



2019 CSR REPORT

Our commitments
to the environment,
society and governance



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A word from the President ✓



In 2018, Kallista Energy introduced a new, more systematic approach to realising and assessing its social and environmental responsibility with a view to helping address the challenges of our society. We had defined our “carbon path” in keeping with the objectives of the Paris Agreement. This path is in line with the latest IPCC announcements that highlight the urgent need to accelerate our actions against climate change. The GRESB assessment, the results of which were published in 2019, confirmed the relevance of our approach with a score of 5 stars out of 5.

In Europe, 2019 was a pivotal year in terms of environmental awareness, with rising concerns about global warming and the decline in biodiversity. Preserving our environment has become a major policy issue, in France, Europe and the world. The election of Ursula Von Der Leyen at the head of the European Commission and her proposal for a “New Green Deal” as a project for the European Union aim to provide political, regulatory and economic guidance for the coming years.

It is now clear that every economic agent, every person and therefore every company must take direct action to tackle social and environmental issues, as this is no longer an option but a new component of their activity.

Kallista Energy will continue to make every effort to contribute to these challenges, in its own way, and to address the challenges that concern us all. At the time of writing this 2019 report, we are experiencing a major health crisis in Europe and the world. While it is too soon to comment on it, it will undoubtedly carry important lessons, particularly with regard to our social and environmental responsibilities.

Frédéric Roche
President
Kallista Energy

A handwritten signature in black ink, consisting of a stylized 'F' followed by 'Roché' and a period.



About Kallista Energy

Kallista Energy is an independent producer of competitive and renewable energy. Since 2005, we have built our electricity generation capacity to provide energy at the best possible cost – both economic and environmental. We currently operate 20 wind farms in France. Our team's experience allows us to master all steps in the construction of power plants: internal project development, external growth through acquisitions, financing, construction, operation and renewal of plants.

The independence of our company and the trust of our institutional shareholders allow us to select only projects consistent with our ethics and our sustainability requirements. We can therefore make a long-term commitment to the local players with whom we work.

Our team consists of 37 employees in Paris, Lyon and Bordeaux, as well as employees based in other French regions, as close as possible to our facilities.



37

EMPLOYEES IN PARIS,
LYON, BORDEAUX AND
OTHER FRENCH REGIONS



300 000

INHABITANTS SUPPLIED WITH
RENEWABLE ELECTRICITY
EVERY YEAR



€41 MILLION
TURNOVER IN 2019



20

WIND FARMS IN
OPERATION (213 MW)
AND 32 MW UNDER
CONSTRUCTION



2 BILLION

KILOMETRES RECHARGE PER YEAR,
I.E. THE AVERAGE ANNUAL JOURNEY
OF 152,000 FRENCH PEOPLE



7%

OF OUR TURNOVER
PAID IN LOCAL TAXES
EVERY YEAR



Our key contributions to sustainable development goals in 2019



300,000 inhabitants supplied with renewable and safe electricity¹ to make our economy resilient and sustainable



16,000 tonnes of CO₂ avoided thanks to our wind turbines

46% electric vehicles in our corporate fleet in 2019 (compared with 20% in 2018)

23% decrease in our office heating emissions



Training of all mobile workers in **road hazards**

Occasional and permanent **teleworking**

Flexible working hours for our employee



7% of our turnover paid in local taxes that contribute to **the development of rural territories**



100% of the waste from our project sites treated in specialised centres

Selective waste sorting in our offices since 2017 with Cèdre, a company promoting the vocational integration of people with disabilities



Regular participation in local events to raise local residents' awareness of climate change and renewable energy

¹ Equivalent to the power consumption of 300,000 inhabitants excluding hot water and heating.

Kallista Energy highlights in 2019



**RECRUITMENT OF 10 EMPLOYEES
BETWEEN THE END OF 2018 AND
THE BEGINNING OF 2020**



**FIRST PROJECT OUTSIDE FRANCE
ACQUISITION OF A 32 MW READY-
TO-BUILD ENERGY PROJECT IN THE
NETHERLANDS**

**ADOPTION OF COLLEGIAL
CORPORATE GOVERNANCE WITH
THE ESTABLISHMENT OF A BOARD
OF DIRECTORS**



**FIRST EMPLOYEE TO RETIRE FROM
KALLISTA ENERGY IN 2019**

**ENVIRONMENTAL AUTHORISATION
FOR THE RENEWAL OF 2 WIND FARMS
IN BRITTANY**



**WIND DAY IN TOURNOIS (LOIRET
DEPARTMENT)**



**5/5 STARS AWARDED BY THE GRESB
CSR ASSESSMENT**

**CREATION OF THE SOCIAL AND
ECONOMIC COMMITTEE (CSE)**



Our values

Belief

Kallista Energy's mission is to develop energy sources that build a viable future for the next generations. We want to deliver electricity at a competitive price, that is accessible to all, and produced in a way that takes into account the climate emergency.

This conviction is reflected in our teams' daily operations by an approach that aims to improve our environmental and societal performance, both for our wind farms and in our offices.

With respect to our stakeholders, this belief is reflected in:

- > A strict code of ethics;
- > A well-regulated industrial process;
- > Risk management policies that are based on professionalism, transparency and a forward-looking approach.

Ethics

In accordance with the provisions of Article 17- II, 1° of the law of 9 December 2016, which is enshrined in our group's policy, even though it is below the thresholds set by the law, employees of Kallista Energy undertake to comply with a code of conduct that defines and illustrates the various types of behaviour, likely to indicate corruption or influence peddling, which are to be avoided. The code of conduct includes the option for any employee to escalate any problems directly to the chairman of Kallista Energy's audit committee, without having to report the issue via the company's management hierarchy. For example, in the framework of our project development, we are particularly vigilant with regard to the following situations: demand for an abnormal lease; dispossession of a family member (agricultural operator, beneficial owner or bare owner); requests for works or compensation with no link to the project; or demand for rental payments for routes that are normally accessible to the general public. Similarly, verbal undertakings or statements that may be made during meetings must systematically be recorded in written minutes that are sent to the company's senior management.

Kallista Energy would rather not complete a project or fail to win it, than win or complete it by means that are of questionable legality.



A pragmatic approach

Kallista Energy invests in competitively priced energy, which offers the best compromise between the resources available, the return on investment and the environmental impact. The choice of wind energy is not only purely ideological, but also based on the reliability of this technology and its competitiveness, which only continues to increase over time. Wind power is one of the most mature and cheapest renewable energy sources.

Kallista Energy employs the same pragmatic approach in analysing opportunities to increase the production capacity of its existing wind farms by repowering them, and opportunities to invest in other energy sources.



Sustainability

For Kallista Energy, an energy strategy can only be designed with a long-term view. We are currently building an electricity generation capacity viable over the long term, without grants or allowances. Once the initial investments are amortised (15 to 20 years for wind farms), the power plants will provide future generations with access to extremely competitively priced energy. The choice of our investments is thus guided by wind farms that offer the guarantee of a viable production cost, once the energy purchase obligation deadlines have expired. Our efficiency approach involves the use of the most up-to-date technologies to maximise the use of the wind potential on each site, while reducing maintenance costs. As such, our group is committed to a programme of systematic repowering of wind turbines designed in the first decade of this century, in order to be using the most high-performance machines with the lowest-possible maintenance costs.

Assessing and reducing our impacts

Our CSR commitments result from the assessment of our impacts on physical, biological and human environments. The nature of our impacts is directly linked to the nature of our activities. Thus, our regional wind farm development and operation activity requires a lot of travel, mostly by car to reach rural municipalities that are often difficult to access by public transport. As a result, travel is predominant in all of our impacts. We therefore focused our efforts on reducing our travel-related greenhouse gas emissions.

The assessment of our impacts in 2017 serves as a guideline for our commitments. Our CSR report only mentions the main issues we have identified with regard to our activities, for the sake of clarity.

Given the scale of the necessary changes, particularly regarding the climate, it is essential to also act on levels that may seem more anecdotal with regard to orders of magnitude but which, taken together, can have a strong impact. For example, even though electronic waste accounts for a small volume at Kallista Energy, it should be taken into account because of its high environmental damage.



Our mains areas of work

Carbon footprint of our activity and facilities

The construction of wind turbines is neutral in CO₂ emissions as the amount of greenhouse gases (GHG) avoided through electricity generation largely offsets construction-related emissions.

Our wind farm operation and project development activity requires a lot of travel, which is second only to the construction of wind turbines in terms of greenhouse gas emissions. The third source greenhouse gas emissions in order of importance relates to the heating of our premises.

Commitment 01. Electrify 85% of our vehicle fleet by 2022

Commitment 02. Ban domestic flights and limit international flights

Commitment 03. Reduce and recycle waste from our offices

Commitment 04. Improve the energy efficiency of our equipment

Commitment 05. Improve our Scope 3 emissions with our subcontractors

Insertion into natural environments

The wind industry is a fleet industry with thousands of units distributed across the territory, where there may be issues with the conservation of sensitive natural species. In particular, wind power can have an impact on bird and bats. Although the impact of wind power is well below that of other activities on biotopes (intensive farming, urban spread) or activities generating significant direct mortality of birds and bats (cat predation, impact against car windscreens or bay windows, power lines, etc.), the wind power industry is continually seeking to enhance the integration of wind turbines into natural environments, such as farmed areas, in the forests or mountains.

Commitment 06. Develop the best possible projects with the help of independent experts

Commitment 07. Guarantee an exemplary site for each of our projects

Commitment 08. Ensure the environment is protected and noise disturbances are limited around our wind farms

Safety of local residents, service providers and employees

Employees in the wind power industry are exposed to two major types of risk. The first type is that associated with industrial construction and maintenance activities in vertical and isolated environments. The second type is the road risk: a lot of travel is needed during development, construction or operation phases to go to the wind power sites.

Commitment 11. Guarantee the safety of people and our equipment

Commitment 07. Guarantee an exemplary site for each of our projects

Cohabitation with residents and local anchorage

Wind turbines, beyond any subjective aesthetic consideration, remain industrial installations with potential inconveniences which must be controlled. The main issues relate to acoustics, the light emissions of aerial markings (required by law), the disruption of the television signal and sometimes the shadows they cast.

Commitment 06. Develop the best possible projects with the help of independent experts

Commitment 07. Guarantee an exemplary site for each of our projects

Commitment 08. Ensure the environment is protected and noise disturbances are limited around our wind farms

Commitment 14. Work together with local stakeholders

Commitment 15. Contribute to the dynamism of the territories where we operate

Dismantling management

Wind turbines are largely made up of recyclable and reusable materials such as steel in the towers and foundation reinforcements, copper in the electrical equipment, concrete in the foundations that can be crushed and reused, etc. The blades of the wind turbines, made up of 90% fibreglass and 10% resin, are currently not easily recyclable and can only be recovered by incineration in limited quantities. Managing this type of waste will be a challenge for the wind industry in the coming years, as wind farms will be renewed to make the most of the wind resource.

Commitment 09. Remove 100% of the foundation block of all our wind turbines during dismantling

Commitment 10. Recover the blades of dismantled wind turbines and contribute to searching for solutions adapted to future volumes

Use of non-renewable natural resources

Preserving our planet requires limiting our use of natural resources. Kallista Energy seeks to standardise the 3R rule (reduce, reuse, recycle) in its various areas of activity whenever possible.

Commitment 03. Reduce and recycle waste from our offices

Commitment 09. Remove 100% of the foundation block of all our wind turbines during dismantling

Our commitments to
the environment 





Our carbon commitment for 2022:

Reduce our CO₂ emissions per employee by 40%

To achieve carbon neutrality in **2050** and hope to contain further global warming, we need to reduce greenhouse gas emissions per capita from 11 tonnes of CO₂e to about 2 tonnes of CO₂e, i.e. an **80%** decrease. This extremely important figure calls for widespread awareness and effective actions starting now.



Thanks to the generation of renewable electricity, Kallista Energy's greenhouse gas emissions balance is positive. However, in 2018, we decided to look beyond this global approach and to go further by isolating the scope of our support activities, the overall balance of which is negative. The net emissions of our so-called "support" activities (administrative activity, development and operation of wind farms) can be improved to further contribute to the fight against climate change, while enhancing our company's resilience.

We therefore defined a 2022 carbon path aimed at reducing the CO₂ emissions per employee of our support activities by 40%. This is a first step towards carbon neutrality. Our approach is presented in detail in our 2018 CSR report, available on our website².

The **method used to estimate vehicle-related emissions was revised in 2019** to take into account, in addition to the emissions relating to fuel consumption, the entire vehicle life cycle analysis with a view to integrating construction-related emissions. This new calculation method provides a better assessment of electric vehicles, the use of which produces minimal amounts of greenhouse gases but the construction of which involves a higher CO₂ balance than thermal vehicles. This change mechanically increases the emission figures of electric vehicles in our assessment, without affecting our 2022 objectives. On the contrary, it validates our decision to electrify 85% our vehicle fleet by 2022, and 100% by 2024, subject to sufficient supply of commercial vehicles suited to our needs.

Transport by car is the largest source of GHG emissions among our support activities³ and is therefore the most significant lever of our reduction strategy. Our actions in this area will contribute 70% to the CO₂ reduction expected in our carbon footprint by 2022.

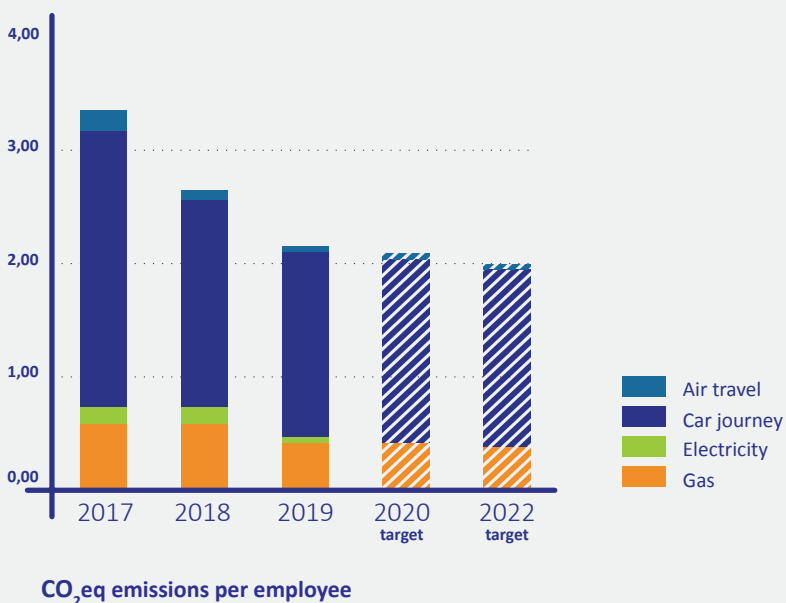
² https://www.kallistaenergy.com/wp-content/uploads/2019/06/Kallista_Energy_Rapport_ESG_2018_20190627_2.pdf

³ All Kallista activities, with the exclusion of the wind turbines themselves, i.e. administrative activity, wind farm development and operation

Furthermore, the method used to calculate the carbon footprint of the wind turbine life cycle was adjusted this year. Due to our wind farm renewal plan, our calculations take into account a “depreciation” period of construction-related emissions shortened to 15 years as opposed to 20 years. The negative impact of this adjustment on the carbon footprint of our farms (+2,675 tonnes of CO₂) is offset by the many advantages generated by the renewal (repowering) of the old farms. In addition to promoting the use of more efficient wind turbines, which therefore generate more renewable energy with a lower environmental footprint, this renewal helps extend the CO₂-free electricity generation period in a territory conducive to wind energy. For example, the renewal of the wind turbines on our Plouyé wind farm in Brittany has quadrupled the generation of renewable, CO₂-free electricity on the site. In addition, with the new wind turbines, the site will be able to generate electricity for more than 40 years (instead of 20 years if the current wind farm had not been renewed).

Our carbon path in 2019

In 2017, average emissions per employee amounted to 3.4 T⁴ of CO₂e. In 2019, they amounted to 2.2 T of CO₂e. We must aim for 2 T in 2022 (-40%).



Our 2022 forecasts indicate that we should be able to achieve our goal, even by taking into account a slight increase in air travel due to the globalisation of our activities. Power consumption-related emissions account for a very low proportion of the overall footprint, and should decrease further through the improved management of our consumption and the subscription to a 100% renewable offer.

After a significant decrease from 2018 to 2020, emissions from our gas consumption should be stable. These estimates could change due to a move to premises with different energy efficiency and heating options.

⁴ Revised figure taking into account the Life Cycle Analysis method when calculating vehicle-related emissions

Reduce our environmental impact

In addition to reducing its carbon impact, Kallista Energy has defined other commitments consistent with its activities to contribute to preserving the environment.





COMMITMENT 01

Electrify 85% of our vehicle fleet by 2022

Developing projects and monitoring our farms necessitate frequent travel. Our team prioritises public transport whenever possible for commuter or regional journeys. However, our projects and farms are generally located in rural municipalities where the car remains indispensable. Travel by car is therefore an important part of our CO₂ emissions.

In 2017, Kallista Energy began to electrify its vehicle fleet to limit its environmental footprint.

When they expire, long-term thermal car lease agreements are replaced with electric vehicle leases. When replacement with an electric vehicle is not yet possible (pulling of heavy loads, no charging station at home or nearby, etc.), employees are made aware of eco-driving pending a viable electric solution.

The location of our offices in Paris, Lyon and Bordeaux is easily accessible to our team by public transport or by means of soft mobility.

WHY IS IT IMPORTANT?

Emissions from our travels accounted for 60% of Kallista Energy's environmental footprint in 2018 within the "support" scope. The electrification of our vehicle fleet has a significant impact on our contribution to building a low-carbon economy. In addition, by limiting the use of thermal cars we contribute to limiting air pollution, notably due to fine particles, causing the death of more than 48,000 people every year in France⁵.

OUR ACHIEVEMENTS IN 2019

- > 46% of electric cars in 2019 (20% in 2018)
- ahead of our target of 85% by 2022, which requires the conversion of 16% of our fleet per year.
- > Purchase of a travel card for all our employees who have the opportunity to take the train for their travel.

OUR GOALS FOR 2020 AND SUBSEQUENT YEARS

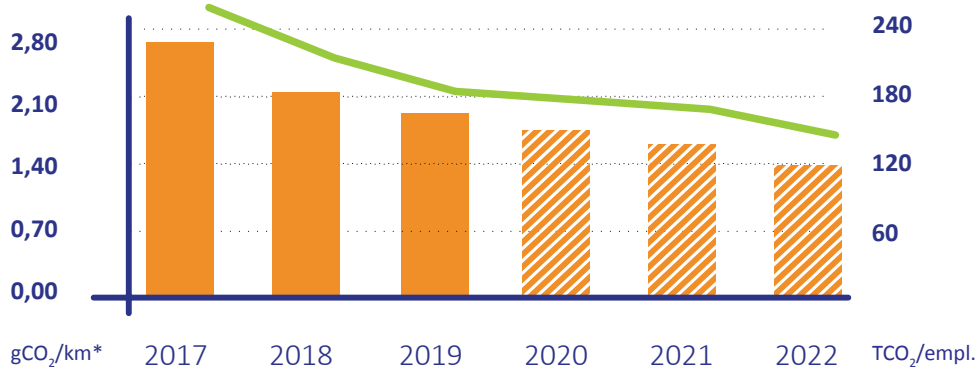
- > 2020 : 52%.
- > 2021 : 68%.
- > 2022 : 85%.
- > 2024 : 100%.

⁵ https://www.lemonde.fr/les-decodeurs/article/2019/02/27/avec-48-000-morts-par-an-en-france-la-pollution-de-l-air-tue-plus-que-l-alcool_5429074_4355770.html

ASSESSMENT OF OUR ACTIONS

All our itinerant employees monitor their car journeys on an annual basis. This data is entered into our CSR dashboard to track transport-related CO₂ emissions.

GREENHOUSE EMISSIONS FROM CARS



* Calculation over the entire life cycle of vehicles, including construction.

Transport by car is the largest source of GHG emissions among our support activities⁶ and is therefore the most significant lever of our reduction strategy. Our actions in this area will contribute 70% to the CO₂ reduction expected in our carbon footprint by 2022.

⁶ All Kallista activities, with the exclusion of the wind turbines themselves, i.e. administrative activity, wind farm development and operation

COMMITMENT 02

Ban domestic flights and limit international flights

Kallista Energy decided to completely ban domestic flights in 2018 and reduce international flights to a minimum. SNCF season tickets and videoconferencing solutions are available to our employees so that they can travel quickly and comfortably anywhere in France, or work remotely if they need to.

In light of the globalisation of our business, some business travel within Europe is needed. Whenever possible, our team prioritises train or electric car journeys. Flights are reserved for journeys abroad when the situation makes it impossible to use a less polluting alternative.

WHY IS IT IMPORTANT?

According to ADEME, a journey by plane from Paris to Marseille emits 45 times more CO₂ than the same journey by TGV (high-speed train). Furthermore, TGV travel times no longer justify travelling by plane to major French cities.

ASSESSMENT OF OUR ACTIONS

Each employee is made aware of the environmental impact of plane journeys. Air travel is analysed every year.

OUR ACHIEVEMENTS IN 2018

- > No flight in France.
- > 3 flights in Europe.

OUR ACHIEVEMENTS IN

2019

- > No flight in France.
- > 5 flights in Europe.
- > 1 return trip to Scotland by train.
- > Several trips to the Netherlands by train and train + electric car.

OUR GOALS FOR 2020

- > No flight in France.
- > Maximum of 8 flights per year within Europe to realistically take into account the globalisation of our activities.
- Plane journeys will only be used if no other means of transport is available for the effective operation of the business.
- > Examine the feasibility of a partnership with a reputable organisation to offset carbon emissions caused by flights.

COMMITMENT 03

Reduce and recycle waste from our offices

To manage its waste, Kallista Energy focuses as much as possible on the 3R approach⁷: “reduce, reuse, recycle”.

WHY IS IT IMPORTANT?

Achieving carbon neutrality in 2050 means drastically reducing our waste and extending recycling.

According to forecasts from the World Economic Forum and the Ellen McArthur Foundation, in 2050 there will be more plastic than fish in the oceans. To avoid this scenario, every action counts.

ASSESSMENT OF OUR ACTIONS

Cèdre, the organisation in charge of recycling for Kallista Energy, produces a monthly review of waste collection in our offices. These figures are analysed every 6 months to assess our efforts to reduce and recycle our waste.

OUR ACHIEVEMENTS IN
2019

> In 2019, Kallista Energy decided to stop buying plastic water bottles to reduce the environmental impact of waste from its offices. Kitchen taps in the Paris headquarters offices were equipped with filters to improve water quality. Every employee was made aware of the environmental impact of plastic bottles, and was given a stainless steel insulated bottle by the company. Jugs of water are now available to guests.

> One of our teams decided to use a filter coffee machine (second-hand) to test a qualitative alternative to aluminium capsules and their negative environmental impact. Coffee grounds and paper filters are composted.

PREVIOUS YEARS

> For our waste recycling needs, we have been working with Cèdre since 2017, a company promoting the vocational integration of people with disabilities.

> Furthermore, since every effort is important, no matter how small, our printers are set to double-sided printing by default to limit our paper consumption. Similarly, our team reuses printed sheets as much as possible.

OUR GOALS FOR
2020

- > 0 plastic bottle purchased for our offices.
- > Expand waste collection in our Paris offices: cartridges, capsules, batteries.
- > Raise awareness of 3R and 5R by including the concepts of Refusing and Re-imagining.

⁷ https://fr.wikipedia.org/wiki/Trois_R

COMMITMENT 04

Improve the energy efficiency of our equipment

While regularly raising its teams' awareness of eco-friendly work practices, Kallista Energy has started replacing energy-consuming equipment with more efficient models whenever possible.

In keeping with our renewable energy production activity, all electricity supply contracts for our Paris offices have been entered into with Hydronext, a supplier that certifies the sale of electricity from renewable sources in France.

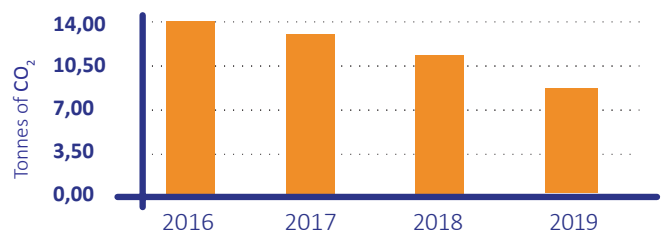
WHY IS IT IMPORTANT?

The gas heating and power consumption of our Paris offices, where most of our teams work, accounted for 15% of our CO₂ emissions in 2017. Focusing on these emissions is therefore essential to reduce the environmental impact of Kallista Energy.

ASSESSMENT OF OUR ACTIONS

The gas and electricity meter readings sent by our suppliers are analysed every 6 months. Gas consumption is deflated using the DJU⁸ temperature index.

TONNES OF CO₂ EQUIVALENT OF THE CONSUMPTION GAS OF OUR PARIS OFFICES



OUR ACHIEVEMENTS IN 2018

> Installation of a thermostat on the 3rd floor of our Paris offices to better regulate the boiler.

OUR ACHIEVEMENTS IN 2019

- > Replacement of the boilers of our Paris offices and installation of more modern thermostats.
- > Windows changed in one of the offices most exposed to noise and temperature fluctuations in Paris.
- > 23% decrease in gas consumption over the heating period of July 2018 to June 2019 and in the second half of 2019.

OUR GOALS FOR 2020

- > Examine the possibility of changing gas supplier.
- > Discussions with the landlord of our offices for the replacement of more windows.
- > Continue raising awareness of temperature management.

⁸ Degré jour unifié (Unified degree-day). Consumption correction indicator based on average temperatures to take into account colder or milder winters, and to allow for year-by-year comparison.

COMMITMENT 05

Improve our Scope 3 emissions with our subcontractors

Kallista Energy's wind farms are built on a turnkey basis, and their preventive maintenance is entrusted to subcontractors (turbine manufacturers).

Greenhouse gas emissions relating to the construction and operation of wind turbines are therefore integrated into our scope 3 carbon emissions (indirect emissions).

We work with our subcontractors to identify the technological innovations we can introduce on our construction sites or in the operating phase of our farms to improve their environmental impact.

WHY IS IT IMPORTANT?

The operation of a wind turbine for 15 to 20 years largely offsets its environmental footprint, with CO₂ emissions essentially concentrated on its construction.

Even though these emissions form part of the environmental balance of manufacturers or our subcontractors, Kallista Energy cannot ignore these impacts and must minimise them as far as possible.

ASSESSMENT OF OUR ACTIONS

Every year, we examine our suppliers' performance indicators (including the carbon footprint associated with the life-cycle of wind turbines, waste production, the recyclability rate of wind turbines, etc.) and compare these results with previous years, to ensure we remain consistent with a continuous improvement process.

OUR ACHIEVEMENTS IN

2019

> **Systematic integration of an ESG clause into maintenance or construction contracts from 2019.**

OUR GOALS FOR 2020

> **Consider the possibility of using the "Soft Spot" solution developed by CTE to limit the amount of concrete used in wind turbine foundations, and therefore related greenhouse gas emissions.**

> **Examine the possibility of using low-carbon concrete such as that produced by the Ecocem Company.**

The economic impact and feasibility of implementing these solutions remain to be determined for future construction projects (from 2021).

Protect biodiversity and natural habitats





COMMITMENT 06

Develop the best projects with the help of independent experts

Many studies are to be carried out to obtain the necessary authorisations for the construction of a wind farm. These studies include 3 major aspects on ecology, landscape and acoustics. They must be carried out in strict compliance with existing regulations to minimise the environmental impact of the wind farm as far as possible, from its construction to its dismantling.

Kallista Energy has decided to carry out these studies based on an analysis conducted by a specialised consulting firm to ensure the project is as environmentally and economically sustainable as possible.

WHY IS IT IMPORTANT?

By entrusting recognised independent experts with ecological, landscape and acoustic studies, we make sure the impacts of our projects are assessed with complete impartiality

ASSESSMENT OF OUR ACTIONS

The major aspects (ecological, landscape and acoustic) of the environmental analysis of a wind project must be systematically supported by independent experts.

OUR ACHIEVEMENTS IN

2019

> In 2019, 10 independent design offices worked on our projects.

OUR GOALS FOR

2020

> Recruit an environmental project manager in our team to increase the ecological diversity of our projects from an early stage.



COMMITMENT 07

Guarantee an exemplary site for each of our projects

In parallel with its commitment to the safety of people and equipment, Kallista Energy scrupulously follows all the regulations defined as part of the environmental authorisation order issued for every wind farm during the construction site.

This notably includes compliance with recommendations on the preservation of local residents' well-being (noise), bird life and biodiversity during the construction phase.

The construction schedule is thus defined in agreement with an ecologist to take into account the bird nesting period. Every site is covered by a General Coordination Plan (PGC) which defines, among other things, the conditions for the storage, disposal and removal of waste. A single collection point in clearly identified skips is defined for every type of waste (wood, oil, etc.).

The site manager systematically ensures that people working on the site are made aware of good practices to ensure everyone's safety and limit the impact on the environment.

Our commitment to exemplary projects also pertains to construction sites for our new wind farms, as well as those for the dismantling and renewal of our existing farms.

WHY IS IT IMPORTANT?

As with all construction sites, regardless of the area of activity, the construction phase generates waste and environmental impact. Even though the construction of a wind farm does not require, for example, the use of hazardous chemicals, it is essential to ensure the safety of people, while also managing waste to limit the impact of our activity.

OUR ACHIEVEMENTS IN 2019

> No construction site in 2019.

OUR GOALS FOR 2020

> Implement an action to raise awareness of good health and safety practices during the construction of our wind farm in the Netherlands ("HSE Awards").

ASSESSMENT OF OUR ACTIONS

During construction works, our construction manager makes regular visits to ensure that the environmental clauses of the contracts are respected. At the end of the construction work, supporting documents (mandatory) for the treatment of waste (sorting centre, etc.) submitted by service providers are recorded by the construction manager.

To strengthen the monitoring of construction sites, Kallista Energy uses an independent project management assistance firm. The site manager is also assisted by a Health and Safety (HSE) manager.

The site manager prepares a detailed monthly report as well as weekly reports.

At the same time, independent inspection bodies carry out on-site visits to ensure the smooth running of the construction work and alert us in the event of breaches in 3 areas: civil engineering, electricity and health & safety (SPS).



COMMITMENT 08

Ensure the environment is protected and noise disturbances are limited around our wind farms

The ICPE regulation (facilities listed under environmental protection legislation), which governs all wind farms, is translated into procedures within Kallista Energy. They define actions to be implemented and provide for the monitoring of technical and environmental parameters, which are subject to regular controls by the State through Regional Environment, Planning and Housing Departments (DREAL).

The verifications include the impact of the wind farm on flying fauna (birds and bats), its acoustic impact on the surrounding inhabited areas, and the effective operation of wind turbine equipment to control risks to people, the environment and property.

Once the park has been commissioned, its impact on birds and bats is assessed by an independent research office. A specialist makes at least 20 field trips from May to October to measure the impact of wind turbines on their activity and mortality. If deviations from the findings of the environmental studies are observed, corrective actions are put in place (e.g. stopping the machines during the hunting period of bats). In accordance with the experts' recommendations, Kallista Energy maintains wind turbine platforms, without using chemicals, so as not to attract bats and birds.

An independent acoustician measures the noise of the wind farm, by comparing sound levels when the farm is in operation and when the turbines are off. If this noise exceeds the regulatory thresholds of 3 dB at night and 5 dB in the daytime, corrective actions are put in place (e.g. with a curtailment plan).

WHY IS IT IMPORTANT?

By rigorously monitoring and maintaining our facilities, we can prevent technical incidents and take proactive measures to ensure the safety of people and protect the environment, while guaranteeing the continuous generation of renewable electricity.

Furthermore, by carefully overseeing the effective operation of their wind farms, operators ensure that the production of renewable energy is compatible with the preservation of biodiversity and the proximity of human activities in the long term.

OUR ACHIEVEMENTS IN 2018

> First implementation of an optimised curtailment system based on the season thanks to in-depth summer and winter studies for a wind farm in Brittany, and installation of "serrations" on blades to improve acoustic performance.

OUR ACHIEVEMENTS IN 2019

- > **Implementation of an innovative technical solution on one of our Brittany wind farms to optimise the acoustic management of the farm.**
- > **Improvement of acoustic monitoring procedures and inspection frequencies.**

OUR GOALS FOR 2020

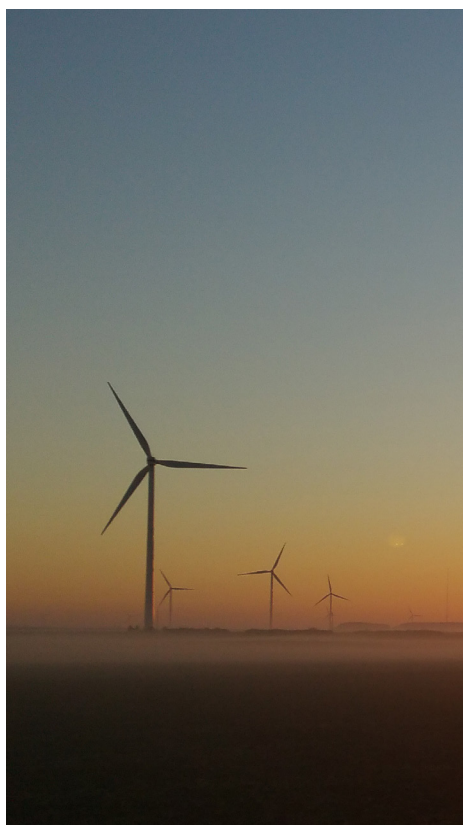
- > **Purchase of 3 ultrasound recorders to collect accurate data on bat activity. The data will be sent to a specialised consulting firm for analysis.**

ASSESSMENT OF OUR ACTIONS

Bird activity and bats are monitored by independent experts whose reports can be controlled by DREAL⁹.

To prevent malfunctions, preventive maintenance is performed twice a year for every wind turbine. All anomalies are listed in our internally developed KalliControl tool, and monitored with the wind turbine maintainer and manufacturer.

Similarly, every Mayor of a municipality hosting one of our wind farms is assigned a specific contact within our operations team, who is responsible for processing requests received from the municipal council and local residents.



⁹ Directions Régionales de l'Environnement, de l'Aménagement et du Logement (Regional Environment, Planning and Housing Departments).

COMMITMENT 09

Remove 100% of the foundation block of all our wind turbines during dismantling

Kallista Energy has committed to going beyond regulatory requirements and completely removing the concrete foundation blocks of wind turbines (excluding piles) when dismantling a wind farm, in order to return the land to farmers in its original state. This commitment was implemented during the first dismantling operation carried out by our company in Brittany (Plouyé) in 2017.

WHY IS IT IMPORTANT?

The acceptability of our projects is important in order to continue developing new wind sites or to improve existing wind farms. The dismantling of foundations allows us to recover resources (steel, concrete) which would otherwise remain buried. This is a useful reuse approach with a view to the circular economy.

ASSESSMENT OF OUR ACTIONS

Total dismantling of the foundations is included in the specifications for orders placed with our suppliers.

This operation is supervised as part of the monitoring of the construction site by our technical project management assistants and our construction manager.

OUR ACHIEVEMENTS IN 2018

> Completion of the Plouyé site where this commitment was fulfilled for the first time.

OUR ACHIEVEMENTS IN

2019

- > **Sharing our experience in the renewal of wind farms with the profession: workshop at OFATE (Franco-German Energy Transition Office), ADEME magazine, etc.**
- > **No dismantling in 2019**

OUR GOALS FOR

2020

- > **Implement this commitment on the renewal projects of the Trébry and Lanfains wind farms (Brittany).**



COMMITMENT 10

Recover the blades of dismantled wind turbines and contribute to searching for solutions adapted to future volumes

Kallista Energy has committed to renewing its ageing wind farms to optimise the production of renewable electricity on high-potential sites. The overall environmental balance of our renewals is positive thanks to the excess CO₂-free electricity generated. Even though more than 90% of the mass of a wind turbine is recyclable, the management of blades and fibreglass nacelle shells remains a sensitive issue for the future with the development of renewal projects. The fibreglass recycling process is complex and there is currently no real outlet for recycled fibreglass. The most common solutions in all sectors using fibreglass materials (aviation, automotive, marine) are currently the storage, landfilling or incineration of waste.

In its ranking of waste management methods, article L541-1 of the French Environmental Code recommends the energy recovery of waste before landfilling.

This is why Kallista Energy has decided to recover blades for use as Refuse Derived Fuel (RDF) in cement works for its dismantling projects.

Inert ash from combustion is integrated into cement production. Part of the fibreglass, once crushed, can also be integrated directly into the cement to enhance its mechanical properties. Thus the blades, the carbon footprint of which has already been offset during the fifteen-year operation of the wind farm, can be repurposed in cement works, thereby limiting the use of coal, which generates more pollution.

OUR OBJECTIVES FOR FUTURE DISMANTLING OPERATIONS

> This commitment was fulfilled for the first time with help from local recyclers and cement works during the dismantling of our Plouyé wind farm in Brittany (2018). It will be implemented in all our future projects.

WHY IS IT IMPORTANT?

ADEME studies show that, even when the blades' composite materials are 100% incinerated, the environmental footprint of a wind turbine remains very attractive.

The emission rate of French wind farms is 12.7 g CO₂eq/kWh (from manufacturing to end-of-life), compared with 57.1 g CO₂/kWh for the French energy mix (2018 figures). Similarly, the energy payback time of a wind turbine is 12 months¹⁰.

However, as the wind power industry estimates the capacity to be renewed by 2030 at 5 GW¹¹, the blades of wind turbines will represent a significant volume of fibreglass to be dealt with. The industry is now working towards recovery solutions for the blades to be dismantled, as well as on improving the design of the blades for future wind turbines, aiming for a 100% recyclability rate.

ASSESSMENT OF OUR ACTIONS

The traceability of recovered turbine blades will be guaranteed during our dismantling projects.



¹⁰ ADEME - Environmental impact of French wind power. 2015 data

¹¹ www.energies-stockage.fr/ckfinder/userfiles/files/RecyclagePalesEolienne_FranceEnergieEolienne.pdf

Our social
commitments 



COMMITMENT 11

Guarantee the safety of people and our equipment

Our top priority is to make sure the people we work with are respected and safe. Risk control is based on in-depth analysis and accident monitoring to define areas for priority improvement.

For our team, road accidents represent the greatest risk. Therefore, all our employees in the field take a driving course when they join the company, to enhance good road safety practices.

Our operations team has all the safety equipment they need to carry out their activities. Training in safety skills is organised every year for members of the operations team in order to maintain appropriate behaviour: PPE verification, ladder backup and use of the evacuation kit and fire extinguishers.

In addition, access to our sites is controlled. All service providers are given specific training and made aware of the risks associated with wind farms (electricity, work at height, etc.).

People living in the vicinity of our wind farms are also made aware of the risks (falling ice, lightning, etc.) through newsletters distributed by the municipal council.

Kallista Energy conducts 60% of general periodic inspections internally using personnel specifically trained in the use of sensitive equipment: electrical installations, lifting devices, ladder, anchor points, fire extinguishers, etc.

All our operators are empowered to stop a machine and prohibit access thereto if they feel it poses be a danger.

WHY IS IT IMPORTANT?

The safety of people working on or near our wind turbines is an unquestionable issue.

OUR ACHIEVEMENTS IN 2019

- > Newsletter intended for elected officials, with article on the safety of wind turbines.
- > Centaure training for new itinerant employees.
- > Contacts with SDIS (Departmental Fire and Emergency Services) in all areas where we operate wind farms (update of our contact details, proposed fire drills, etc.).
- > Training of 3 employees in flying drones to conduct preventive inspections of wind turbines.

OUR GOALS FOR 2020

- > Introduce a unique on-call number for emergency situations.
- > Continue raising local residents' awareness (including farmers) of the risk of falling ice or electric shock during thunderstorms.
- > Carry out a wind turbine safety drill with GRIMP (intervention group in hazardous environments) in Plouyé, Brittany.
- > Reinforce the monitoring of the blades' operational condition.
- > No workplace accidents on our wind farms or at the head office.

ASSESSMENT OF OUR ACTIONS

Kallista Energy has defined an internal procedure for every article of the ICPE order, and has documentation on file relating to the operation of wind farms, which also covers certain obligations under the French Labour Code.

Our local operators ensure the optimal safety of our facilities through the daily monitoring of maintenance operations and the management of intervention reports.

All anomalies relating to the maintenance or safety of the facilities are identified and tracked over time (operational statement). Inspection reports are prepared in real time and recorded in our KalliControl tool. They are monitored in conjunction with the maintainer.

The accidents recorded are part of a specific section in our reports, discussed and validated on a monthly basis and sent to our shareholders who are particularly attentive to this issue.

Our ISO45001 certification in 2020 will provide an opportunity to further improve our key indicators.

COMMITMENT 12

Create the conditions for the employees' well-being at work

To succeed in its mission, Kallista Energy relies on the expertise and involvement of all its employees. We are therefore constantly seeking to create the conditions required to maintain the motivation and professional fulfilment of our teams:

- > Flexible working hours and possibility of working from home to reduce commute time and achieve a better work-life balance,
- > Cover the cost of participation in sporting events (wind soccer, renewable energies regatta, etc.);
- > Annual team-based seminars;
- > All extra days for long bank-holiday weekends are given

WHY IS IT IMPORTANT?

Enabling employees to work in a pleasant environment that promotes a good work-life balance is essential to guarantee their motivation and long-term involvement.

ASSESSMENT OF OUR ACTIONS

Managers engage in regular discussions with their teams, and issues relating to the well-being of employees are reviewed during the annual appraisal interview.

OUR ACHIEVEMENTS IN 2018

- > Participation in the renewable energy regatta.
- > Participation in the "wind power football" competition.
- > Modernisation of our office furniture.

OUR ACHIEVEMENTS IN 2019

- > Establishment of a Social and Economic Committee (CSE).
- > Participation in the renewable energy regatta.
- > Participation in the "wind power football" competition.
- > Team seminar in the mountains.
- > Training courses provided to the team (negotiation, landscape, language, etc.)
- > Repainting and modernisation of the third-floor kitchen (Paris).
- > Boiler replacement and improved temperature management on our Paris premises.

OUR GOALS FOR 2020

- > Submit a job satisfaction questionnaire to employees.

COMMITMENT 13

Ensure diversity and gender equality among our team

Kallista Energy has decided to focus on its employees' potential rather than simply experience. Thus, we may recruit talented staff with little or no experience in our field and train them internally with the support of our most experienced employees. Recruitment is based on skills and our procedures comply with applicable laws to avoid any form of discrimination.

We also care about gender equality among our team, where women made up 35% of the workforce (compared with 27% in the electricity and gas industries¹²) at the end of 2019.

WHY IS IT IMPORTANT?

Diversity of experience, expertise and viewpoints is key to ensuring a wealth of exchanges within a team, and therefore the relevance and sustainability of the solutions we are able to provide to our stakeholders.

ASSESSMENT OF OUR ACTIONS

Kallista Energy takes great care in ensuring compliance with anti-discrimination laws.

Thus, our recruitment process systematically involves several people to prevent any risk of discrimination.

OUR RESULTS IN 2018

> Implementation of a gender pay gap verification tool in the operations department to ensure there is no pay discrimination based on gender.

OUR ACHIEVEMENTS IN

2019

> **Maintaining our recruitment process involving several team members to avoid any discrimination, even unconscious.**

OUR GOALS FOR 2020

> **Support an initiative to encourage women to join technical and scientific professions.**
 > **Deployment across the entire company of the gender pay gap verification tool tested in 2018 and 2019.**

¹² 2017 IEG assessment.

COMMITMENT 14

Work together with local stakeholders

For Kallista Energy, any wind project must be undertaken in close collaboration with the Mayor of the municipality in his/her capacity as representative of the people elected by universal suffrage. We only start securing land for our projects after contacting the Mayor of the municipality.

Throughout the development of our projects, we work together with the elected members and residents in the areas where we operate, so that we can achieve the best possible results both from a technical and environmental standpoint as well as in terms of local acceptability.

Kallista Energy sends an annual newsletter to each Municipal Council of the municipalities where we operate a wind farm. This newsletter features a quantified assessment of the wind farm's production as well as the highlights of the past year.

Kallista Energy is investing in the implementation of an information platform for those living in the municipalities where projects are under development. Local residents will be able to find out about our projects (technical characteristics, progress, etc.) and ask questions to our project managers.

WHY IS IT IMPORTANT?

Wind projects are special infrastructure projects as they generate a lot of interest and fit into rural areas that often have very few industries. Their acceptability is an issue that requires a thoughtful and sincere cooperative approach.

ASSESSMENT OF OUR ACTIONS

All consultation requirements (article in the press or the municipal bulletin, temporary office, newsletter, etc.) are listed in a section of the application for authorisation to build the wind farm.

OUR ACHIEVEMENTS IN

2019

- > Open Renewable Energy Day in Breteuil (Oise department).
- > Wind day in Tournais (Loiret department).
- > Definition of the specifications of our digital information platform.

OUR GOALS FOR

2020

- > Deployment of the digital communication platform dedicated to local residents affected by our new projects.
- > Participation in the Open Renewable Energy day.
- > Organisation of a wind day.

COMMITMENT 15

Contribute to the dynamism of the territories where we operate

In addition to the local taxes paid by Kallista Energy to local authorities, our company continues to work with the communities through a variety of sponsorship initiatives. Kallista Energy primarily supports actions aimed at promoting renewable energy, team sports or activities promoting soft mobility: trail, cycle race, carriage driving competition, football, etc.

Our commitment generally spans over several years to allow associations to launch or strengthen their activities. Kallista Energy has decided to balance its efforts between a number of small-scale collective actions, rather than invest in a single, more high-profile sponsorship action.

WHY IS IT IMPORTANT?

Wind farms are above all local projects. As a result, it seems natural that we should participate, modestly and in our own way, in local actions consistent with sustainable development.

ASSESSMENT OF OUR ACTIONS

Requests for sponsorship or renewal are analysed on a case-by-case basis by the development and communication teams, who keep track of the various Kallista Energy participations.

OUR ACHIEVEMENTS IN 2019

- > Kallista Energy paid approximately 7% of its turnover in local taxes to the communities that host its wind farms.
- > Examples of supported associations:
Le Trail du Pain Chaud (Côtes-d'Armor); Luneray cycle race (Seine-Maritime); Breteuil Multi-sport Association (Oise); Biville-la-Baignarde football club (Seine-Maritime).

OUR GOALS FOR 2020

- > Maintain the 2019 objectives.
- > Continue to examine requests from local initiatives.

Our commitments
to governance ✓



COMMITMENT 16

Promote a collegiate executive body and ongoing dialogue with employees

The vast majority of governance issues relate to an effective balance between:

- > Directors' freedom to take entrepreneurial action;
- > Protection of shareholders' interests;
- > The sustainability of the company.

Consequently, on 1st January 2019, Kallista Energy adopted a governance structure involving a Board of Directors and Supervisory Committee, with signatory powers granted to the President and Managing Director. The Board of Directors is composed of the President and the Directors from the company's three principal functions: administration and finance; operations and development.

The balance between the three powers (sovereign – General Meeting; executive – Chairman/Chief Executive Officer/ Board of Directors; supervision – Supervisory Committee) defines the way in which the company is governed.

The composition of our Supervisory Committee was revised as a result of modifications to the group's share capital during 2018. The composition of the Audit Committee was also reviewed for the same reason. The Nomination and Remuneration Committee was removed and its tasks divided between the Supervisory Committee and the Audit Committee.

WHY IS IT IMPORTANT?

This balanced relationship between the three powers within the company legitimises, realises and assumes responsibility for the decisions – especially strategic ones – that may have lasting consequences for the company, and it establishes confidence among stakeholders with regard to those who govern the company, and with regard to the company itself.

ASSESSMENT OF OUR ACTIONS

Compliance with the frequency of CSE (12 per year), Executive Board (12 per year) and Supervisory Committee meetings (4 per year).

OUR ACHIEVEMENTS IN

2019

- > **Creation of a Social and Economic Committee (CSE).**
- > **12 Executive Board meetings.**
- > **5 Supervisory Committee meetings.**

OUR GOALS FOR

2020

- > **Open the company's capital to employees.**
- > **Appoint a harassment officer.**

COMMITMENT 17

Prevent fraud

Very strict operating rules have been defined to prevent all risks of corruption and fraud within the company and in interactions with its stakeholders.

The Kallista Energy code of conduct serves as a framework for all the negotiations necessary for the development of our projects, specifying for example prohibited actions when negotiating rents for the installation of our wind turbines.

Local managers ensure that the team is constantly made aware of these rules of conduct.

WHY IS IT IMPORTANT?

Fraud is a threat to the company and the proper development of our business, particularly because of the image that wind power could convey in the event of fraudulent behaviour.

ASSESSMENT OF OUR ACTIONS

Throughout the year, managers ensure that every company employee complies with this code of conduct.

OUR RESULTS IN
2018

> Kallista Energy has defined an anti-fraud code of conduct, applicable to all its employees. This code of conduct, supported by the company's President, defines and illustrates the various types of behaviour that are not acceptable, being likely to indicate acts of corruption or influence peddling.

OUR ACHIEVEMENTS IN

2019

- > Implementation of a procedure for the validation of agreements by the legal department.
- > No observed deviation from the code of ethics.

OUR GOALS FOR

2020

- > Zero deviation from the anti-fraud code of conduct.

COMMITMENT 18

Prevent management risks

Maintaining the Group's perfect financial and accounting integrity is a key objective, underpinned by the implementation of a documented and systematic internal audit.



WHY IS IT IMPORTANT?

Management fraud could harm the company's image (tax, brand image vis-à-vis our banks, etc.) or simply its financial situation.

ASSESSMENT OF OUR ACTIONS

The quality of the group's management, including the absence of fraud or control flaw, is regularly assessed by supervisory bodies such as auditors, the Audit Committee, the Executive Board or the finance division.

OUR ACHIEVEMENTS IN 2018

- > In recent years, Kallista Energy has invested in the implementation of modern and connected management tools to secure cash flow.
- > Similarly, in 2018, all internal audit processes were documented and formalised.

OUR ACHIEVEMENTS IN 2019

- > **Formalisation of internal procedures with validation by our auditors.**
- > **Implementation of new management tools to strengthen controls: SAAS tools for monitoring commitments, expense claims.**
- > **Outsourcing of payroll to improve the security of social security declarations and the confidentiality of employee information.**

OUR GOALS FOR 2020

- > **Extend the commitment monitoring tool initiated in 2019 to all relevant departments within the company.**

COMMITMENT 19

Promote cybersecurity

Information Technology exchanges are at the heart of Kallista Energy's business. Our company implements the necessary infrastructure and training to ensure data confidentiality and integrity.



WHY IS IT IMPORTANT?

In a world where digital technology is a predominant working resource but also a window into our professional and private lives, being able to protect ourselves from malicious actions guarantees business sustainability and peace of mind for our employees and stakeholders.

ASSESSMENT OF OUR ACTIONS

An Information Systems Security Plan (ISSP) has been in place since 2018. It is a continuous improvement tool that evaluates our weaknesses and helps manage our areas for improvement. An external service provider helps us review this ISSP every year.

OUR ACHIEVEMENTS 2018

- > Overhaul of our network infrastructure to reduce our vulnerability and improve our resilience.
- > Implementation of an Information Systems Security Plan (ISSP).
- > Implementation of mandatory computer security training for all employees.
- > Deployment of antivirus software on all terminals and servers.
- > Improved backup procedures.

OUR ACHIEVEMENTS IN 2019

- > **Training of all new arrivals in cybersecurity**
- > **Regular awareness raising of phishing attempts.**
- > **Verification of our compliance with the GDPR law, in particular the strengthening of the application management procedure for job vacancies and internships**

OUR GOALS FOR 2020

- > Continue training new arrivals.
- > Strengthen the IT team.
- > Equip itinerant employees with computer screen privacy filters.
- > Migrate all our operating systems to the latest available versions.
- > Improve the management of digital access and identities.

To go
further... 



Some impacts which do not initially seem to be a priority in previous years should be analysed in more detail to gain insight into their significance. In particular, we are looking at a new way to assess our impacts in the coming years by relying, for example, on Science-Based Targets (SBT) to ensure the completeness of our analysis and identify other areas for improvement.

We will therefore be able to find areas for improvement while ensuring that our impact assessment is sufficiently comprehensive.

In 2020 and 2021, we wish to better assess our use of non-renewable natural resources. In light of the government's desire to promote a circular economy-oriented approach, reducing the use of non-renewable resources is a crucial issue. However, we approach these matters with great humility, as issues such as the recyclability of turbine blades should be addressed by all players in the sector, and cannot be tackled by Kallista Energy alone in its own way.

In addition to the approach to reducing its environmental footprint, Kallista Energy wishes to assist its employees with their individual carbon path. As such, we will provide voluntary employees, while preserving their anonymity, with a carbon audit and we will calculate their environmental footprint so that they can identify the options at their disposal to transition towards carbon neutrality, and thus do their bit to combat climate change and preserve natural resources.







KALLISTA ENERGY
INDEPENDENT PRODUCER OF RENEWABLE ENERGY



2019 - CSR REPORT

www.KallistaEnergy.com/en