 disability-focused forums and fairs in 2018.

### Group Key Figure

**1.75%**  
Proportion of employees with disabilities

## 5.4. Social Dialogue

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

### Maintain dialogue with our teams and employee representatives

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

### Staff representatives, meetings, agreements and conventions

Expleo operates in over 24 countries (not all of which have a collective bargaining agreement for our business sector) with entities of varying sizes (ranging from over 4,800 employees to a few dozen).

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

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

In France, 5 collective bargaining agreements were signed in 2018, bringing the number of ongoing agreements to 10. Those agreements bear on some of the issues mentioned above.



## 5.5. Health, Safety and Wellbeing

### Health & Safety

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

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

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

## In France:

### A proactive approach to prevent psychosocial risks

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

### Prevention campaigns to reduce the risk of road accidents

Work-related road risks are the main cause of accidents at Expleo (commuting and business trips). To reduce these risks, we organise prevention campaigns and training sessions, install new safety equipment for vehicles and explore alternative transport initiatives. This strategy resulted in a 5% decrease in the number of accidents reported and in hazardous behavior in 2018.

## France Key Figures

**3**  
Frequency rate of accidents

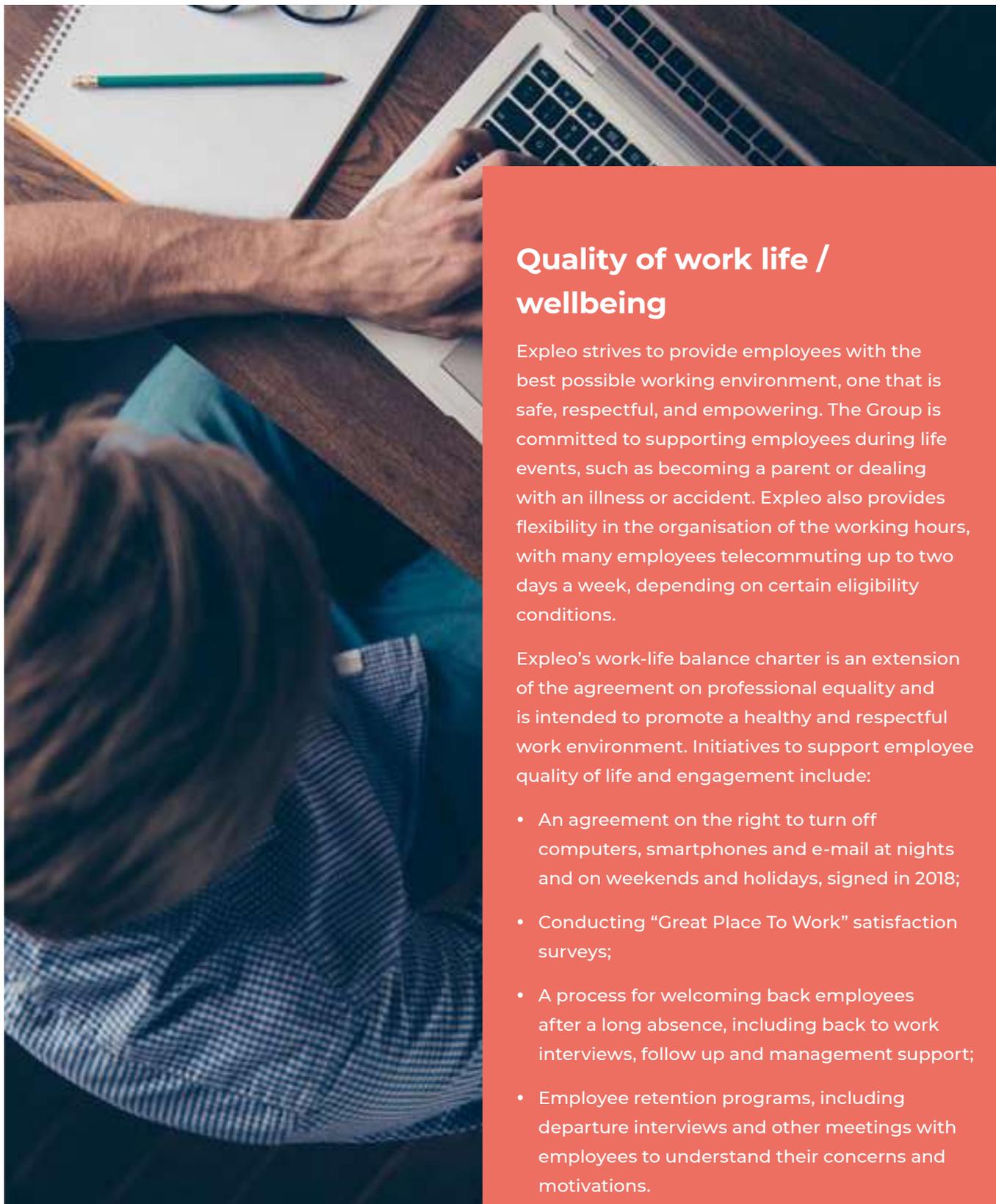
**0.12**  
Severity rate of accidents during the previous year

**26%**  
(14,000 hours)  
Percentage of training hours

**1,443**  
Employees trained

NB:

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



## Quality of work life / wellbeing

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

Expleo's work-life balance charter is an extension of the agreement on professional equality and is intended to promote a healthy and respectful work environment. Initiatives to support employee quality of life and engagement include:

- An agreement on the right to turn off computers, smartphones and e-mail at nights and on weekends and holidays, signed in 2018;
- Conducting "Great Place To Work" satisfaction surveys;
- A process for welcoming back employees after a long absence, including back to work interviews, follow up and management support;
- Employee retention programs, including departure interviews and other meetings with employees to understand their concerns and motivations.

## Expleo quality of life initiatives

<b>Romania</b>	<ul style="list-style-type: none"> <li>• Online “Bookster” platform to borrow books paid by the employer, fitness programs and sports facilities within the Social Club</li> </ul>
<b>South Africa</b>	<ul style="list-style-type: none"> <li>• Annual “Discovery Wellness Day” prevention program</li> <li>• Social events, sports tournaments, International Women’s Day, Children’s Day</li> </ul>
<b>Germany</b>	<ul style="list-style-type: none"> <li>• Employee sabbaticals up to 12 months</li> <li>• Childcare allowance with possible tax advantages in lieu of salaries</li> </ul>
<b>India</b>	<ul style="list-style-type: none"> <li>• Fun activities, sports tournaments</li> <li>• CSR activities with employees and their families to support local communities</li> </ul>
<b>Ireland</b>	<ul style="list-style-type: none"> <li>• Employee loyalty service awards and recognition rewards</li> <li>• Employee birthday celebrations</li> <li>• Free coffee programs</li> </ul>

## Employees have their say – “Great Place To Work” (GPTW) engagement surveys

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

## 2018 KPIs (Group)

<b>Group Workforce</b>	<b>14,486</b>
France	5,211
EU	6,057
Rest of the World	3,218
<b>% permanent contracts as of Dec. 31<sup>st</sup></b>	<b>93%</b>
<b>% fixed-term contracts as of Dec. 31<sup>st</sup></b>	<b>7%</b>
<b>% women as of Dec. 31<sup>st</sup></b>	<b>26%</b>
<b>% workers with disabilities as of Dec. 31<sup>st</sup></b>	<b>1.75%</b>
<b>Average age</b>	<b>35 years</b>
<b>Number of employees hired as of Dec.31<sup>st</sup></b>	<b>4,751</b>

# 006

## Protecting the Environment

*We are continually striving to reduce our environmental footprint as part of an ongoing journey. This entails promoting the use of low-carbon transportation for employees, waste prevention and management... We are also taking specific measures to improve the energy performance of our infrastructure.*

**Laetitia Deffains**

France Mobility & Real Estate Director



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

## 6.1. Helping curb our customers' environmental footprint

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

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

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

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

## Leading the way towards greener air travel

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



## 6.2. Our in-house energy-saving initiatives

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

### Sustainable mobility

Our efforts include an active policy of sustainable mobility, streamlining of employee travel and programs such as car-pooling and car-sharing. Indeed, more than 90% of our 2018 greenhouse gas emissions were generated by employee travel. Therefore, sustainable mobility is one of the major ways to reduce our carbon footprint.

Expleo put in place action plans focused on business travel, including recommending travel by train rather than by plane for journeys of under three hours. Expleo has also introduced more stringent requirements for fleet vehicles, which must now comply with Euro 6 emissions in France. Electric and hybrid alternatives are available in all company car classes.



The Group also encourages car-sharing and sustainable transportation.

- In **the United Kingdom**, Expleo promotes the government's "Ride to Work" program to help employees buy bicycles.
- In **Germany**, the "Job-bicycle initiative" program encourages employees to lease bicycles instead of private or professional vehicles for commuting.
- In **France**, Expleo supports the annual European Mobility Week to raise employee awareness regarding sustainable mobility. Through these and other measures, we managed to reduce GHG emissions globally, up to 12% per person, per annum, in France between 2014 and 2018.

## Reducing the energy footprint of our buildings

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



“Le Carré” building (France \_ SQY)



In **France**, the Saint-Quentin-en-Yvelines (SQY) site has HQE (Excellent), BREEAM (Very Good) and LEED (silver) certification, signifying that it is exemplary in the fields of energy, environment, health and comfort.

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

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

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

## 6.3. Our waste-management efforts

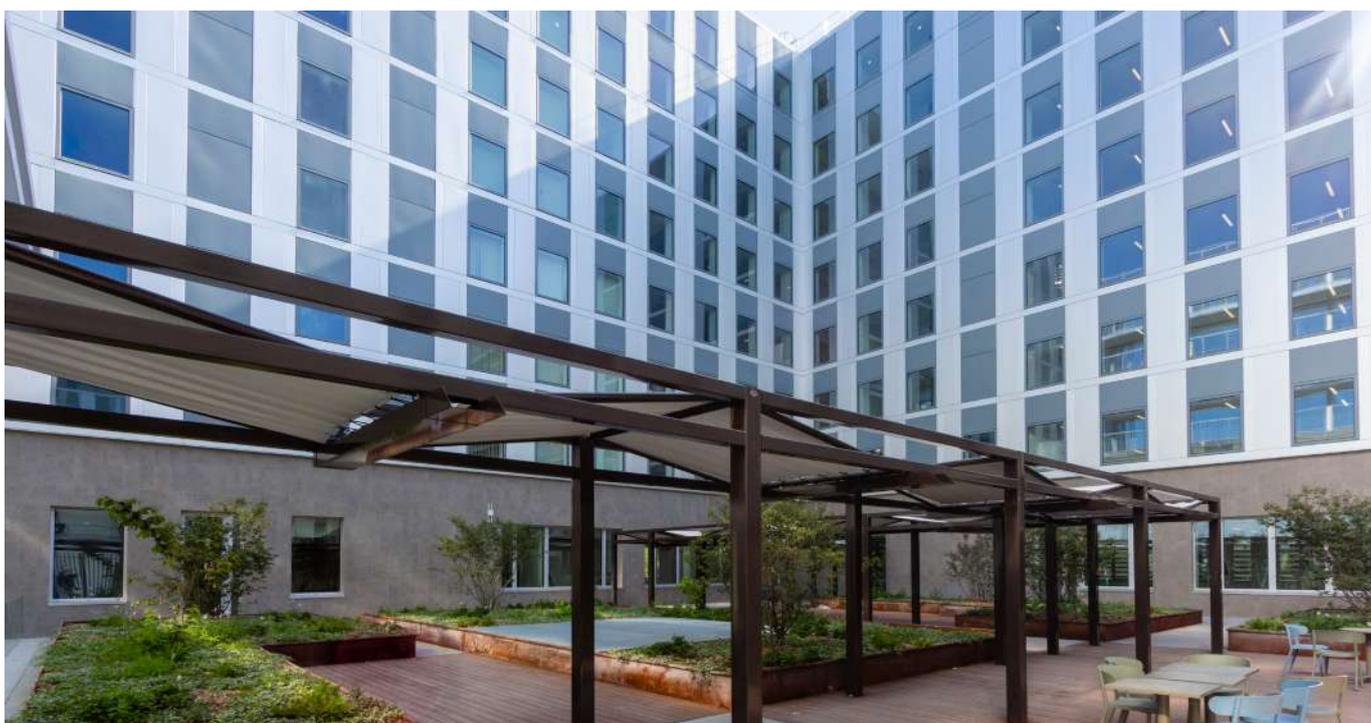
Several sites have taken steps to raise employee awareness regarding waste. Those actions include on-site selective sorting, increasing waste reuse, maximising the life cycle of resources and preventing pollution.

### Selective waste sorting

- Introduction of office waste sorting;
- Use of personal containers instead of plastic cups;
- Collection and recycling of toner cartridges, cardboard, paper and metals;
- Sorting at the exit of company restaurants;
- Collection and processing of end-of-life computer and electronic equipment.

### Decreased energy-waste

- Use of energy-efficient computers and printers;
- Digital signing and electronic storage of all contractual documents to save paper;
- Regular maintenance of heating and air conditioning systems;
- Sensor-controlled LED lamps and lights off outside office hours;
- Solar energy panels.





## France Key Figures

Between 2014 and 2018  
Objective to reduce  
GHG emissions:

**5%**

Our results in 2018:  
Carbon footprint  
per employee:

**0.83 tCO<sub>2</sub>e**

We lowered our  
carbon footprint  
per employee by

**12.5%**

between 2014 and 2018

## Greenhouse gas emissions

France – tCO<sub>2</sub>e



**Scope 1:**  
Direct GHG Emissions

- Fossil fuel energy consumption by offices
- Fugitive emissions by offices and on-site data centres



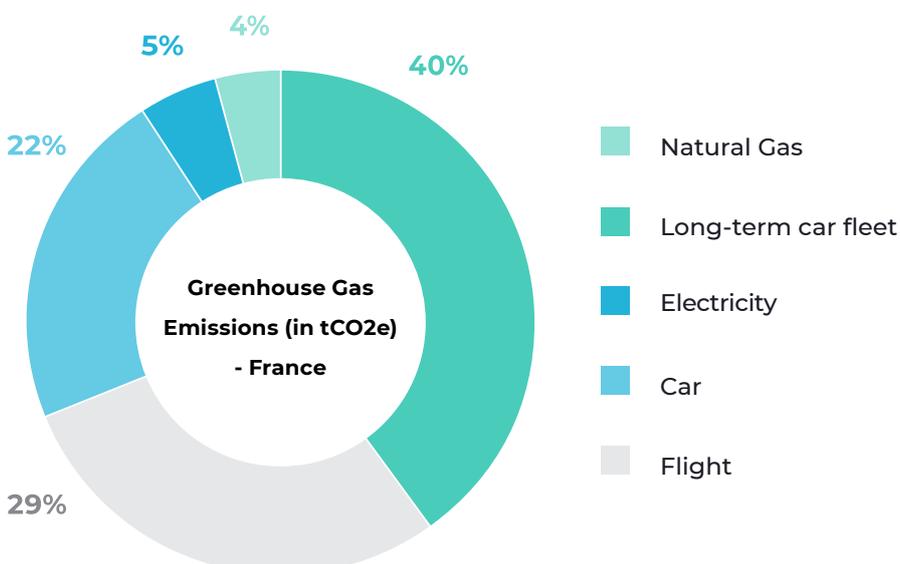
**Scope 2:**  
Indirect GHG Emissions

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



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

- Business travel
- Waste disposal



**Total Greenhouse Gas Emissions in France:**

**4,095 tCO<sub>2</sub>e**

## Declaration on Extra-Financial Cross Reference Table

Information	Report sections	Pages
Business model	1	5, 6
Description of the main risks linked to the Group's activity	2.2	11 to 15
Fight against corruption and tax evasion	3.1	17
Respect for human rights	3.3	19
Climate change	4.2/4.3/6.1/6.2	31 to 36, 56 to 58
Societal commitments	3.4	20 to 23
Circular economy	6.3	59
Fight against food waste, food insecurity, respect for animal welfare, fair, sustainable and responsible food	Given the nature of our activity, we believe that these themes do not constitute a major CSR risk and do not justify further elaboration in the CSR report	
Collective agreements	5.4	49
Fight against discrimination, promotion of diversity and measures taken in favor of disabled people	3.3/5.3	47, 48

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

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

	Global Compact	GRI-G4 <sup>(1)</sup>	SDG <sup>(2)</sup>	OECD principles <sup>(3)</sup>	Pages
<b>The Group</b>		G4-102 G4-103			5, 6
<b>Extra financial risk factors</b>		G4-102 G4-103			11 to 15
<b>CSR Strategy</b>	1-10	G4-102		1-6-7-10-11	8 to 10
<b>Acting Ethically</b>	1-2-5-6-10	G4-103 G4-205 G4-203 G4-204 G4-418	8-16	2-3-5-13-15	17 to 23
<b>Innovating for Sustainability</b>		G4-102 G4-201 G4-203 G4-516	7-9-11-12	3-14	25 to 37
<b>Managing Talent</b>	1-2-3-4	G4-102 G4-103 G4-401 G4-403 G4-404 G4-405 G4-406 G4-407	4-5-8-10	2-4-8-9-10	39 to 54
<b>Protecting the Environment</b>	7-8-9	G4-302 G4-103 G4-305	7-11-12-13	11-12	56 to 60

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

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

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

**( expleo )**

Think bold, act reliable