

# CSR Report

2020



Our commitments to the environment,  
society, and governance.



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# Our commitments

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# A word from the Chairman



2020 reminded us once again how inextricably linked all of Earth's inhabitants are. All over the world, people are facing a virus that knows no borders. In addition to this health crisis, there is an even greater global crisis: climate change.

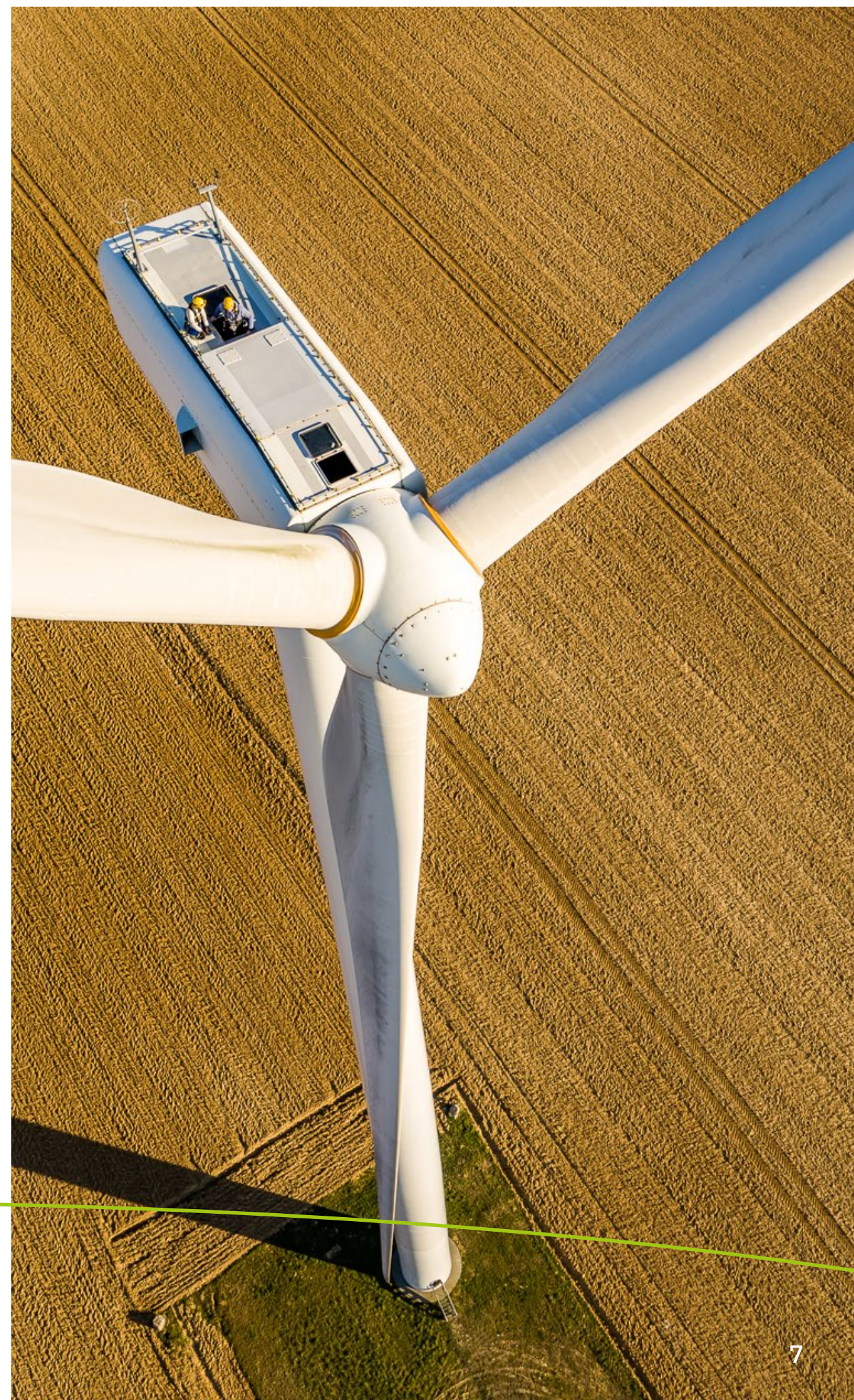
IPCC scientists and the UN have already sounded the alarm: we are the last generation able to slow down the effects of climate change and the first generation to suffer its consequences. The situation is serious, but there is hope. Solutions offering the best balance between economy and ecology already exist. It is our responsibility to work hard to minimise the impact of our human activities on the environment.

Kallista Energy is accelerating its development to help meet these challenges on its own scale. Repowering our oldest wind farms to optimise renewable energy production; developing our network of very high-power charging stations directly powered by wind turbines to provide an appropriate response to the need for very rapid charging of batteries of electric vehicles in transit and therefore facilitate the deployment of electric vehicles in France; further globalisation of our activities in the Netherlands and Germany as well as our diversification into solar energy. We apply the same principle to all these projects: working together with all our stakeholders and with respect for our employees to achieve the best possible result.

Our work to foster this acceleration is driven by the four values that have guided Kallista Energy's growth since 2005: conviction, ethics, pragmatism, and sustainability. These values are reflected in our 19 commitments to the environment, society, and governance presented in this report.

Enjoy your reading!

**Frédéric Roche,**  
Chairman of Kallista Energy





# About Kallista Energy

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# Key figures



38

employees in France (Paris, Lyon, Bordeaux, and other regions) and the Netherlands



20

wind farms in operation (213 MW) and 32 MW under construction in the Netherlands



The equivalent of  
300 000

inhabitants supplied with renewable electricity each year



or  
2 billion

kilometres recharge per year, i.e. the average annual journey of 152,000 French people



45.8M€

turnover in 2020



~7%

of turnover paid in local taxes every year

# Some highlights in 2020

## WORKFORCE

Recruitment of 6 employees in 2020 despite the Covid-19 pandemic

## PRODUCTION



First direct sale of electricity for one of our wind farms in Brittany

## PROJECT



Environmental authorisation for the repowering of three wind farms in Brittany, Normandy, and Hauts-de-France

## E-MOBILITY

Official announcement of the development of our network of very high-power charging stations directly powered by wind turbines

## DISTINCTION



Number 2 spot and 5 stars in the GRESB ranking in the “Onshore wind power generation | Operation and Maintenance | Europe” category

## TEAM



94% of Kallista Energy’s employees satisfied with their company (People Vox survey)

## INTERNATIONAL

Construction of our first wind farm outside France in the Netherlands.

## ENGAGEMENTS



Since 2010, Kallista Energy supports the 10 principles of the United Nations Global Compact.



# Our values ✓

## Conviction



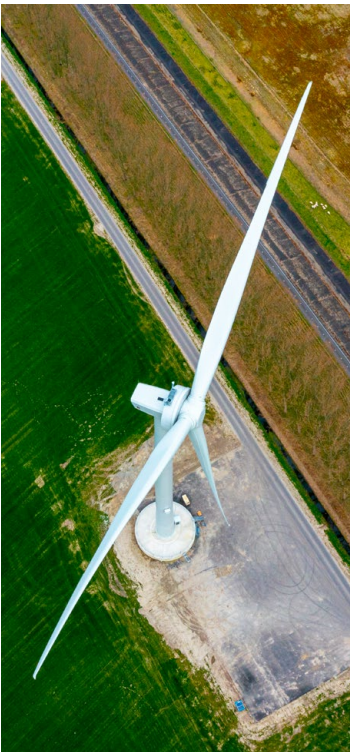
Kallista Energy’s mission is to develop energy sources that build a viable future for the next generations. We want to deliver electricity at a competitive price, that is accessible to all, and produced in a way that takes into account the climate emergency. This conviction is reflected in our teams’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

## Éthique

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 make a commitment to comply with a code of conduct that defines and illustrates the various types of behaviour likely to be typical of corruption or influence peddling that 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 (farmer, 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 than win or complete it by means that are of questionable legality.



## Pragmatism



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 a viable electricity generation capacity, 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 so that we can 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.





# Our key contributions to the Sustainable Development Goals (SDG) in 2020 /



- 300,000 inhabitants supplied with safe renewable electricity to make our economy resilient and sustainable.



- 19,900 tonnes of CO<sub>2</sub> avoided thanks to our wind turbines.
- 71% electric and hybrid vehicles in our corporate fleet in 2020 (compared with 46% in 2019).
- 2x lower emissions from office heating compared with 2019 (largely due to extensive teleworking because of Covid-19).



- Training of all mobile workers in road hazards.
- Teleworking applied to all employees during the 1<sup>st</sup> lockdown (salary maintained for employees unable to telework).
- Flexible working hours for our employees.
- Training of 4 additional employees in first aid, fire evacuation, and fire extinguisher handling.



- 7% of our turnover paid in local taxes that contribute to boosting 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.

# Assessing and reducing our impacts /



Since its creation, Kallista Energy has included “sustainability” as one of its four founding values. The imperative of controlling our impact on physical, biological, and human environments is behind all our actions.

The assessment in 2017 of our impacts led us to make 19 commitments to reduce our impacts effectively and objectively. Our main focuses revolve around the following themes:

- Assessment of the carbon footprint of our activity and facilities
- Insertion of our projects in natural environments
- Safety of local residents, service providers, and employees
- Cohabitation with local residents
- Management of the dismantling of our wind farms
- Use of non-renewable natural resources

To cope with the major impacts of the Covid-19 pandemic, we all had to make adjustments to how we live and work in 2020. Kallista Energy widely implemented telework during the series of lockdowns and even maintained salaries for employees unable to perform their tasks remotely. This had significant impacts on our team's business travel and the consumption of energy in our offices.

The presented results take into account the Covid-19 pandemic, and certain planned actions could not be completed. However, in the face of the climate emergency, Kallista Energy has chosen to maintain its CSR targets for 2022 despite certain delays caused by the health crisis and the globalisation of the company's activities.





# Our commitments to the environment ✓

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# Our carbon commitment for 2022 / -40% CO<sub>2</sub> emissions per employee

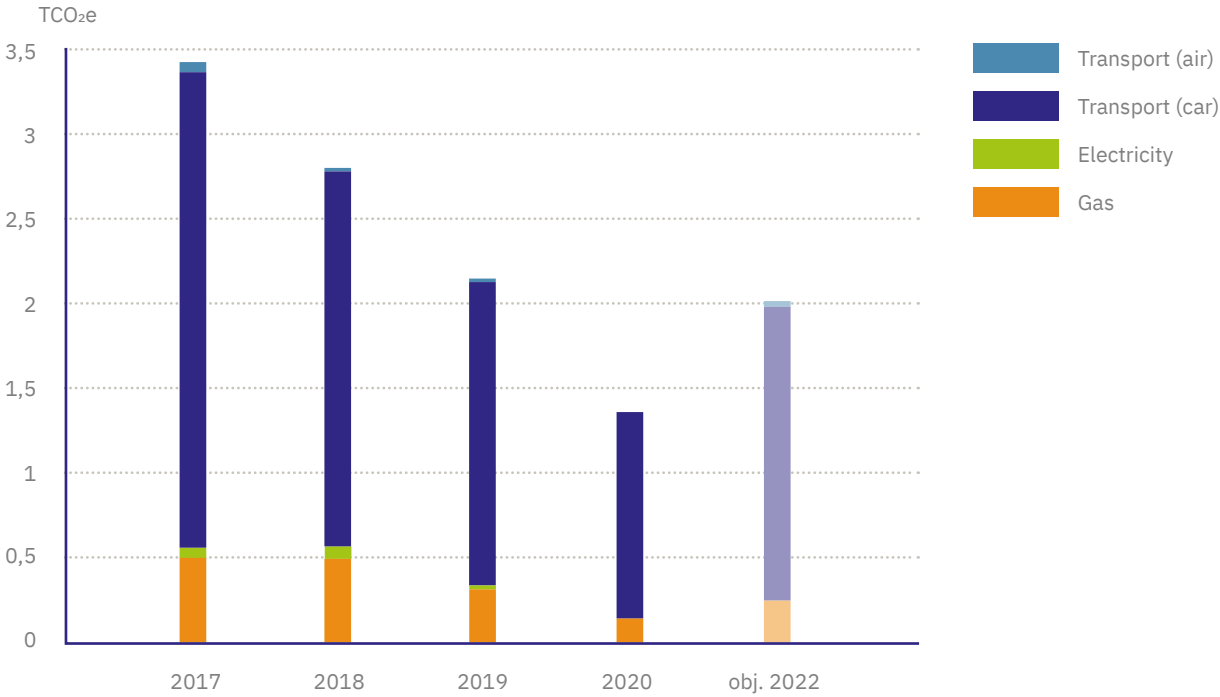
By 2050, France’s greenhouse gas emissions must be divided by 6 in order to comply with the Paris Agreement on Climate Change. Consequently, to contribute to this necessary transition to carbon neutrality, Kallista Energy has defined a carbon path to reduce its CO<sub>2</sub> emissions.

Our goal is to achieve average emissions of 2 tonnes per employee in 2022, a 40% reduction from 2017. This 40% reduction target echoes the intermediate goal that France included in its national low-carbon strategy for 2030 (-40% GHG compared with 2030) to achieve carbon neutrality by 2050.

Our carbon path by 2022 is detailed in our 2018 and 2019 CSR reports:

READ THE CSR REPORTS

CO<sub>2</sub>-equivalent emissions per employee



CO<sub>2</sub> emissions from our office activities

Thanks to the generation of renewable electricity, Kallista Energy’s overall greenhouse gas emissions balance is positive. However, Kallista Energy has chosen to go beyond this global approach by isolating the scope of its “support” activities (administrative activity, development and operation of wind farms), with a negative overall balance.

Our carbon path in 2020

The extensive use of telework due to the series of lockdowns in 2020 resulted in a mechanical decrease in CO<sub>2</sub> emissions related to our business travel and energy consumption in our offices. Average CO<sub>2</sub> emissions per employee were down 37% from 2019, partly due to the health crisis. Nevertheless, Kallista Energy is maintaining its carbon path of -40% CO<sub>2</sub> per employee for 2022, as the Covid-19 pandemic has reinforced our conviction that we must speed up our efforts to ensure the resilience of our societies in the coming years.

Adjustments in 2021 and a new roadmap starting in 2022

In 2021, Kallista Energy will move its Paris teams to new offices to have a workspace in line with the company’s growth. Our carbon path will therefore be refined to take into account the energy performance of the new offices as well as the heating method. Whenever possible, our search for new office space will favour properties that offer advantages for optimal control of our energy consumption. In addition, our carbon path initiated in 2018 to reduce our CO<sub>2</sub> emissions by 40% per employee will come to an end in 2022. Our team will work on a new, equally ambitious roadmap to be put in place starting in 2022.







## Reduce our environmental impact ✓

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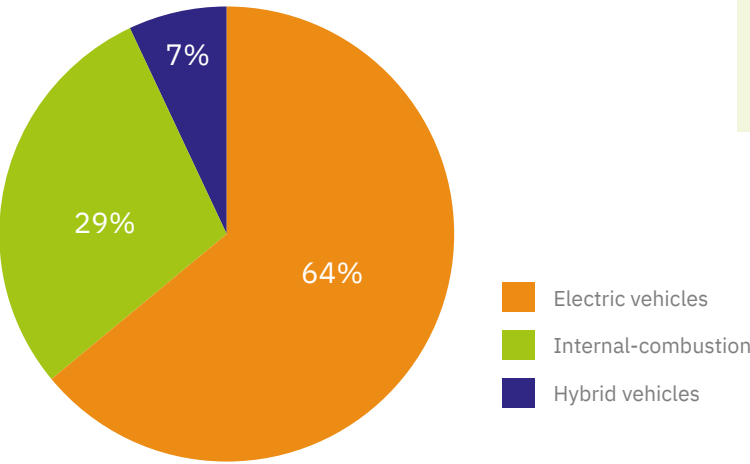
# Commitment #01 /

## Electrify 80% of our vehicle fleet by 2022

Transport is Kallista Energy’s main source of CO<sub>2</sub> emissions within the scope of its office activities. In 2018, transport accounted for 60% of our emissions. This situation is explained by the essence of the company’s activity with the development of projects and the operation of its wind farms, which require interactions in the heart of rural areas often with little or no mass transit service.

Greenhouse gas emissions generated by vehicles in Kallista Energy’s fleet decreased by 32% per employee in 2020 compared with 2019. The effects of electrifying the fleet were intensified by the health crisis, which led to a limitation of travel.

Kallista Energy’s fleet of vehicles in 2020



97%

of our employees commuted by mass transit, bike, scooter, or on foot in 2020. The remaining 3% commuted by electric vehicle!

In addition, electric vehicles allow employees who have company cars to reduce their personal carbon footprint as well.

Results	Achievements	Goals
2019	2020	2021
46% electric and hybrid vehicles (38% electric vehicles).  Purchase of a travel card for all our employees who have the opportunity to take the train for their travel.	71% electric and hybrid vehicles in our fleet (64% of vehicles).	2021: 73% electric and hybrid vehicles. 2022: 80% electric vehicles. 2024: 100% electric vehicles.

### A commitment reinforced by Kallista Energy’s project to promote e-mobility

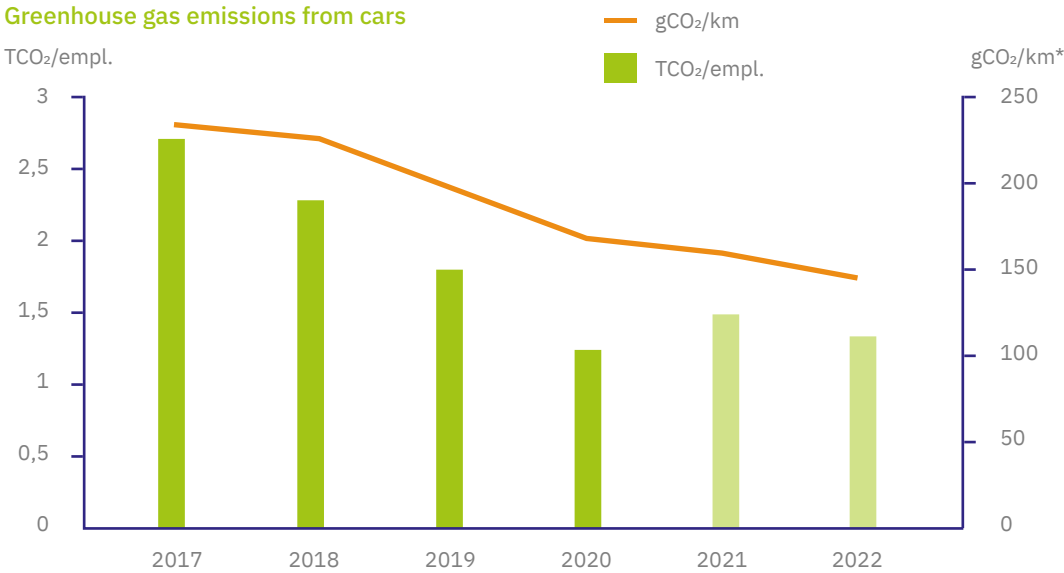
In 2020, Kallista Energy announced the development of a network of 80 very high-power charging stations directly powered by wind turbines. The aim of this project is to contribute to the reduction of CO<sub>2</sub> emissions related to transport, the leading source of greenhouse gas emissions in France, with the production of renewable energy to recharge

vehicles and the installation of terminals able to offer ultra-fast recharging to facilitate the transition to electric vehicles. This network of charging stations therefore reinforces Kallista Energy’s commitment to electrifying 100% of its fleet starting in 2024.

In 2018, Kallista Energy set the goal of electrifying 85% of its vehicle fleet, including electric and hybrid vehicles. Because our business requires long journeys on motorways or major roads, hybrid vehicles proved to be irrelevant in helping to significantly reduce emissions related to our travel. This goal was therefore revised to include only 100% electric vehicles by 2022 (80% electric vehicles in our fleet instead of 85% electric and hybrid

vehicles). When they expire, long-term internal-combustion 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.

Greenhouse gas emissions from cars



\* Calculation over the entire vehicle life cycle, including manufacture



# Commitment #02 / Ban domestic flights and limit international flights

Since 2018, no domestic flights have been taken at Kallista Energy.

In addition to the SNCF season tickets already in place, the health crisis accelerated the deployment of videoconferencing solutions for all employees.

The globalisation of Kallista Energy’s activities in the Netherlands and soon in Germany will require travel outside France. Preference will be given to mass transit and electric vehicles as much as possible before flights are considered.



Results	Achievements	Goals
2019	2020	2021
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.	0 flights. Deployment of a videoconferencing solution to employees with the purchase of equipment for everyone (headsets and microphones). Consideration of a partnership with a reputable organisation to offset carbon emissions caused by flights had also been among our goals. This goal was not prioritised due to the absence of flights in 2020 and the health crisis. It is supplemented by the consideration of a partnership with the French national forest office to create carbon sinks without direct correlation with our flights.	0 domestic flights in France. Maximum of 8 flights in Europe. Equipping the large meeting rooms of our new Paris offices with complete videoconferencing systems.

# Commitment #03 / Avoid, reduce, and recycle waste from our offices

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



Results	Achievements	Goals
2019	2020	2021
Commitment to stop buying plastic bottles for the Paris offices. Stainless steel bottles provided to all employees. Carafes of water provided for guests.	0 plastic water bottles purchased for the offices. Expand waste collection in our Paris offices: cartridges, drink pods, batteries.	0 plastic water bottles purchased for the offices. Install a micro-filtered water fountain in the new offices. Raise awareness among guests of the impact of plastic bottles by making glass carafes available. Implement e-signatures to limit paper consumption. Continue the collaboration with Cèdre.



# Commitment #04 /

## Improve the energy efficiency of our equipment

The gas heating and power consumption of our Paris offices, where most of our teams work, accounted for 15% of our CO<sub>2</sub> emissions in 2017. The gas and electricity meter readings sent by our suppliers are analysed every 6 months.

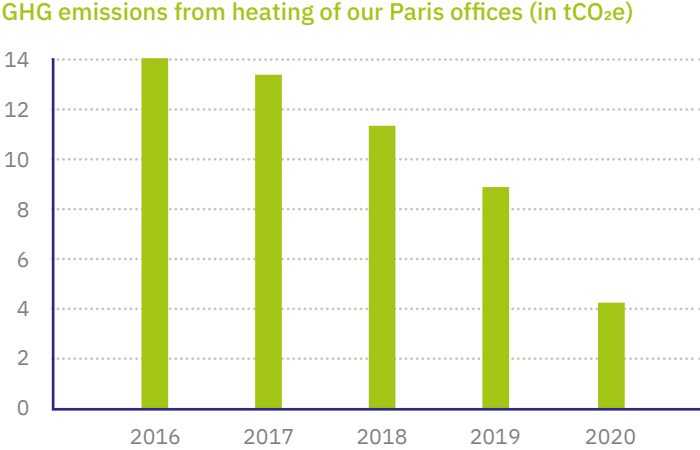
Gas consumption at our Paris headquarters was cut in half between 2019 and 2020. There was little use of the offices during the year due to extensive teleworking. The confirmation of the drop in gas consumption that began in 2019 with the replacement of boilers with more efficient models and better temperature control is therefore difficult to assess for 2020.

100%

RENEWABLE ELECTRICITY FOR OUR HEADQUARTERS IN PARIS

—

Since 2019, we have an electricity supply contract with Hydronext, a supplier that certifies the sale of electricity from renewable sources in France.



Results	Achievements	Goals
2019	2020	2021
Two boilers changed in the Paris offices and more modern thermostats installed.  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.	The actions planned for 2020 (change of gas supplier, replacement of windows for better insulation, etc.) were postponed due to the health crisis and the confirmation of the relocation of Kallista Energy's headquarters in 2021.	Adjust our actions according to energy performance and equipment of the new Paris offices once the move is completed.

# Commitment #05 /

## Encourage consideration of ESG criteria in activities within our scope 3

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.

We also want to ensure that these subcontractors share the values of the United Nations Global Compact, to which Kallista Energy is a signatory, and are willing to make a commitment to respect them.



Results	Achievements	Goals
2019	2020	2021
Systematic integration of an ESG clause into maintenance or construction contracts from 2019.	The responses by our main suppliers regarding the use of low-carbon concrete for foundations following our requests are currently not conclusive.  Our efforts focused on exploring other options. See commitments #07 and #09.	Incorporate an obligation to respect the Ten Principles of the UN Global Compact in our contracts for the purchase of wind turbines, turnkey construction of our wind farms, and preventive maintenance of our infrastructure.  This clause will make it possible to characterise a breach of contract in the event of non-compliance with these commitments. The seriousness of such a breach may lead to the termination of the contract according to the contractual liability laws in each jurisdiction concerned.



# Protect biodiversity and natural habitats ✓

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# Commitment #06 /

## Develop the best possible projects with the help of independent experts

The development of wind energy projects is strictly regulated by law and requires studies on ecology, landscape, and acoustics to minimise the environmental impact of the wind farm, 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.



Results	Achievements	Goals
2019	2020	2021
Ten independent design offices worked on our projects.	Recruitment of an environmental project manager in our team to increase consideration of ecological sensitivities in our projects from an early stage.  25 independent design offices called on for our projects.	Continue to call on new service providers, rooted in the territories and whose experts are completely familiar with local environmental issues to carry out the studies necessary for the development of our wind energy projects.

# Commitment #07 /

## Guarantee an exemplary site for each of our projects

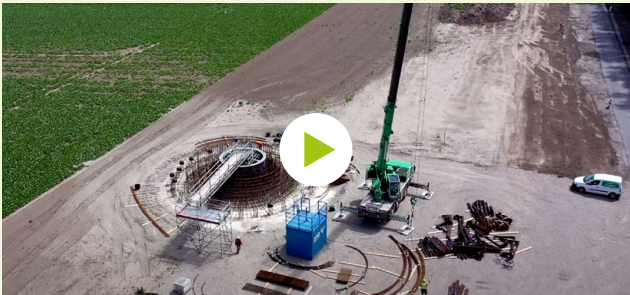
As with all construction sites, regardless of the area of activity, the construction phase generates waste and environmental impact. Even though the construction of a wind farm does not require, for example, the use of hazardous chemicals, it is essential to ensure the safety of people while also managing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



In 2020, the construction of our wind farm in the Netherlands received special attention both for safety and for the preservation of biodiversity and the management of waste:

**Construction site monitored by ecologists**  
Bird activity on and near the site had been studied during the project development phase and was examined closely during all phases of the project.

Learn about the work done by ecologists on video:



Achievements

2020
Construction of our Oostflakkee wind farm in the Netherlands: <ul style="list-style-type: none"><li>Implementation of an action to raise awareness of health, safety and eco-friendly practices during the construction of our wind farm in the Netherlands (“HSE Awards”)</li></ul>

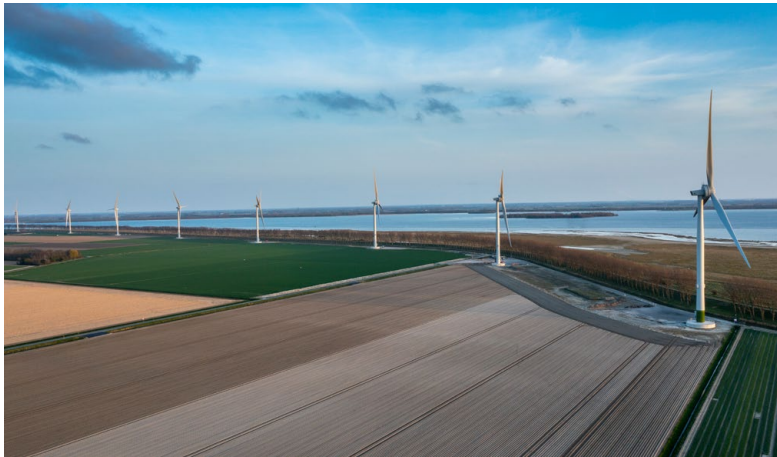
Goals

2021
Ensure that projects to repower our Trébry and Lanfains wind farms in Brittany are exemplary.  For our upcoming projects:  Define more restrictive waste sorting than the laws in force on construction sites. <ul style="list-style-type: none"><li>Put in place even more differentiated waste bins than at present for recycling: recovery, including workers’ everyday waste.</li><li>Partner with an inspection body to monitor waste sorting beyond the regulatory areas.</li></ul> Systematise hydrological studies to better scale foundations while attempting to avoid the risk of presence of water.

# Commitment #08 /

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

Kallista Energy monitors and maintains its facilities with the utmost rigour. This makes it possible to 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.



Results	Achievements	Goals
2019	2020	2021
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.	Acquisition of 7 ultrasound recorders (BAT-mode) to collect precise data on bat activity. These recorders provide complete inventories of bat activity in connection with our post-commissioning monitoring or for the feasibility studies.  6 birdlife assessments conducted (with very few cases of mortality observed).  Monitoring by ecologists of the construction site of our Oostflakkee wind farm in the Netherlands and implementation of ad hoc birdlife actions (adjustment of lights to avoid glare for bats, search for nests, scaring of birds, etc.).  2 DREAL inspections without any major non-compliance.	Look at opportunities for partnerships with environmental organisations in the Centre region to protect harriers.  Install bird detectors at our Oostflakkee wind farm in the Netherlands for precise monitoring of sea eagle activity around the site. Coupling of detectors with the wind power station to shut down the turbines when a sea eagle approaches the site to prevent the risk of collision.  Initiate a partnership with the French national forest office (ONF) to create carbon sinks, essential to achieve carbon neutrality, through the restoration of degraded forests.

# Commitment #09 /

## Invest in the repowering of our ageing wind farms to optimise renewable energy generation

In 2017, Kallista Energy had committed to going beyond regulatory requirements and completely removing the concrete foundations 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.

The decree of 22 June 2020\* makes the excavation of all foundations mandatory, confirming the relevance of the commitment made by Kallista Energy three years before.

Kallista Energy is reaffirming its commitment to make the necessary investments to repower wind farms with the best match between tangible environmental benefits and long-term economic visibility for the host municipalities of the wind farms as well as for the company.

The repowering of ageing wind farms allows more renewable electricity to be generated thanks to more efficient wind turbines. Even when repowering is carried out before the end of the 20 years of operation of a wind farm, the generated production gain very quickly covers the CO<sub>2</sub> balance of the construction of the new wind farm. In addition, the recently developed wind turbines are more reliable and can be operated with a very high level of performance (for example, with the repowering of the Trébry wind farm in Côtes-d’Armor on p. 34).

\* Amending the requirements for installations for generating electricity using mechanical wind energy within an installation subject to authorisation under section 2980 of the laws on facilities listed under environmental protection legislation (IPCE - Installations Classées Pour l’Environnement).

Results	Achievements	Goals
2019	2020	2021
Sharing our experience in the repowering of wind farms with the profession: workshop at OFATE (French-German office for the energy transition), ADEME magazine, etc.  No dismantling in 2019.	Performance of several simulations to define the best economic and environmental options for our repowering projects: optimisation of dismantling/repowering schedules to limit electricity generation downtime at the site; use of a lime/cement treatment instead of adding stones to the foundations to limit resource consumption and therefore the impact of transport, in specific cases.  No dismantling in 2020.	For the repowering of our Trébry and Lanfains wind farms: <ul style="list-style-type: none"><li>• Work with a local recycler for dismantling with complete monitoring of waste,</li><li>• Optimise the design of the site’s facilities for personnel to limit CO<sub>2</sub> emissions related to water and energy consumption,</li><li>• Level all foundations in accordance with the law.</li></ul>



Repowering of our Trébry wind farm in Brittany:  
**Increase renewable electricity generation  
and further reduce CO<sub>2</sub> emissions**

In 2021, Kallista Energy will repower 6 wind turbines that have been  
in the village of Trébry (Côtes-d’Armor) for 16 years.

**30%**

MORE RENEWABLE ELECTRICITY

**32%**

MORE CO<sub>2</sub> EMISSIONS AVOIDED\*

LEARN MORE

\*Estimates based on ADEME data over a period of 16 years for both wind farms, taking into account the manufacture of wind turbines, the construction of the wind farm, its operation, and its dismantling (14.1 gCO<sub>2</sub>e/kWh of wind power produced compared with 59.9 gCO<sub>2</sub>e/kWh for the French energy mix in 2020). With operation over a period of 20 years, the new wind farm will prevent up to 70% more CO<sub>2</sub> than the old wind farm.

Testimonial

“The Trébry wind farm was one of the very first to be developed in this part of the department. At the time, it was a curiosity, and we had an impressive parade of cars during the construction production. Here, the wind turbines are installed on the ridge line of Mount Bel-Air, the highest point in Côtes-d’Armor at 339 metres. It seemed logical to have wind turbines here because we have wind. The wind farm has had a positive effect on the village’s image. It shows our commitment to sustainable development. When the wind turbines were being built, the town hall also had solar panels installed on public housing to generate more energy locally. When I learned that the new wind turbines were going to produce 30% more electricity, I was convinced by the repowering project. We must continue to develop renewable energies to improve our region’s energy independence”.

Daniel Commault,  
mayor of Trébry since 2020.

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

By 1 July 2022, at least 90% of the total mass of dismantled wind turbines, including foundations, when all foundations are excavated, or 85% when excavation of foundations is exempted, must be reused or recycled.

This new law will speed up Kallista Energy’s commitment to recycle or recover all components of its dismantled wind turbines.

Past actions	Achievements	Goals
	2020	2021
Recovery of the blades of the dismantled wind turbines in Plouyé (Brittany in 2017) for use as Refuse Derived Fuel (RDF) in a cement plant.	No repowering projects. First experiment in recycling a defective blade with Reciclalia, a company also working on projects for the automotive, aviation, and construction sectors.	Recover blades from the Trébry and Lanfains wind farms for use as Refuse Derived Fuel (RDF).  Study the environmental impact of fibreglass recycling compared with recovery for use as Refuse Derived Fuel (RDF) for our upcoming dismantlings.

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# Our social commitments ✓

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# Commitment #11 /

## Guarantee the safety of people and our equipment

In 2020, Covid-19 was the major health risk for Kallista Energy employees. In order to minimise the risks of contagion for the teams, teleworking was implemented for all staff prior to the government recommendations. Team members whose tasks are not suitable for telework were exempted from presence in the company during the first lockdown while maintaining their salaries.

**Safety as the watchword at the Oostflakkee wind farm site in the Netherlands**

A health and safety (HSE) award was implemented to raise awareness of good practices among everyone at the site.

Watch the video :





Achievements	Goals
2020	2021
Establishment of a single on-call number for emergencies at our wind farms.	Obtain a triple ISO certification: 9001, 14001, and 45001.
Organisation of a workshop with the Seine-Maritime firefighters to train them in interventions in wind turbines.	Establish safety awareness workshops for employees.
Two inspections of blades per year instead of one (in accordance with the decree amending the ICPE regulations).	Repeat road risk awareness actions, Centaure training.
0 workplace accidents for Kallista Energy team members.	Train 4 employees working in Lyon and Bordeaux (in shared workspaces) in first aid.
3 workplace accidents involving employees of our service providers at our wind farms (with only 1 work stoppage).	Update and adapt all our safety procedures to the integration of teams in the new Paris offices (evacuation procedure, fire extinguishers, etc.).
Training of 4 headquarters employees in first aid, fire extinguisher handling, and evacuation (lead fire warden and rear fire warden).	Conduct an internal rescue drill at wind turbines with role-playing and securing of installations, if possible in conjunction with the rescue services.
The 8 operations team members are also trained in first aid and fire extinguisher handling.	Organise meetings with the various Department Fire and Rescue Services (SDIS) within our scope in order to perform a documentary update of the items in their possession (telephone numbers, addresses, GPS coordinates, etc.) and discuss the possibility of planning one or more joint training exercises.
Completion of the work necessary to obtain a triple ISO certification (9001 for quality management, 14001 for environmental management, and 45001 for occupational health and safety) and thus validate the relevance of our actions in these different areas.	Hire a new employee to reinforce our operations team, particularly for regulatory inspections.
Definition of procedures for the prevention and control of Covid-19 (identification of a Covid officer, provision of masks and hand sanitiser to all employees)	0 workplace accidents for Kallista Energy employees.
Training of 16 employees in road safety (Centaure workshops). Business travel is the primary source of risk for employees, apart from the Covid-19 health crisis.	

# Commitment #12 /

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

94%

OF EMPLOYEES ARE SATISFIED WITH KALLISTA ENERGY

92%

OF EMPLOYEES ARE SATISFIED WITH THEIR WORK

94%

OF EMPLOYEES SPEAK POSITIVELY ABOUT KALLISTA ENERGY WITH THEIR FAMILY AND FRIENDS

Results from anonymous digital survey conducted by People Vox from 21 October to 9 November 2020.

**Working at Kallista Energy**

- ✓ 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.

**Supporting employees in their individual carbon path**

By 2050, France's CO<sub>2</sub> emissions must be divided by 6 (compared with 1990). This means cutting emissions for each French person from 11t to 2t of CO<sub>2</sub> per year. Kallista Energy is developing an action programme to offer all its employees the possibility of receiving support to initiate this transition to lifestyles with a lower carbon impact.

Results	Achievements	Goals
2019	2020	2021
Establishment of a Social and Economic Committee (CSE).	Satisfaction survey conducted by People Vox.	Take employee feedback into account when arranging the new Paris offices (no open space, a more user-friendly space, more meeting rooms, etc.).
Participation in the renewable energy regatta. Participation in the "wind power football" competition.	Organisation of a film discussion by videoconference for the entire team in September. Screening of the film "À contre-sens - voitures électriques, la grande intox" and discussions with one of the directors.	Establishment of individual or team workshops to support the transition of each employee to its individual carbon neutrality:
Team seminar in the mountains.	Participation of 6 employees in the Climate Collage with a view to proposing this action to all employees (the widespread implementation of teleworking due to the health crisis delayed the deployment of this action).	<ul style="list-style-type: none"><li>• Climate collage</li><li>• Carbon footprint assessment</li></ul>
Training courses provided to the team (negotiation, landscape, foreign language, etc.).		Partner with "Trust Society" to give our employees special rates. Trust Society is an online sales platform that offers French products to replace all everyday products with sustainable alternatives.
Repainting and modernisation of the third-floor kitchen (Paris).		
Boiler replacement and improved temperature management on our Paris premises.		

# Commitment #13 /

## Ensure diversity and gender equality among our team

Despite the uncertainties create by the health crisis and the successive lockdowns, Kallista Energy maintained its 6 planned recruitments in 2020. Our company adapted to offer an integration process combining meetings in strict compliance with health rules and virtual exchanges. The quality of the integration process was highlighted by 100% of new employees in the poll conducted by People Vox in September 2020.

At the end of 2020, our team had 35% women, higher than the average of 27.5% women in the Electrical and Gas Industries sector.

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.



Results	Achievements	Goals
2019	2020	2021
Maintaining our recruitment process involving several team members to avoid any discrimination, even unconscious.	The 2020 objectives were postponed due to the health crisis.	Support an initiative to encourage women to join technical and scientific professions.

# Commitment #14 /

## Work together with local stakeholders

Despite the health crisis and successive lockdowns in 2020, the Kallista Energy team maintained its consultation with its local stakeholders in strict compliance with health rules.

The company also chose to postpone the schedule of certain projects when the conditions were not met to initiate a consultation with town halls or residents.

However, the events planned for Global Wind Day and the Open Renewable Energy Day had to be postponed to avoid any risk of spreading the virus.



Results	Achievements	Goals
2019	2020	2021
Open Renewable Energy Day in Breteuil (Oise department). Wind Day in Tournois (Loiret department). Definition of the specifications of our digital information platform.	Development of our digital consultation portal. Distribution of a newsletter to all the town halls hosting one of our wind farms to present an annual review of the installation to them.	Deployment of the digital consultation portal for people living in the vicinity of our projects (the launch, originally planned for 2020, had been postponed due to the Covid-19 pandemic). Activities offered to people living in the vicinity of our wind farms as part of Global Wind Day and Open Renewable Energy Days.



# 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: trails, cycle races, sports clubs, 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.

Results

2019

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).

Achievements

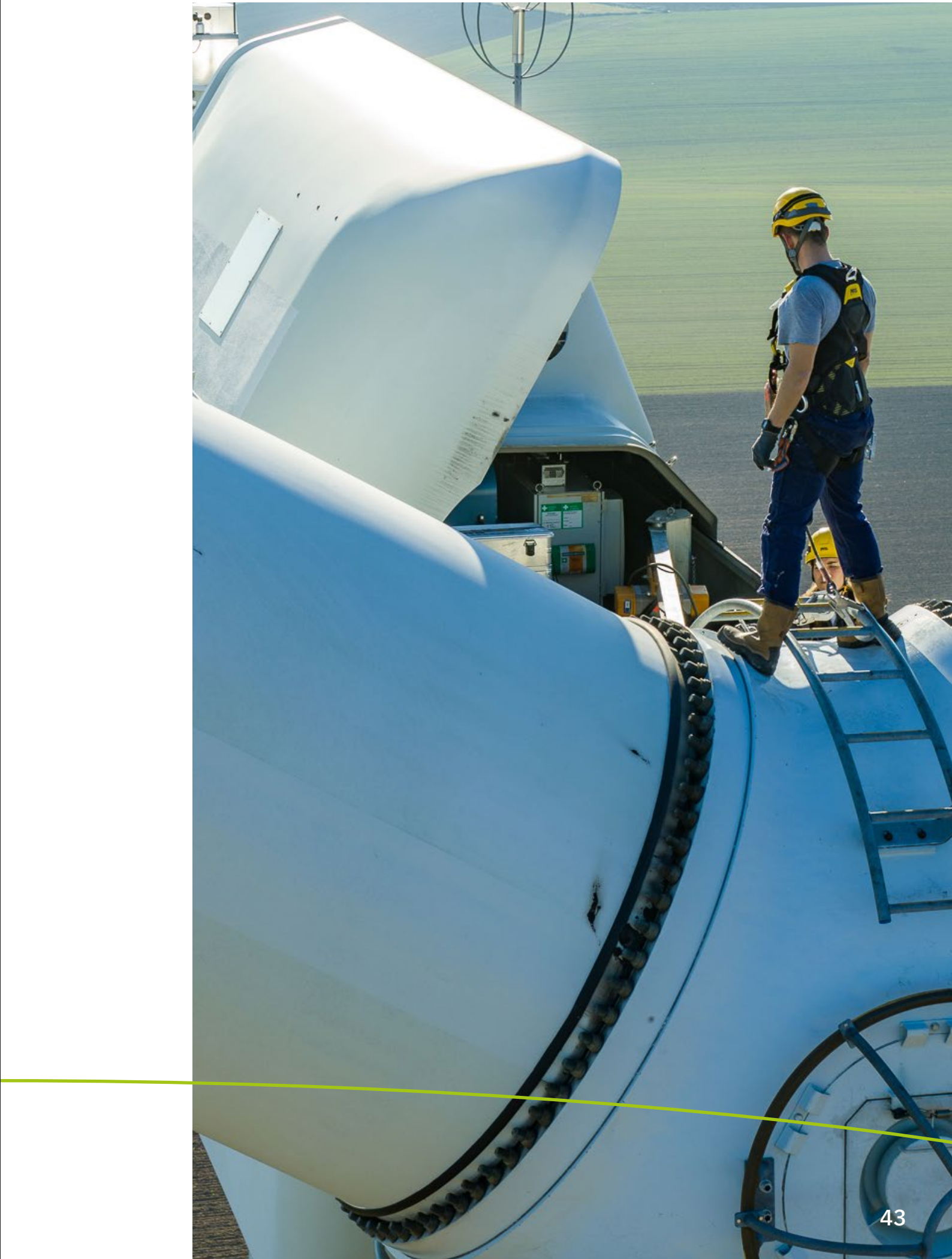
2020

~7% of Kallista Energy’s revenue paid in local taxes.  
  
Recruitment of 6 new employees, including 3 in the regions, as close as possible to our projects.  
  
Maintaining our financial support for cultural and sports associations or actions to promote local vitality despite the health crisis.

Goals

2021

Using independent experts as close as possible to our projects in the regions to conduct the studies.  
  
Renew our partnerships in favour of local associations and identify other relevant actions for the territories in which we operate.  
  
Establishing action with the French national forest office (ONF) to help reinforce the resilience of forests in the regions and create carbon sinks.



# Our commitments to governance

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# Commitment #16 / Promote a collegiate executive body and ongoing dialogue with employees

Since 1 January 2019, Kallista Energy is a company with an executive board and a supervisory committee with a balance between three powers: sovereign (General Meeting), executive (Chairman/Chief Executive Officer/Executive Board), and supervisory (Supervisory Committee). 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.



Results	Achievements	Goals
2019	2020	2021
Creation of a Social and Economic Committee. 12 Executive Board meetings. 5 Supervisory Committee meetings.	Employee profit-sharing. Appointment of a “harassment” officer. 12 Executive Board meetings. 5 Supervisory Committee meetings.	Appoint an independent Chairperson for the Supervisory Committee. Organise a general meeting of shareholders that will physically bring together all employee shareholders (the first annual meeting since the admission of new shareholders, as the 2020 meeting was held remotely due to Covid). Comply with the frequency of meetings of the CSE (12 per year), the Executive Board (minimum 4 per year), and the Supervisory Committee (4 per year).

# 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.

Defined in 2018, 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.



Results	Achievements	Goals
2019	2020	2021
Implementation of a procedure for the validation of agreements by the legal department. No deviations from the code of ethics observed.	Zero deviations from the anti-fraud code of conduct.	Zero deviations 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.



Results	Achievements	Goals
2019	2020	2021
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.	Extension of the commitment monitoring tool initiated in 2019 to all relevant departments within the company.	Recruit an additional management controller.  Organise an internal audit procedure to verify the proper application of internal control rules. Annual audit by rotating theme.

# Commitment #19 / Promote cybersecurity

IT exchanges are at the heart of Kallista Energy’s day-to-day business. Our company implements the necessary infrastructure and training to ensure data confidentiality and integrity.



Results	Achievements	Goals
2019	2020	2021
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.	Training of all new arrivals, employees, and interns in cybersecurity.  Reinforcement of the IT team with internal job diversification.	Improve the management of digital access and identities, in particular by implementing a policy of systematic, regular changing of user passwords.  Establish redundancy of data servers to allow services to be restored in case of hacking without having to pay ransom.  Protect our servers with a CO2 extinguishing system.





KALLISTA ENERGY

Independent producer of competitively priced energy

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# 2020 CSR Report