



# Report



Our commitments to the environment,  
society, and governance.



**KallistaEnergy**



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# Our commitments

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<p><b>#11</b> p.36</p> <p><b>Guarantee the safety</b> of people and our equipment</p>	<p><b>#12</b> p.38</p> <p>Create the conditions for our <b>Employees' well-being</b> at work</p>
<p><b>#13</b> p.39</p> <p>Ensure <b>diversity, equity and inclusion</b> within our company</p>	<p><b>#14</b> p.40</p> <p>Work together with <b>local stakeholders</b></p>
<p><b>#15</b> p.42</p> <p>Contribute to the <b>vitality of the territories</b> where we operate</p>	<p><b>#16</b> p.46</p> <p>Promote a <b>collegiate executive body</b> and ongoing dialogue with employees</p>
<p><b>#17</b> p.47</p> <p>Prevent <b>fraud</b></p>	<p><b>#18</b> p.48</p> <p>Prevent <b>management risks</b></p>
<p><b>#19</b> p.49</p> <p>Promote <b>cybersecurity</b></p>	

\*Commitment moved up to 2023 instead of 2024

# A word from the Chairman



In 2023, the Science Based Targets initiative (SBTi) validated Kallista Energy's short-term climate targets. With a new and even more demanding roadmap to continue reducing its carbon footprint, our group is confirming the commitment to fully play its part in the fight against climate change. Kallista Energy was one of the first 4,000 companies in the world to have targets validated by the SBTi.

We are convinced that all companies regardless of their size must account for environmental issues because their resilience is at stake, in addition to that of our society. This is why the Group's scope-3 emissions are now fully integrated into the calculation of its carbon footprint, with the commitment to favour suppliers committed to decarbonising their activities with the SBTi by 2027. Although our group cannot change the market on its own, we can send a positive signal to all companies in the sector that are making efforts to achieve net zero emissions by 2050.

At the same time, our group will gradually bolster its CSR strategy to meet the new requirements of the European CSRD directive by 2026. This work may seem too ambitious for an SME like Kallista Energy. Nevertheless, establishing a common language to restore the people's trust in corporate actions and statements is more than necessary to counter mass disinformation and latent climate scepticism. It is essential that we direct investment to activities that contribute to preserving the living conditions of future generations and those most at risk.

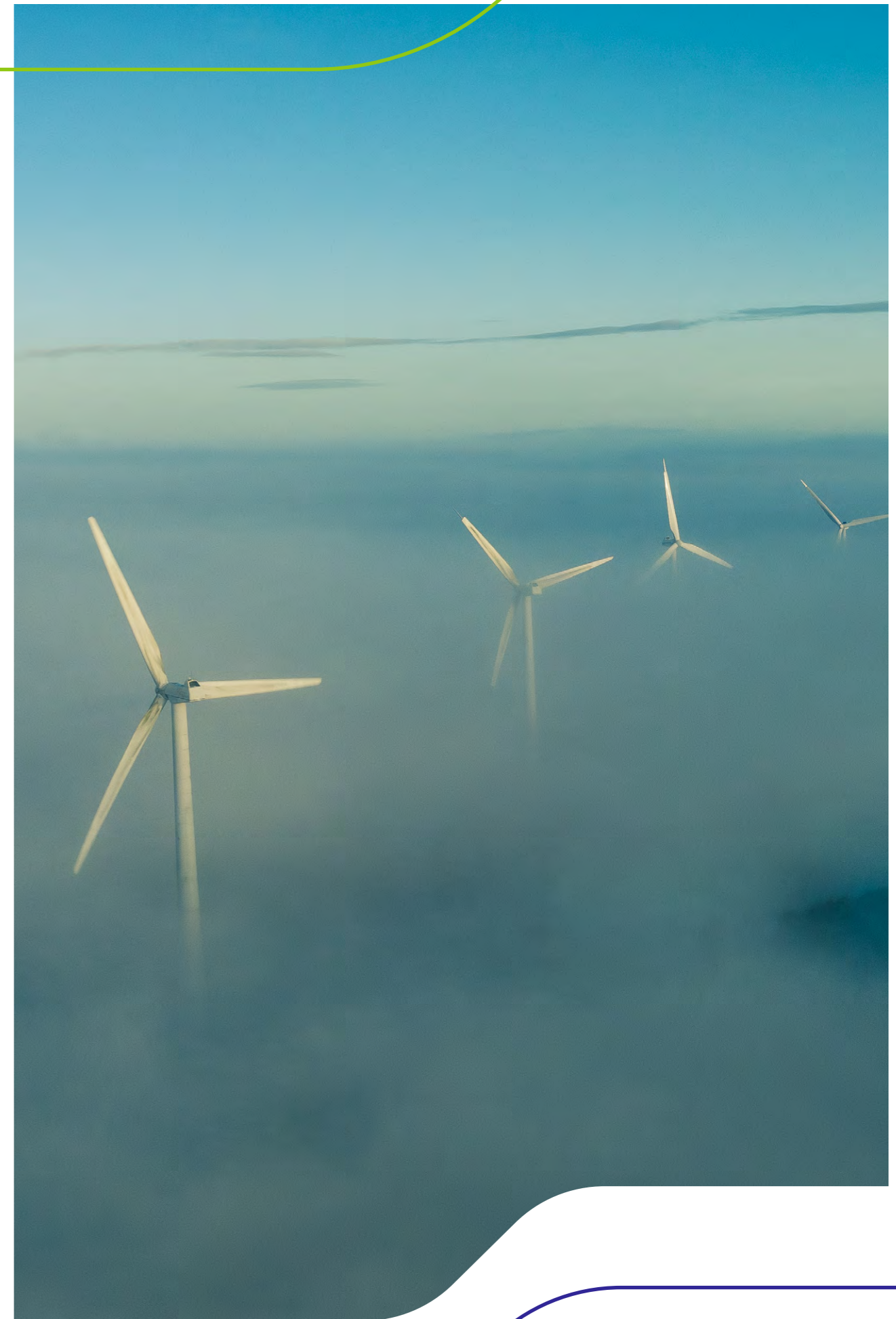
Kallista Energy's teams continue to demonstrate on a daily basis that solutions are within reach and inevitably involve renewable energies.

Enjoy your reading!

**Frédéric Roche**  
Chairman of the Kallista Energy group

<sup>1</sup> The first roadmap from 2017 to 2022 made it possible to reduce Kallista Energy's scope 1 and 2 emissions by nearly 50%. See 2022 CSR report.


<sup>2</sup> Corporate Sustainability Reporting Directive.






# About Kallista Energy


# Key figures at 31 December 2023



74


employees in France, Germany and the Netherlands





€92M


in turnover for the Kallista Energy group



38

wind and solar farms / **438 MW**

installed in France, Germany and Netherlands  
+40% stake in Windpark Krammer (102 MW) in the Netherlands




1

ultra-fast pilot charging station in Normandy (France)


90

ultra-fast charging stations in service in France between 2025 and 2028



845,000 MWh


of renewable electricity produced in France, Germany and the Netherlands.  
produced, equivalent to:



380,000

residents supplied with renewable electricity (with electric heating)

ou

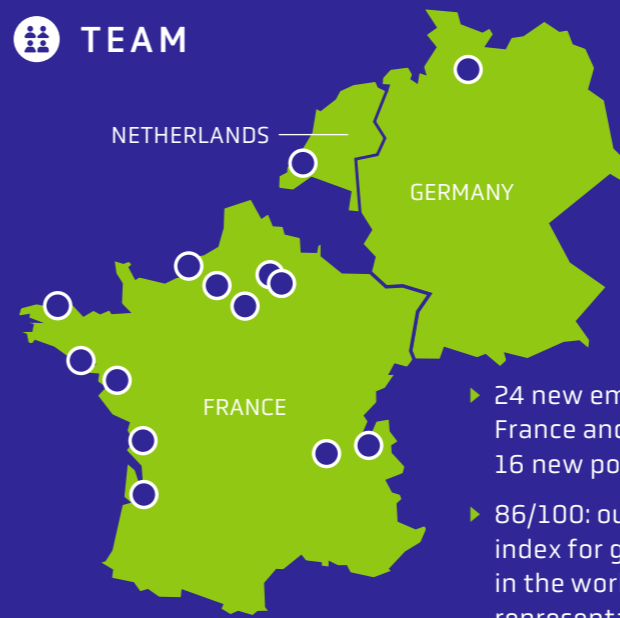


6 bn

km travelled by electric car

# Some highlights in 2023


**TEAM**



- ▶ 24 new employees recruited in France and Germany (including 16 new positions)
- ▶ 86/100: our score on the index for gender equality in the workplace and equal representation of women and men<sup>3</sup>

**GROWTH**

- ▶ Signature of four cPPAs<sup>4</sup> to supply renewable electricity to Lhyfe and Les Mousquetaires group
- ▶ Two winning projects (>30 MW) in the CRE's<sup>5</sup> wind-power tender
- ▶ Building permit granted for 120 MW/240 MWh of battery energy storage in Hauts de France
- ▶ 10 wind projects to be built for more than 100 MW



**COMMITMENTS**

- ▶ Short-term climate targets validated by the Science-Based Targets initiative (SBTi)



- ▶ Signatory to the United Nations Global Compact



- ▶ Sponsor of the ONF-Agir pour la forêt endowment fund



**DISTINCTION**

- ▶ 2<sup>nd</sup> place in the category "Wind Power Generation | Operation & Maintenance | Europe" in the GRESB ranking
- ▶ GRESB 5 stars for the 5<sup>th</sup> year in a row



GRESB

★★★★★ 2023

<sup>3</sup> <https://egapro.travail.gouv.fr/>

<sup>4</sup> Corporate Power Purchase Agreements

<sup>5</sup> French Commission for the Regulation of Energy

# Our values

## Belief



Kallista Energy's mission is to develop energy sources that contribute to building 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:

- ▶ Very strict 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 (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. Likewise, 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 pass on a project or lose it than win 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 and solar energy, far from being ideological, is based on the reliability of these technologies and their ever-increasing competitiveness. Wind and solar energy are some 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 through repowering operations and the opportunities to invest in other complementary activities.

## Sustainability

For Kallista Energy, an energy strategy is only designed for a long period of time. We are currently building a viable electricity generation capacity, over the long term, without subsidies. Once the initial investments have been written off (15 to 20 years), the power plants will offer future generations the possibility of having extremely competitive electricity. Our efficiency approach involves the use of the most up-to-date technologies so that we can maximise the use of the energy potential on each site while reducing maintenance costs.

As such, our group has undertaken a systematic repowering programme for wind turbines designed in the 2000's in order to have the best-performing machines with the lowest possible maintenance costs.



# Our key contributions to the Sustainable Development Goals (SDGs) in 2023



**380,000 residents** supplied with renewable electricity to make our economy resilient and sustainable.



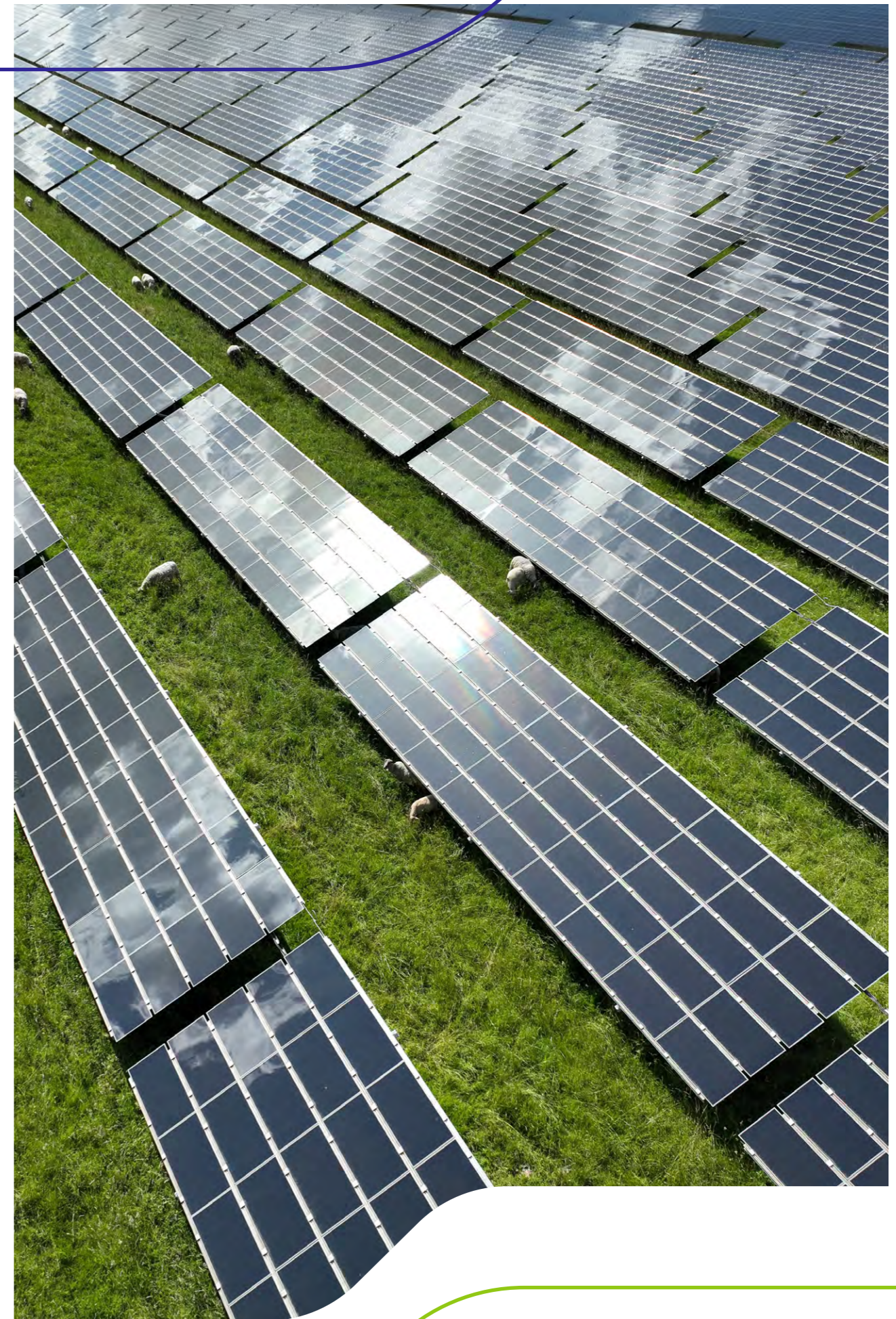
**845 GWh** of renewable electricity produced by the Group's wind and solar farms, reducing dependence on fossil fuels and greenhouse gas (GHG) emissions.  
**100% electric vehicles** in our corporate fleet.



**Training of 4 new employees** on road safety.  
**Training of 7 employees** in first aid (recycling session).



**More than €3 million** paid in taxes to local authorities hosting our farms in France to contribute to their vitality.





# Short-term climate objectives validated by the Science-Based Target initiative to pave the way to Net Zero Emissions by 2050

In 2023, Kallista Energy was among the first 4,000 companies in the world to have climate targets validated by the Science-Based Targets initiative (SBTi).



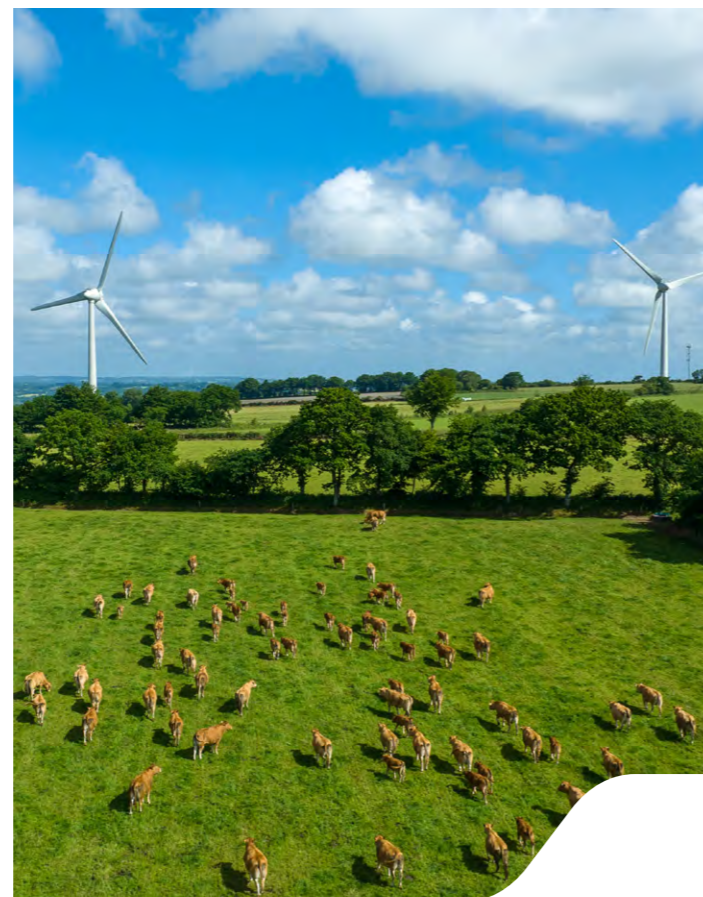
SCIENCE  
BASED  
TARGETS

The group relied on the recommendations of the SBTi to define a new 2030 climate roadmap (after completing the roadmap covering the period from 2017 to 2022). These short-term targets validated by the SBTi are another step to set Kallista Energy on a trajectory leading to net zero emissions by 2050.

In addition to scopes 1 and 2, Kallista Energy's scope-3 emissions are fully integrated into its carbon footprint calculation.

Kallista Energy now uses the Bilan Carbone® tool developed by ADEME (the French Agency for Ecological Transition) and managed by Association pour la Transition Bas Carbone (ABC).

The short-term climate objectives validated by the SBTi are based on 2021 and encompass the group's wind and solar power generation activities in France, Germany and the Netherlands. The group's other activities (electric mobility, new markets, etc.) will gradually be included in this scope.



## A carbon footprint now compliant with the GHG Protocol

In accordance with the recommendations of the SBTi, Kallista Energy's carbon footprint will now be presented according to the GHG Protocol developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

## The GHG Protocol brings significant changes to the calculation methods previously used by Kallista Energy to establish its carbon footprint

- ▶ Emissions related to building infrastructures/fixed assets (wind and solar farms, etc.) will be accounted for in full in the year of commission (category 3.2 – Fixed assets). They will no longer be depreciated over the lifetime of the facilities as recommended by the BEGES method (bilan d'émissions de gaz à effet de serre – GHG assessment).
  - This new calculation method will have a significant impact on the group's future carbon assessments, with a sawtooth effect from one year to the next. The carbon assessment will be particularly high in the years when Kallista Energy commissions new electrical facilities and much lower in the years without new facilities.
  - For example, in 2023, there were no emissions related to the group's fixed assets as no new infrastructure was commissioned. Conversely, in 2024, several new facilities are expected which will have a significant impact on the carbon assessment.
- ▶ Emissions linked to building power-generating infrastructures (wind, solar) will now be based on manufacturers' Life Cycle Assessments (LCAs) or, failing that, on research data (e.g. ADEME). They will be calculated in t of CO<sub>2</sub>eq on construction. In its previous carbon assessments, Kallista Energy used the average emissions factor of wind or solar power generated (calculated in gCO<sub>2</sub>eq/kWh produced – category 3.1).
- ▶ Monetary ratios are currently used to calculate category 3.1 emissions (purchased goods and services). Monetary ratios offer a high degree of uncertainty. The objective of Kallista Energy in the coming years is to work with the various suppliers so that they are able to transmit information on physical flows (precise quantity of concrete used in foundations, share of purchases corresponding to equipment and services, transport, etc.) in order to obtain more precise assessments
  - The carbon assessment presented does not show any scope 3 downstream emissions for 2023. This is due to the fact that Kallista Energy mainly works with suppliers and subcontractors that are classified under category 3.1. More detailed work will take place in the coming years to isolate emissions related to transport (for construction sites and the maintenance of our facilities) during the end-of-life phase of our infrastructures, etc. in order to include them in scope 3 downstream emissions.

## A year of transition for the implementation of the CSRD

Kallista Energy will be subject to the European CSRD<sup>6</sup> in 2026 (for 2025). The group has already started working to be able to meet the requirements of this new directive, particularly regarding the taxonomy

and the double-materiality assessment. As a result, starting next year, Kallista Energy will change its CSR report to lay the groundwork for compliance with the recommendations under the CSRD.

<sup>6</sup> Corporate Sustainability Reporting Directive

# Our 2021–2030 climate targets

## Our commitments validated by the SBTi

### Scope 1

Kallista Energy commits to reduce absolute scope 1 GHG emissions 50% by 2030 from a 2021 base year.

### Scope 2

Kallista Energy commits to increase active annual sourcing of renewable electricity from 70% in 2021 to 100% by 2030.

### Scope 3

Kallista Energy commits that 71% of its suppliers by emissions covering purchased goods and services, will have science-based targets by 2027.

Given the carbon intensity of the various sectors comprising our value chain, this means that, by 2027, ~85% of Kallista Energy's purchases will be made from suppliers with a decarbonisation trajectory certified by the SBTi. This indicator will be used to monitor the scope 3 commitment regularly.

By 2027, more precise calculations will be made to confirm that the result covers 71% of purchases by GHG emissions volume.

## Monitoring Kallista Energy's climate commitments

In 2023, Kallista Energy's scope 1 was 0t since the group's vehicle fleet became fully electric.

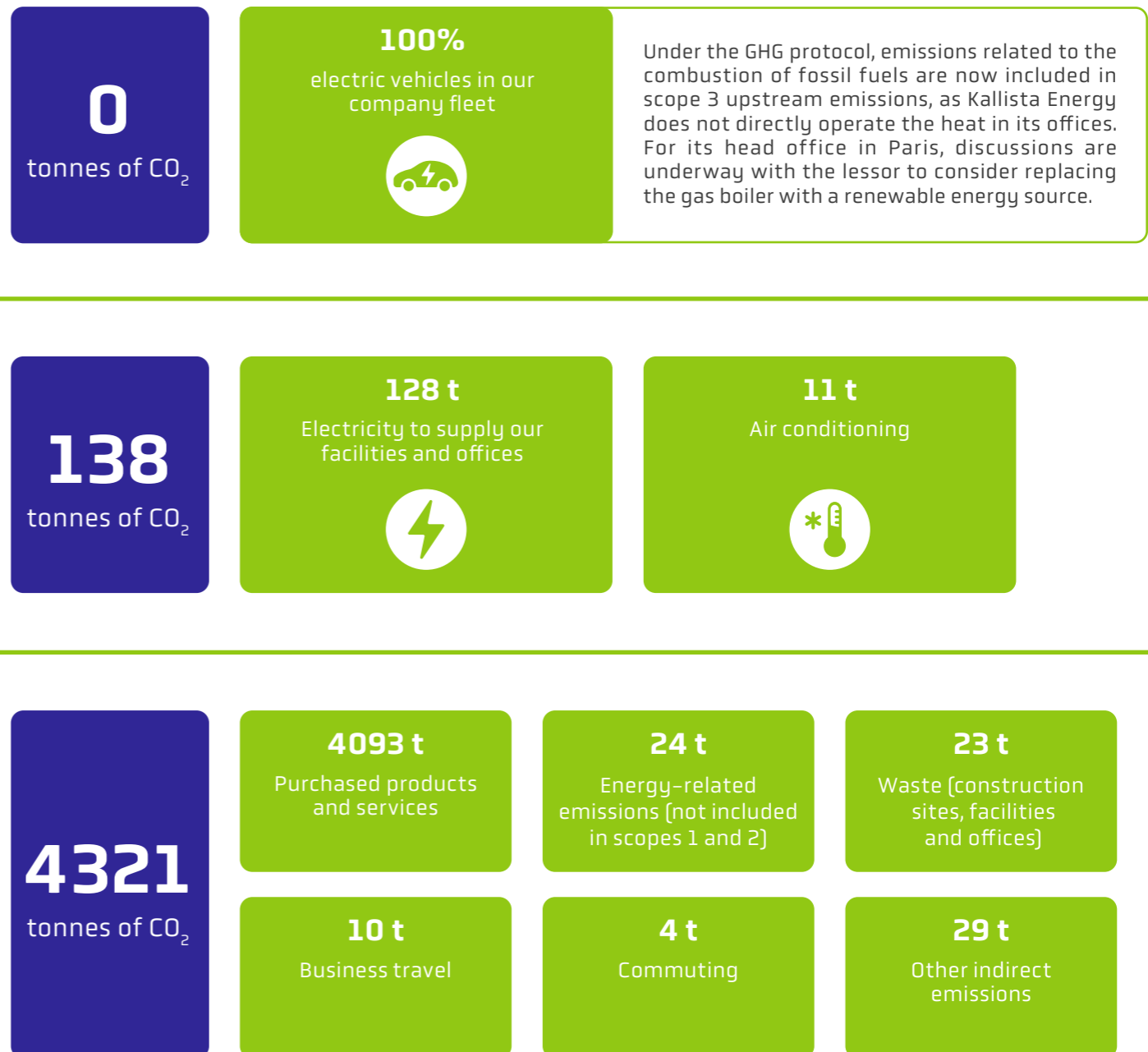
Heating is now taken into account in scope 3 – heating not operated by the company – in accordance with the GHG Protocol.

In 2023, 97% of the electricity purchased by Kallista Energy (scope 2) came from renewable energy sources.

Of Kallista Energy's scope 3 purchases, 63% were from suppliers with climate targets validated by the SBTi in 2023.

## Kallista Energy's carbon assessment in 2023

(For its wind and solar power generation activities in France, the Netherlands and Germany).





# Our commitments to the environment



## Reducing our environmental impact

## Commitment #01

### Electrify 100% of our vehicle fleet by 2023 – Target achieved!

This target initially planned for 2024 was achieved in 2023. The end of the lease agreements for the last two combustion-engine vehicles in the fleet was an opportunity to accelerate the fulfilment of this commitment. Kallista Energy started incorporating electric vehicles into its fleet in 2016. Transport previously accounted for the largest share of its carbon assessment. Project development throughout France requires employees to travel around 400 km round trip to reach areas that are underserved by public transport.

Now that its vehicle fleet is 100% electric, Kallista Energy has no scope 1 emissions because the company no longer directly consumes fossil fuels<sup>7</sup>. Electric vehicles have now been fully adopted by all the teams and permanently integrated into the group's DNA as Kallista Energy has rolled out a network of charging stations across France.



#### Goals

2024

- ▶ Keep the vehicle fleet 100% electric.

<sup>7</sup> See methodology note p. 16

## Commitment #02

### Ban domestic flights and limit international flights

Videoconferencing has become widespread among the group's teams in France, Germany and the Netherlands. Nevertheless, time for face-to-face discussions is still necessary to preserve human connections between the teams in the various countries. Some long international trips are made by plane so that the team members are not kept from their families for too long. Despite the considerable travel time between Hamburg and Paris (~16 hours round trip), many employees travel by train (day and night) out of personal conviction.

Since 2018, no domestic flights have been taken by the Kallista Energy team. These trips are mainly taken by train or by car.



#### Achievements

2023

- ▶ Awareness raising among all newcomers about the use of videoconferencing tools and the systematic provision of videoconferencing equipment to each employee.
- ▶ 5 roundtrips by night train from Paris to Hamburg.
- ▶ 17 roundtrip flights (France/Germany) by our teams.

#### Goals

2024

- ▶ Maintain awareness regarding videoconferencing and remote teamwork to limit international travel.
- ▶ Prioritise the use of Sustainable Aviation Fuel (SAF) for flights when possible.

## Commitment #03

# Avoid, reduce and recycle waste from our activities (offices and operating our infrastructures)

In addition to sorting waste in its offices (paper, cardboard, metal and glass), Kallista Energy is keeping a more watchful eye on waste from running its wind and solar farms. In the same vein, a green construction site charter has now been implemented for each of the group's construction sites (see commitment #07). The long-term goal is to be able to direct all waste generated by the company's activities to recovery/recycling channels, where applicable.



### Achievements

#### 2023

- ▶ Regular in-house awareness-raising on the need to reduce our waste, particularly during the week of the MPP challenge suggested to the teams in October.
- ▶ Signature of a contract with Elise for the collection of office waste following the relocation of the head office in Paris. Elise promotes the professional integration of persons with disabilities.
- ▶ Calculation of the impact of sorting paper and cardboard (figures provided by Elise):
  - 16 trees saved,
  - 27,891 litres of water saved,
  - 511 kg CO<sub>2</sub> avoided.
- ▶ Purchase of second-hand furniture to equip certain offices and donation of unused furniture to employees to avoid destruction following the relocation of the head office in Paris.
- ▶ Purchase of recyclable personal protective equipment (PPE) where possible, particularly for high-visibility coats and vests. Partnership with a service provider for the recovery of our used helmets and shoes.

### Goals

#### 2024

- ▶ Set up a sorting system for food waste.
- ▶ Increase the purchase volume of refurbished equipment (telephones, computers, etc.).
- ▶ Work with wind and solar farm maintenance providers to better monitor waste from the group's facilities.
- ▶ Extend "Repair cafés" to promote the repair of employees' personal equipment.
- ▶ Attempt to reuse dismantled wind turbines before considering recycling/recovering them: see commitment #10

### MPP (MA PETITE PLANÈTE) CHALLENGE



In October 2023, the Kallista Energy teams were able to take part in the MPP challenge. This initiative, which was created by the non-profit MPP, raises awareness of everyday eco-friendly actions through fun challenges. Nearly a majority of employees took part in the game, which covered various themes including waste management, food, travel, energy management and more. For three weeks, the teams shared high spirits, tips and good ideas to show that ecology is not synonymous with boredom or defeat. The involvement and motivation of the employees enabled them to do very well on the challenge.



**5,576 kg**  
of CO<sub>2</sub>eq avoided



**1,492,620 L**  
of water saved



**140 Kg**  
of waste avoided



**103 hours**  
of training

At the end of the challenge, several ideas suggested by the employees were set up within the company, including swapping the capsule coffee machine for a bean-to-cup machine, a barter space, a shared library, "Repair cafés" led by employees to repair small personal electrical and electronic devices for team members, etc.

[Figures provided by the non-profit MPP]

## Commitment #04

### Improve energy efficiency and promote energy-saving practices at our offices

In 2023, the Kallista Energy teams moved to a new head office in Paris. Discussions are underway with the lessor to consider replacing the building's current gas boiler with equipment that emits less GHGs.

Kallista Energy continues to comply with the French Government's recommended heating instructions during the winter of 2022 to limit the supply risks generated by the low availability of nuclear plants and Russia's invasion of Ukraine. The temperature for its Paris offices is set to 19°C in the winter and 27°C in the summer (before the air conditioning is activated).

#### Achievements

2023

- ▶ The move to the new head office in Paris was an opportunity to raise awareness among the teams about energy-saving practices and energy management.
- ▶ Configuration of the automatic standby setting for electrical devices (lights, printers, coffee machine, etc.).

#### Goals

2024

- ▶ Maintain existing initiatives.
- ▶ Set up more precise monitoring for energy consumption at the head office in Paris (e.g. installing a dedicated meter to measure electricity consumption since the current meter is shared for the entire building).
- ▶ Identify the most energy-intensive uses at the offices to find solutions to reduce them.

## Commitment #05

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

Kallista Energy's scope 3 emissions (purchase of wind turbines and solar panels, construction of farms, etc.) make up most of its emissions (99% in 2021). An absolute reduction in emissions for this scope is complex for the group given its size compared to that of manufacturers, market constraints and the time required to convert industrial tools. As such, Kallista Energy has set itself the goal of increasing the number of its suppliers with decarbonisation targets validated by the SBTi. The SBTi 'supplier engagement' program aims to establish a virtuous circle, encouraging producers to improve their practices.

In addition to its climate targets, Kallista Energy now systematically includes an ethics charter based on the 10 principles of the United Nations Global Compact in contracts with its biggest service providers.



#### Achievements

2023

- ▶ Systematic inclusion of an ethics charter into contracts with the group's main suppliers.
- ▶ Team awareness-raising about climate targets validated by the SBTi.
- ▶ Creation of educational documents for employees in charge of purchasing to enable them to raise their contacts' awareness of Kallista Energy's supplier engagement with SBTi.

#### Goals

2024

- ▶ Gradually implement a supplier selection criterion based on engagement with the Science-Based Targets initiative (SBTi).



## Protecting biodiversity and natural habitats



## Commitment #06

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

In 2023, around forty independent design offices were called on by Kallista Energy's teams to guarantee the quality and objectivity of its projects. In conjunction with the environmental authorities, the group continues to assess the use of innovative tools such as SafeWind, DTBird and ProBat to minimise the impact of wind turbines on birds and bats as much as possible.

In 2023, Kallista Energy continued to monitor the best technological options available on the market by establishing contacts with new suppliers (e.g. Spoor, BioAcoustic Technology and Wildlife Acoustics). This feedback is very valuable and will enable Kallista Energy to offer proven reduction measures in future projects in order to continue to combine electricity production and biodiversity protection in an optimal way.



#### Achievements

2023

- Use of the ProBat application to improve bat curtailment at one of our wind farms in the Netherlands in order to reduce production losses and offer better protection for bats.
- Contact with manufacturers of new tools aiming to reduce the risk of collision (AudioBat by Biodiv-Wind and Wildlife Acoustics).

#### Goals

2024

- Call on new independent experts to respond to the specific requirements of photovoltaic and agrivoltaic projects.
- Initiate contact with distributors of new technologies (Spoor, IdentiFlight, DTBat and BioAcoustic Technology).
- Work with current service providers to further improve the efficiency of existing detection systems (DTBird, etc.).
- Assess the relevance of the widespread use of ProBat to calculate bat curtailment for projects.

## Commitment #07

### Guarantee an exemplary site for each of our projects

The construction of a wind or solar farm is strictly governed by law. To take ESG criteria even further into account in its construction sites, Kallista Energy has formalised its requirements in a green construction site charter. This charter covers:

- Compliance with regulations
- Information for site staff
- Waste management
- Air pollution (especially rising dust)
- Noise disturbances during the construction phase

All companies working at the site are required to sign this charter and ensure that their employees abide by it. For each site, an HSE (Hygiene, Health and Environment) service provider is appointed to verify the proper application of this charter.

In addition, at the start of each project, a debrief is provided for local elected representatives in order to present the stages of the project and contacts for each of them. Regular contact is then organised to inform them of the progress on the works. A project newsletter – which outlines the construction stages, the companies selected for the project and the measures taken – is also made available to residents.

#### Achievements

2023

- Implementation of the group's green construction site charter for renovation works on a farm in Normandy.

#### Goals

2024

- Maintain the green construction site charter and roll it out at all sites.
- Systematically conduct controls on the green construction site charter and the company's obligations under the prefectural decree in terms of safety and the environment.

# Commitment #08

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

In addition to the strict rules governing the development of wind and solar projects, Kallista Energy is constantly seeking to limit the impact of its projects on the biodiversity and local residents of its farms.

Our regional operators are the main points of contact, once the farms are in service, to collect their comments and feedback.



### Achievements

#### 2023

- ▶ Extension of the environmental monitoring at our wind farm in Oostflakkee in the Netherlands to verify the efficiency of reduction measures: installation of a BATmode device using a nacelle and of an SM4 Bat 30 m high on the mast to improve our knowledge of the local activity of bats and better protect them.
- ▶ Post-installation monitoring for our farms in Brittany, Pays de la Loire, Hauts de France, (listening to bats on the platform with the installation of BatMode devices + monitoring of the mortality of bats and birds).
- ▶ Consolidation of our partnership in Normandy with the Groupe Ornithologique Normand and in Beauce with Eure-et-Loir Nature and Loiret Nature Environnement for the implementation of measures to protect buzzards.
- ▶ Drafting of environmental information sheets to account for biodiversity during projects in compliance with prefectural decrees.
- ▶ Implementation of environmental monitoring for the repowering projects carried out jointly by our environmental coordinator (raising the awareness of teams, drafting of project worksheets) and an independent design firm to certify compliance with the measures set out in prefectural decrees.
- ▶ Continued noise monitoring at our farms.
- ▶ Agreements with local partners to identify any anomalies on the farms in real time.
- ▶ Noise-monitoring research on two wind farms:
  - no disturbances observed on one farm,
  - disturbances observed with installation of curtailing on the second farm.

### Goals

#### 2024

- ▶ Continue the measures already taken (BATmode, post-installation monitoring, partnerships, etc.).
- ▶ Identify all oils and greases used for the maintenance of wind farms in order to identify possible substitutions to limit the environmental risk.

▶ **Horses and wind turbines**  
 The coexistence of wind turbines and horses is a subject that often raises questions. Kallista Energy therefore collected the testimony of the founder of an equestrian centre located near one of its farms to fight against misconceptions.



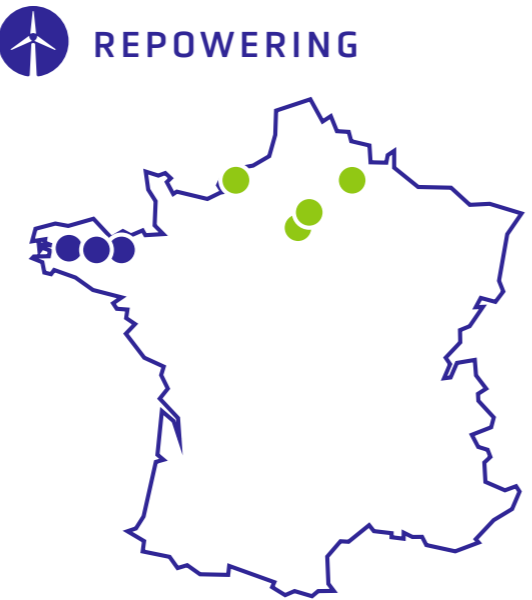
▼ Watch the video



## Commitment #09

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

From 2023 to 2024, Kallista Energy will be repowering four additional wind farms in France. The group is pursuing the strategy of repowering its oldest wind farms, which began in 2017. Three wind farms have already been dismantled and repowered and four new projects have been launched from 2023 to 2024. In addition to an increase in electricity production with the same number of wind turbines, the repowering makes it possible to minimise the impact of the machines (better noise management and consideration for birds and bats) and restores long-term visibility to rural communities (tax benefits for 20 years).



**REPOWERING**

- ▶ Brachy, Omissy, Breteuil, Noyers-St-Martin (Normandie and Hauts-de-France)
- ▶ Farms already renewed: Trébry, Lanfains, Plouyé (Brittany)



### Achievements

**2023**

- ▶ Preparation for four new repowering projects.

### Goals

**2024**

- ▶ Give priority to CEM III concrete instead of CEM II concrete when technically and financially possible
- This solution will be implemented for the repowering of our Brachy wind farm in Normandy. The objective will be to reduce the carbon footprint of each foundation by around 50 tonnes of CO<sub>2</sub> (according to the emission values given by our service provider).
- ▶ Optimise our geotechnical studies to reduce the size of foundations when possible (for our Brachy farm, the goal is a reduction of around 60 tonnes of CO<sub>2</sub> per foundation).

## Commitment #10

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

When repowering its wind farms, Kallista Energy attempts to reuse all or part of its wind turbines before considering recycling or recovery, as recommended by ADEME (the French Agency for Ecological Transition)<sup>8</sup>. Dismantled wind turbines can be reused for spare parts in the maintenance of other farms or reinstalled as is at sites subject to height constraints or in emerging markets with extensive space available.

Discover the stages of recycling and recovery of a wind turbine



Watch the video



### Achievements

**2023**

- ▶ No new projects in 2023.
- ▶ Identification of solutions to reuse or resell old wind turbines before considering recycling/recovery.
- For fiberglass blades and nacelles, recovery via SRF (Solid Recovered Fuel) will be considered as a last resort.

### Goals

**2024**

- ▶ Set up an agreement with a partner for the resale of dismantled wind turbines. If they can't ultimately be sold, this service provider must then ensure the wind turbines are recycled and recovered in accordance with the law of 26 August 2011..
- ▶ Study the new solutions on offer for recycling blades.

<sup>8</sup> <https://optigede.ademe.fr/demarche-territoriale-economie-circulaire-axe-2>



# Our social commitments

# Commitment #11

## Guarantee the safety of people and our equipment

Kallista Energy is committed to a process of continuous improvement to consistently meet safety requirements at the highest level. In France, Kallista Energy is ISO45001 (Security) and ISO14001 (Environment) certified for all its activities and ISO9001 (Quality) certified for its Operations department.

### Achievements

#### 2023

- ▶ Training of the teams in charge of operating the farms on the emergency evacuation of a wind turbine.
- ▶ Safety talks within the company's various departments to maximise safety and prevention.
- ▶ Provision of Personal Protective Equipment (PPE) for the teams in charge of project development (in addition to the teams in charge of farm operations).
- ▶ Controls to ensure our farms comply with regulations.

### Goals

#### 2024

- ▶ Repeat training on the emergency evacuation of wind turbines once a year.
- ▶ Repeat office evacuation training (head of the queue, last in the queue).
- ▶ Continue training on road risks (driving courses and awareness campaigns).
- ▶ Appoint safety representatives in the co-working spaces used by regional employees.
- ▶ Offer emergency skills training for all employees.
- ▶ Work with health services to increase consideration of the risks inherent in activities related to operating farms and sedentary living.
- ▶ Continue to conduct controls on our farms to ensure they comply with regulations.



## Commitment #12

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

At the end of 2023, a satisfaction survey was conducted by Octomine, an independent agency, on all the Group's teams. The employee response rate was 94%. The main scores (out of 10) collected by Kallista Energy confirm that the vast majority of employees are satisfied with their company.



For all the themes included in the survey (company image, professional development, engagement, work schedule, social dynamic, compensation and benefits, etc.), Kallista Energy's scores are above average for companies in Octomine's portfolio.

This is illustrated by the employee Net Promoter Score (eNPS), which measures the likelihood that employees would recommend their organisation as a workplace (0 to 10: acceptable score; 10 to 30: good score; >30: excellent score).

Kallista Energy's eNPS was 48, reflecting the overall satisfaction of the group's employees.

Kallista Energy strives in particular to create the conditions for cohesion amongst its teams. Social events with all our employees are held at least twice a year, including the annual team seminar (in the mountains or in the region) and an end-of-year cocktail party. Employees can also participate in various events supported by the company, including trail running, football tournaments, workshops with the ONF – Agir pour la forêt fund (see Commitment #15).

Similarly, employees benefit from a high degree of autonomy and flexibility in their work schedules to reconcile their professional and personal lives.

### Results

#### 2022

- ▶ Opening of an office in Hamburg, Germany. The location was chosen by our German team.
- ▶ Organisation of two key events with the entire team (France, Germany and the Netherlands): a seminar in the mountains in March and an end-of-year cocktail party in December.
- ▶ Participation of several team members in a workshop with the National Forestry Office to turn bunkers into shelters for bats in Brittany.

### Achievements

#### 2023

- ▶ Roll-out of the welcome programme for all new employees, including interns.
- ▶ Completion of a new employee satisfaction survey.
- ▶ Continued partnership with Trust Society to offer eco-friendly day-to-day products to our employees at special rates.
- ▶ Consideration of employee feedback while setting up the new offices in Paris and in the selection of regional workspaces.

### Goals

#### 2024

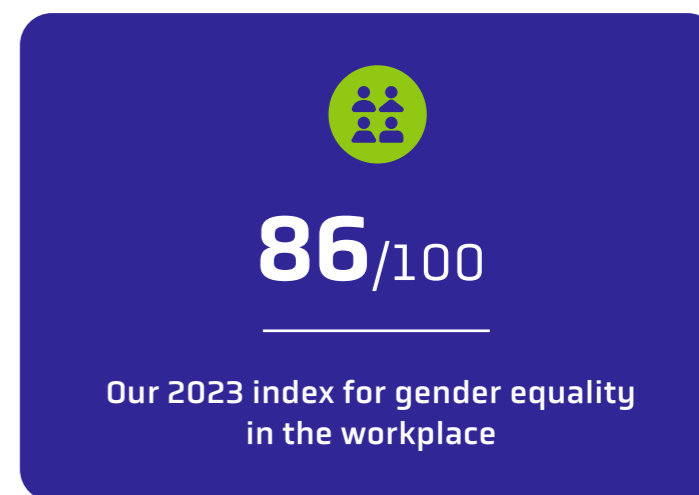
- ▶ Negotiate working hours provisions with the Works Council (CSE) to accommodate employees' desire for new ways of working.
- ▶ Offer training and personal development opportunities to employees to promote the acquisition of new skills, career advancement and an increased feeling of recognition within the company.
- ▶ Encourage the use of bicycles to commute to and from the office by setting up bike passes.
- ▶ Take into account the results of satisfaction surveys when determining the HR policy and monitor progress.

## Commitment #13

# Ensure diversity, equity and inclusion within our company

At the end of 2023, the group had 74 employees, compared with 58 in 2023. Our recruitment policy continues to focus on the potential of candidates and to recognise experience even if the employee does not have a degree. Moreover, increased responsibility and internal mobility are offered to employees on teams that are expanding or when new activities are being rolled out.

In 2023, nearly 30% of Kallista Energy's staff were women, which is on par with 2022 figures. This is close to the proportion of women working in the renewable energy sector in Europe according to the International Renewable Energy Agency (IRENA). In keeping with its convictions, Kallista Energy does not apply any discrimination policy to hiring, even positive, and gives priority to hard and soft skills only.



### Goals

#### 2024

- ▶ **Diversity**
  - ▶ Maintain a recruitment process that involves several team members during job interviews in order to reach a collective decision and avoid any cognitive bias.
- ▶ **Equity**
  - ▶ Conduct an in-depth analysis of salary gaps within the company to identify any unwarranted disparity between employees in equivalent positions.
  - ▶ Correct any salary inequalities and make sure compensation policies are fair.
  - ▶ Maintain a score above 85/100 on the index for gender equality in the workplace and work to improve that score.
- ▶ **Inclusion**
  - ▶ See Commitment #12

\* 32% according to a study by the International Renewable Energy Agency (IRENA) – <https://www.irena.org/publications/2019/Jan/Renewable-Energy-A-Gender-Perspective#:~:text=Renewable%20energy%20employs%20about%2032,lower%20than%20in%20administrative%20jobs>

# Commitment #14

## Work together with local stakeholders

For each of its projects, Kallista Energy engages in consultations from the outset to involve local elected officials, local residents and other local stakeholders. The objective is to establish a dialogue, taking into account technical and regulatory constraints, in order to make the project the best it can be.

▼ Watch the video



**A municipality attached to "its" wind farm**

—  
Testimonial by the Mayor of Trébry in Brittany

### Results

#### 2022

- ▶ Improvement of Kallista Energy's digital information portal to make the tool more efficient and user-friendly for those residing near our projects.
- ▶ Organisation of open days for our wind farms in Trébry and Lanfains following their repowering; approximately 200 residents attended each event.
- ▶ Systematic organisation of one or more information sessions to inform residents of the municipalities where Kallista Energy is developing projects.
- ▶ Renewal of our partnership with the ONF-Agir pour la forêt fund.

### Achievements

#### 2023

- ▶ Continuous improvement of the digital information portal.
- ▶ Organisation of an open day for one of our farms as part of International Wind Day in order to continue to raise awareness of the need to derive our energy from electric sources to divest from fossil fuels and the interest of developing renewable energies.
- ▶ Involvement of several employees in a training session intended for students during working hours to present the challenges and professions of renewable energy.
- ▶ Organisation of regular exchanges with locals residing near all our projects, offered in different formats (information sessions, thematic workshops with experts, presentations at municipal council meetings or during annual gatherings at Town Hall after the new year, etc.)
- ▶ Distribution of a newsletter listing the key figures and information regarding our facilities to the Town Hall of each municipality in which the group operates.

### Goals

#### 2024

- ▶ Maintain existing initiatives.



#### ▶ Sheep farming under solar panels

Some local opposition to renewable energy is prompted by massive disinformation about wind and solar power. In order to help combat this plague, Kallista Energy produces educational communication tools for local residents about its projects and farms. For example, shepherds were able to demonstrate how a solar farm enabled them to improve their sheep farming business.

▼ Watch the video



# Commitment #15

## Contribute to the vitality of the territories where we operate

Each year, Kallista Energy pays over 3 million euros in taxes to the local authorities hosting its wind and solar farms in France.

The group acts as a regional player by supporting sports and cultural non-profits in these municipalities. In addition, in consultation with local elected officials, several initiatives have been implemented for project development, including securing power grids, getting a plant grant for residents, pooling works (reusing platforms from the common areas of construction sites to build a city stadium, etc.).

Kallista Energy has also sponsored the ONF-Agir pour la forêt endowment fund since 2020 to contribute to the resilience of ecosystems and the preservation of biodiversity.

Furthermore, our activity, which is fundamentally decentralised, structurally contributes to the creation of local jobs at several levels:

- Recruitment of regional operators close to our farms for more responsive monitoring by reducing travel time;
- Contracts with maintenance operators that have local maintenance centres;
- Solicitation of local companies for maintenance work on farms (green contractors, repairs to access roads, shepherds for solar farms, etc.).

During construction projects, Kallista Energy encourages the use of local and regional subcontractors for works that do not require specific skills in wind or solar energy, such as earthworks.

Goals

2024

- ▶ Continue to support sports and cultural non-profits located in the municipalities where the group operates.
- ▶ Maintain the partnership with the ONF – Agir pour la forêt fund.

### Regeneration of the Thelle forest with the ONF-Agir pour la forêt endowment fund

The Thelle forest is located in Pays de Bray, bordering Hauts-de-France and Normandy a mere 20 kilometres from Amiens. It stretched across 920 hectares and is renowned for its very high quality woodland, mainly comprised of sessile oak (70%) and beech (25%). It is home to a wealth of flora and fauna and has many remarkable places, including dolmens.

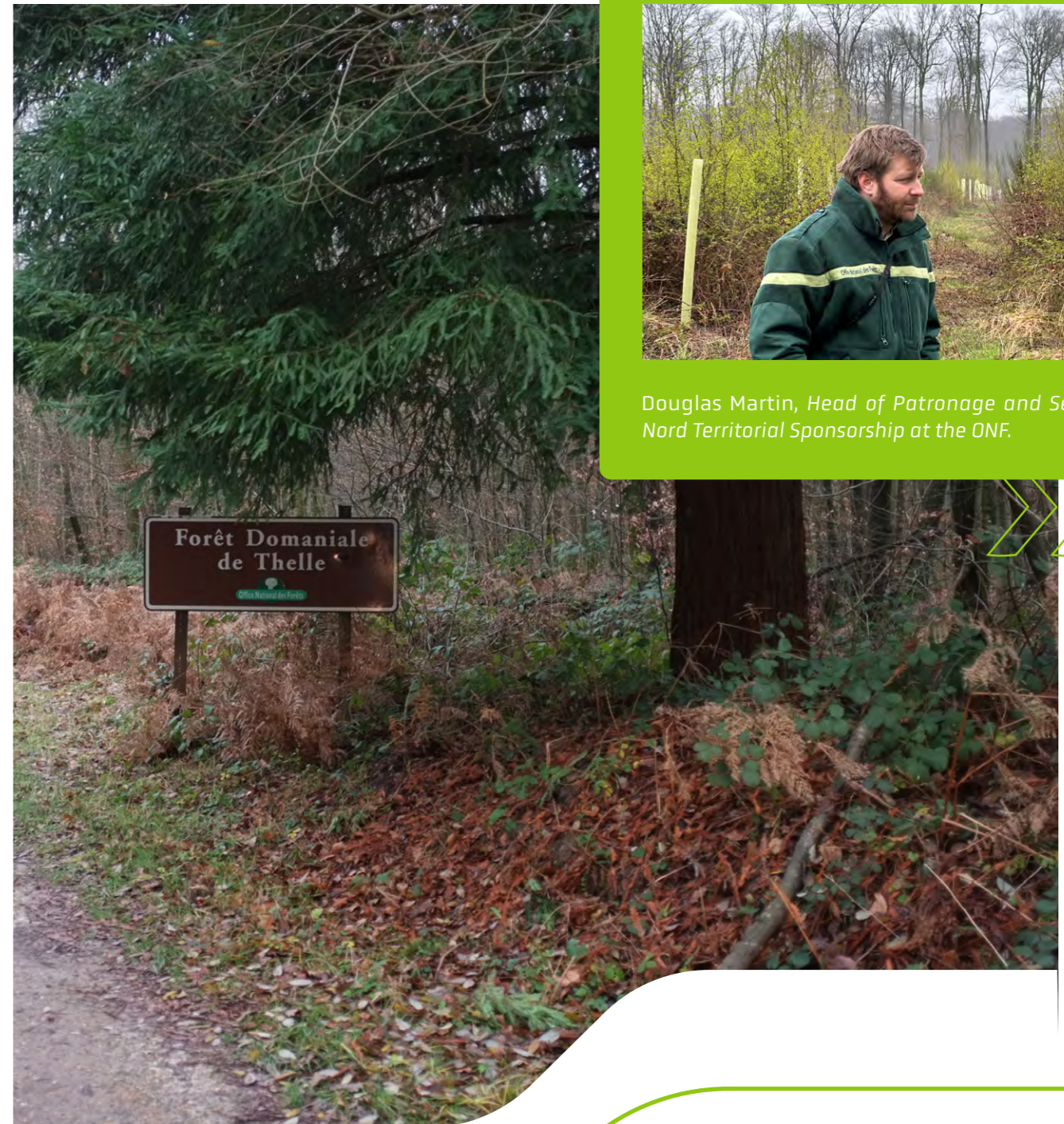


Douglas Martin, Head of Patronage and Seine-Nord Territorial Sponsorship at the ONF.

The ONF-Agir pour la forêt foundation fund asked Kallista Energy to contribute to a project to regenerate the Thelle forest. In total, 2,400 trees (sessile oak, wild cherry, cherry cork and apple) have been replanted by ONF teams over 2.16 hectares. The Office is deploying the principle of the “mosaic forest”, diversifying species to make forests more resistant to the effects of climate change and, in the long term, preserve habitats for deer, birds, amphibians, etc. Kallista Energy’s sponsorship will make it possible to monitor the growth of the trees for five years to ensure a good rate of recovery.

Members of the Kallista Energy team recently enjoyed the planting carried out by the ONF teams and donned gloves and boots to clear adjacent plots where planting had already taken place a few years ago.

This project in the Thelle forest is the third initiative of the ONF-Agir pour la forêt fund supported by Kallista Energy, following projects in the forests of Eu (Normandy) and Beg-Meil (Brittany).



Part of the Thelle forest has been destroyed by wind and its natural regeneration capacity is no longer fast enough due to the effects of climate change. A forest’s natural adaptation mechanisms are on average 10 times too slow, compared with the foreseeable speed of climate change. Human intervention was necessary to improve the regeneration of certain areas and make them more resilient.



Douglas Martin, Head of Patronage and Seine-Nord Territorial Sponsorship at the ONF.





# Our commitments to gouvernance

## Commitment #16

# Promote a collegiate executive body and ongoing dialogue with employees

Since 2021, Kallista Energy's Supervisory Committee has had an independent chairman: Jeroen de Haas. He brings his extensive knowledge of the renewable energy sector to our group and ensures the impartiality of the decisions of the Supervisory Committee.

In January 2023, Ms Marjolaine LOPES, Portfolio Manager at APG, was appointed as a permanent member of our Supervisory Committee.

### Results

#### 2022

- ▶ Creation of an Executive Committee, in addition to the Executive Board, to integrate the Germany Country Director into the group's decision-making process.
- ▶ Organisation of a general meeting of shareholders that physically brought together all employee shareholders.
- ▶ Compliance with the frequency of the Works Council (12 per year), Executive Board (4 per year) and Supervisory Committee meetings (4 per year).

### Achievements

#### 2023

- ▶ New opening of capital to employees, particularly to allow employees who arrived after 2020 to invest.
- ▶ Organisation of a general meeting of shareholders.
- ▶ Organisation of elections for Works Council mandates
- ▶ Compliance with the frequency of the Works Council (12 per year), Executive Board (4 per year) and Supervisory Committee meetings (4 per year).
- ▶ Promotion of one of the company's female employees to the Management Committee.

### Goals

#### 2024

- ▶ Set up an expanded management committee.
- ▶ Increase our employee share ownership of the company by issuing free shares.

## 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.



### Achievements

#### 2023

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

### Goals

#### 2024

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

# Commitment #18

## Prevent management risks

Kallista Energy has established documented and systematic internal control of its activity. Our administration and finance team has deployed the management tools necessary to strengthen internal control (commitments, expense reports, etc.). It ensures that all the company's employees comply with the instructions in order to maintain the Group's financial and accounting integrity.



### Achievements

2022

- ▶ Annual verification by rotating theme of compliance with internal control rules.

### Goals

2023

- ▶ Strengthen internal control tools and harmonise the rules applied in the various countries where the group operates.

# Commitment #19

## Promote cybersecurity

Energy infrastructure is a preferred target for cyber-attacks. As such, Kallista Energy constantly strives to strengthen and maintain the security of its information system to ensure the integrity of its equipment and data.



### Results

2022

- ▶ Recruitment of an IT manager.
- ▶ Implementation of a daily monitoring tool analysing the level of security of all our external assets (website, firewall, messaging, etc.).
- ▶ Continuation of our Information Systems Security Plan (ISSP).

### Achievements

2023

- ▶ Deployment of a Business Continuity Plan (BCP) compliant with internal requirements.
- ▶ Pooling of server resources and switch to a 'softphone' style solution for phone calls.
- ▶ Awareness raising among all employees as soon as a cyberattack is identified and prevented to make sure the team stays on its guard.

### Goals

2023

- ▶ Bolster security for employee access points.
- ▶ Implement a recurring assessment to determine employees' cybersecurity maturity level.

# 2023 CSR Report

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FRANCE – GERMANY – NETHERLANDS

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for the energy transition and electric mobility  
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