

# Sustainability Report 2024





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## Executive Summary About UTAC

Since 1924, UTAC has been at the forefront of the mobility industry, advancing it towards a safer and cleaner future. We provide a large range of services to bring your vehicle to the market. With a global presence and a team of trusted experts, UTAC continues to shape the future of mobility. We strive to provide agile services that help us to fulfil our mission: leading the mobility industry to new frontiers.



## Regulations

- Homologation
- Certification
- Expertise
- Inspection
- Training

## Cleaner

- Green NCAP
- Electrification
- Alternative Propulsions
- Sustainable Certification

## Safer

- NCAP
- Active & Passive Safety
- Vehicle Engineering
- Vehicle Testing
- Vehicle Validation

# Our Services

## Digital

- Cyber Security
- Simulation
- Connected Mobility
- Autonomous Mobility

## Tracks

- Events
- Rental
- Cold
- Temperate
- Hot

# Our Proving Grounds and Laboratories

More than 200km of tracks and 30 laboratories worldwide.



## NORTH AMERICA

- California
- Michigan

## EUROPE

- France
- United Kingdom
- Finland
- Italy
- Romania

## AFRICA

- Morocco

## ASIA

- China
- Japan
- Korea



# A Message from Our CEO



## What Environmental Social Governance means to UTAC

"As trusted partner for Advancing Mobility towards a safer & cleaner future, we are already working towards improvements to our environmental and societal impact, but we know we can do more.

Taking stock of our achievements so far, we are proud of the steady progress that we have been making in our climate journey, like having calculated our UTAC Group Corporate Carbon Footprint for Scope 1, 2 and 3; setting up near-term science-based absolute reduction targets; committing to SBTi and submitting our targets for validation; integrating climate solutions to our service offerings on climate mitigation and climate adaptation; disclosure on Climate and Water to CDP.

As we continue our sustainability journey, some of our actions will be target driven and some will be ambitions. This allows us the flexibility to really understand what our business and stakeholders need, and where we can have the most impact over the coming years as the automotive industry, and world, changes around us."

**Connor McCormack**  
**Group CEO**

# Our 2024 ESG Highlights



### Environmental

- Committed to near-term science-based absolute reduction targets of our Group carbon emissions.
- Maintaining and improving our land for biodiversity through various activities across our major sites.
- Heat and water recycling from our laboratories in France and the UK.



### Social

- Launched our sustainable procurement policy and supplier code of conduct.
- Supported numerous charity initiatives across our various sites.
- Organised the UTAC Challenge outreach competition to young engineers in France and the UK.
- Focusing on gender equality: supporting International Women's Day and Girls in Science and Daughters to Work Day.
- Increasing focus on colleagues' health, safety and wellbeing in the workplace.



### Governance

- Launched the Group delegation of authority and new general terms and conditions for services.
- Established the risk management and ethics committees.
- Annually assessed for ESG reporting by Eurazeo, our shareholders.
- Built a database of documents to support the ESG requirements when responding to customers' RFQs.
- Improved the Group intranet with a dedicated ESG Hub.
- Preparation work on regulatory compliance to the Corporate Sustainability Reporting Directive (CSRD).

To lead the industry to new frontiers, we will continue to focus on our 4 strategic priorities across the Group:



Leveraging our  
*EXPERTISE*



Delivering customer  
*EXCELLENCE*



Using our *ASSETS*  
effectively



Reinforcing our  
*ESG* credentials

UTAC will continuously seek to minimise our impact on the environment and make a positive contribution to local communities.



# Environmental

Being a good environmental citizen and acting with integrity to support our safer and cleaner vision is fundamental to who we are.

## Achievements

We have obtained reaccreditation for the Environmental Management System, ISO 14001, and Quality Management ISO9001 for our UK operations.



## Climate Change Issues integrated into ISO

Since the beginning of 2024, the International Organisation for Standardisation (ISO) and the International Accreditation Forum (IAF) have published an amendment explicitly introducing climate change into 31 management system standards.

In its commitment to more sustainable mobility, the certification activity of UTAC applies these new rules during the certifications it issues to its clients. From now on, audits will also have to ensure that organisations take climate issues into account in their management systems.

This amendment introduces two new requirements:

**Analysis of the organisation's context:** Organisations must assess the potential impact of climate change on their ability to achieve their objectives.

**Consideration of stakeholder needs:** Organisations must consider the specific expectations of interested parties regarding climate issues.

In terms of environmental achievements at UTAC, at a glance, we moved to 100% green energy in the UK; we have improved our waste recycling facilities in Morocco; we have regular site visits from biodiversity experts in France; in the US we have 4 colleague-led committees: Green Committee, Community Committee, Wellness Committee, and Social Committee.

## Climate



By assessing our carbon footprint, we were able to identify that scope 3 emissions, in particular purchases goods and services and capital goods, are the areas where we need to focus our efforts on.



We are exploring and progressively making decisions on the climate change mitigation and adaptation impacts, risks and opportunities for our own operations.



We are progressing in terms of energy efficiency, audit and management.



As safer and cleaner mobility experts, we are expanding our services offered by developing innovative solutions to climate mitigation and adaptation for our customers.



We will embark on decarbonisation awareness and invest in the tools to track, monitor, act and report on carbon emissions.

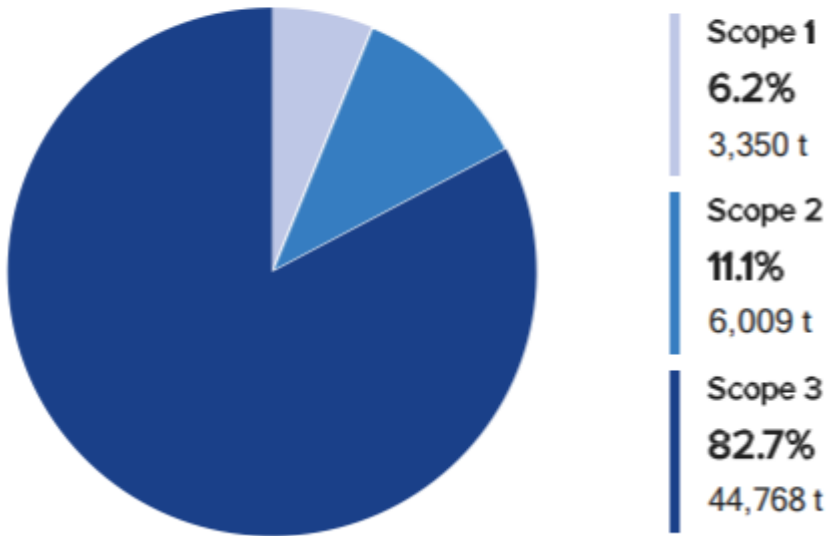


# Our Carbon Footprint

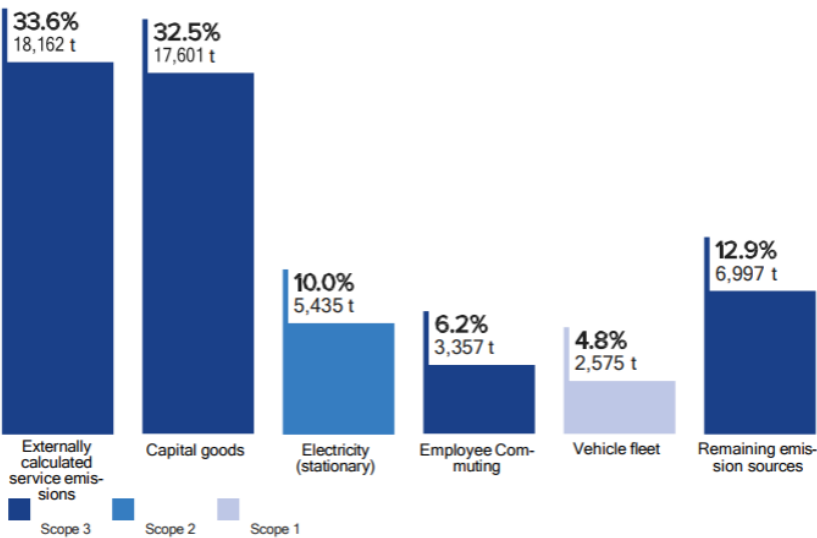
At UTAC, we recognise that to improve our environmental efforts, we must first identify where our greatest impact lies. We have worked with external environmental consultants to calculate a full Corporate Carbon Footprint that covers all sources of emissions from within our operations, including those from within our supply chain.

These results have been calculated from our 2022 baseline data and taken from a report produced by our external environmental consultants, ClimatePartner, in April 2023.

Overall Emissions = 54,127.03 tCO<sub>2</sub>



CO<sub>2</sub> emissions categorised by scope 1, 2 and 3



The largest CO<sub>2</sub> emission sources

## Scope 1 Emissions

Scope 1 includes all emissions generated directly by UTAC, for example by company-owned equipment or vehicle fleets.

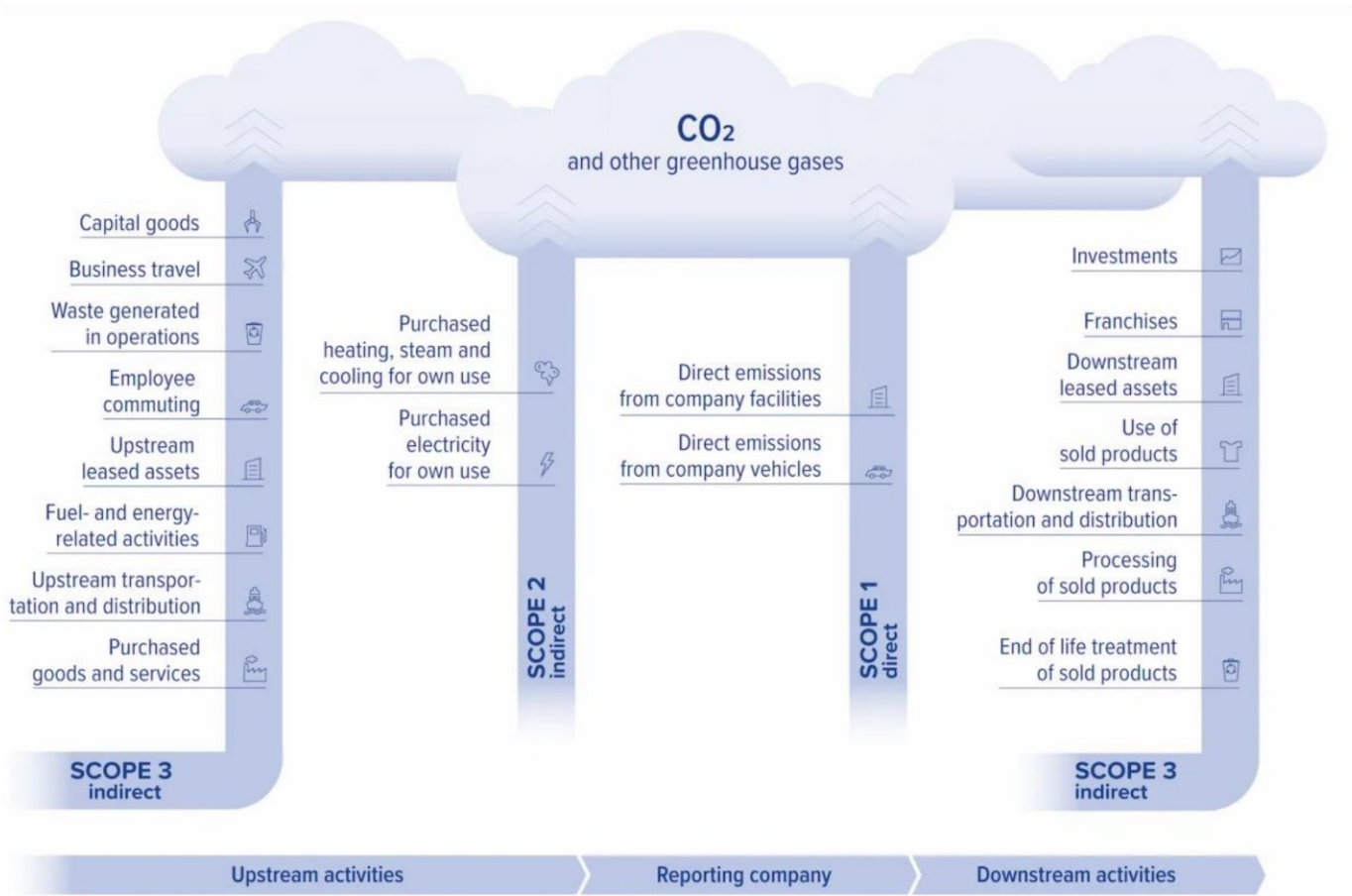
## Scope 2 Emissions

Scope 2 lists the emissions that are generated by purchased energy, for example electricity and district heating.

## Scope 3 Emissions

Scope 3 includes all other emissions that are not under direct corporate control, such as employee travel or product disposal. For many businesses this is where their greatest emissions lie and UTAC is consistent with this theme. Almost 83% of our total emissions are from categories within scope 3 with 66% comprised of Purchased good and services and capital goods emissions.

The Corporate Carbon Footprint identified the largest sources of emissions of the UTAC Group for 2022. This is important in driving climate action as it highlights the areas within each country that should be prioritised in relation to emission reduction and avoidance. Using this information, we can focus on reduction plans for 2030 and beyond.



Activities divided by scope



# Science-Based Targets

The Group has agreed on near-term science-based absolute reduction targets. Our targets concerning scope 1 and 2 are aligned with a 1.5°C future, whilst our scope 3 targets are in line with the well below 2°C set by the Paris Agreement and based on the Greenhouse Gas (GHG) Protocol methodology.

Near-term targets are set between five to ten years. In our case, we calculated our 2022 corporate carbon footprint, which is our base year. Our target year is 2030.

Absolute reduction means that we will be decreasing, by a set percentage, the absolute volume of CO<sub>2</sub> from 2022 to 2030.

## Our Targets:

- UTAC Group commits to reduce absolute scope 1 and 2 GHG emissions 42.00% by 2030 from a 2022 base year.
- UTAC Group commits to reduce absolute scope 3 GHG emissions from purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution 25.00% by 2030 from a 2022 base year.

As we are in a transition phase, the next step is to develop carbon reduction plans with our experts, to achieve these goals. We will then be engaging with and relying on our colleagues and suppliers to help us in reaching these ambitious targets!

Initiatives have already begun and are currently ongoing:

## UTAC Signs for 100% Renewable Power Deal in the UK

To support UTAC’s overall ambition to reduce carbon emissions produced by our company, the British facilities have contracted a 100% renewable power deal. This means the energy supplying Millbrook and Leyland are guaranteed to be of a renewable origin. It is a significant improvement compared to the previous contract which guaranteed that only 50% of electricity would be generated by renewables. In the United Kingdom, renewable energy comes mainly from wind, and solar PV, with a small source of hydro-electric. This contract does not include nuclear as nuclear energy is not renewable. Beyond the origin of the generation of energy, a certain number of actions have been conducted over the past years to reduce, step by step, the overall consumption of energy on-site:

- 100% LED lighting
- Air source heat pump to heat buildings such as CCAV, Events and building 22
- Constant energy auditing to ensure greater energy efficiency

These actions have already had significant positive impacts to support our ambition to reduce carbon emissions in the UK and in the Group.



## Vehicle-to-Everything Solar Car Park—UTAC Millbrook

A new V2X (Vehicle-to-Everything) project, led by 3ti Energy Hubs and funded by the Department of Energy Security and Net Zero, is being hosted at Millbrook proving ground. This ambitious project aims to revolutionise grid balancing and electric vehicle technology in the UK.



In collaboration with Turbo Power Systems, Cenex, and GridBeyond, the project will conduct a real-world trial to assess the use of bidirectional charging technology powered by solar energy. This solar system, mounted on a solar car park, debuted at the Low Carbon Cenex event and is designed to charge vehicle batteries and connect to the main grid, offsetting a 2-megawatt base load. The commissioning phase has already begun, with UTAC, 3ti, and Cenex working together to ensure the system functions effectively.

Cenex is providing 10 electric vehicles for the trial at UTAC Millbrook. These vehicles will be used practically while also feeding power back to the grid, allowing the team to gain insights into various real-world scenarios and evaluate the impact of returning energy to the grid.

Major automotive manufacturers have shown interest in the project, seeing it as a potential testing ground for validating their vehicles’ performance in an advanced energy ecosystem. Given that bidirectional systems are still in their early stages in the UK, this trial could be crucial for future developments.

UTAC aims to leverage insights from this study to potentially offer a unique testing environment for bidirectional-capable vehicles to future customers.

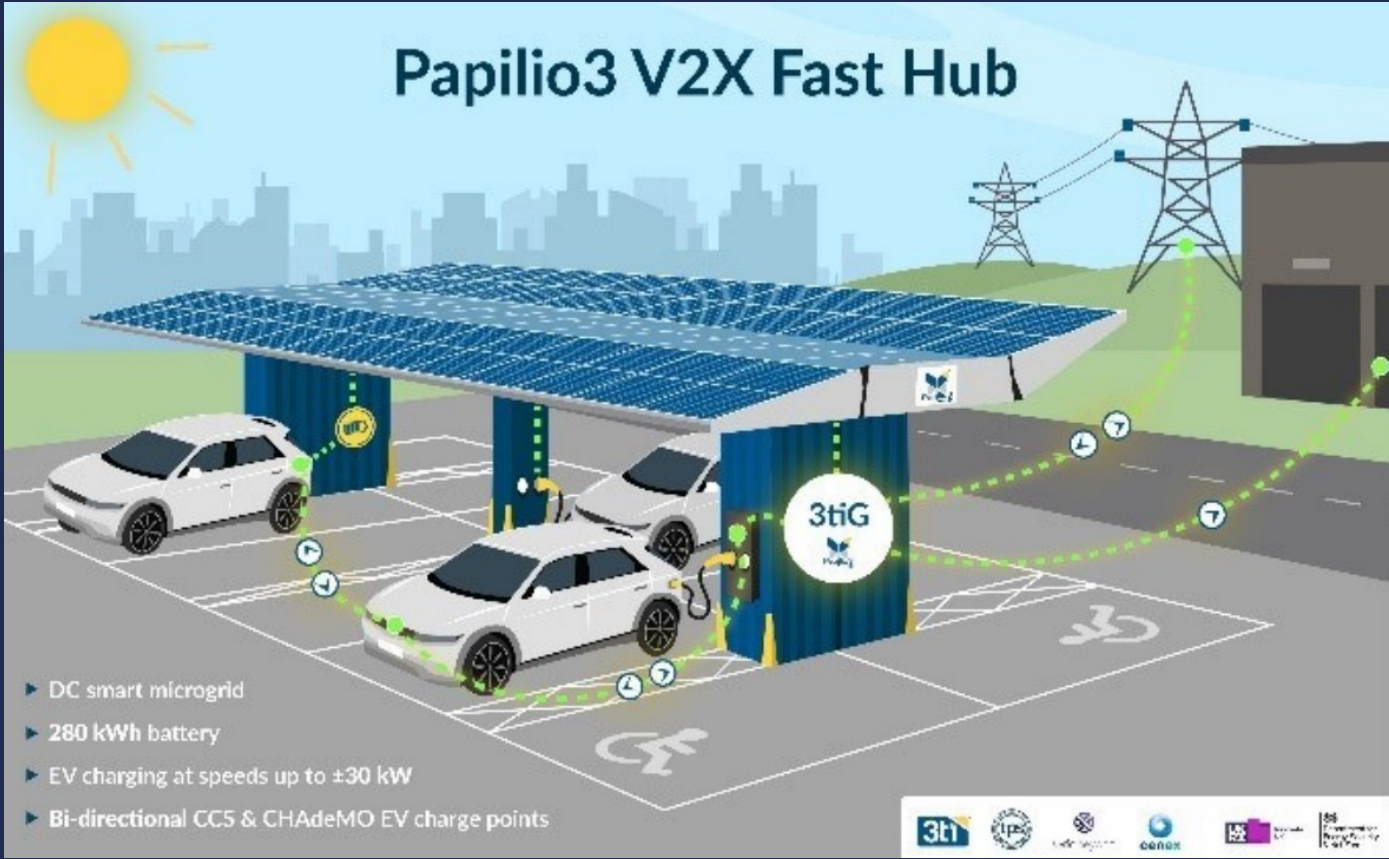
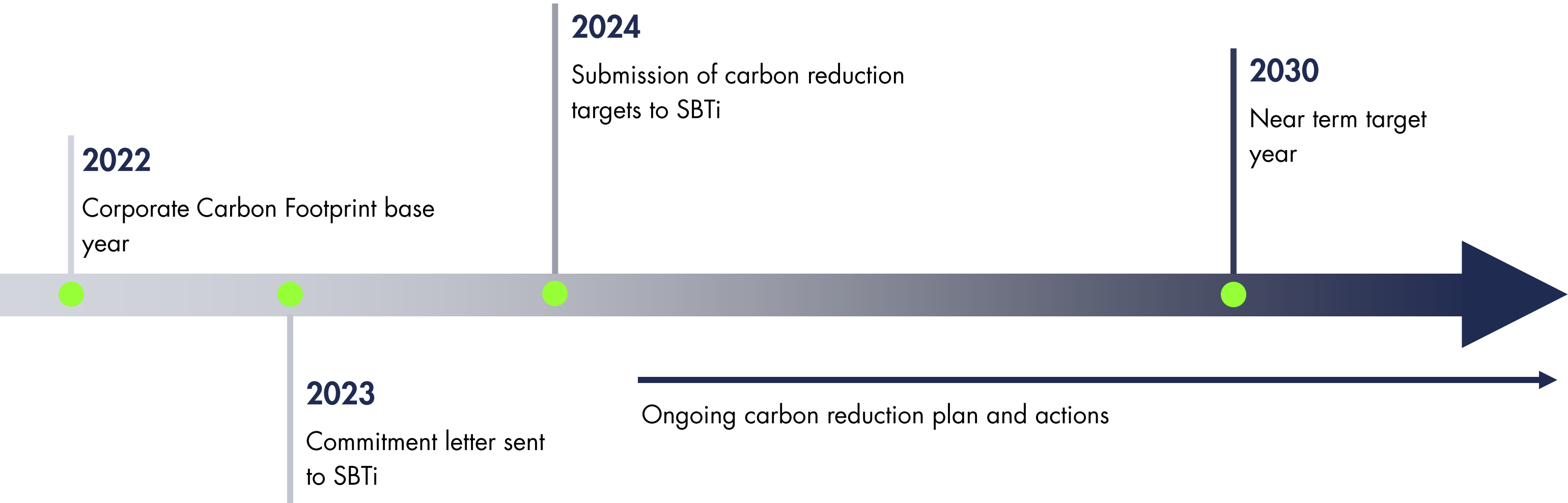


Diagram of the Papilio3 V2X Fast Hub



# Our Decarbonisation Journey

Taking stock of our achievements so far, we are proud of the steady progress that we have been making in our climate journey, but we know we can do more.



## UTAC Initiatives already launched:

- Using 100% green energy in the UK
- Monitoring monthly electricity consumption and energy auditing in the UK and France for increased energy efficiency
- Introducing a Group Sustainable Procurement Policy
- Installation of LED lighting in the UK and in France.
- In the US, the Green Committee are working on quotations to upgrade to LED lights and on an energy audit to identify inefficient areas.
- Reducing electricity use in Leyland, UK
- Installation of thermal destratification in UK buildings—circulating the air inside the building to reduce the heating requirements.
- Introducing nature-based solutions to capture rainwater for wading testing



# Pollution

We have procedural controls in place to defend against the pollution of air, water, soil, noise as well as dangerous substances.

# Water

We have conducted a materiality risk assessment using the WWF Water Risk Filter which is a tool that enables companies and investors to assess and respond to water risks. It helps to prioritise actions on what and where it matters the most to address water risks that will enhance business resilience and contribute to a sustainable future.

We concluded that water is not considered as material for UTAC, at this time. However, we pay attention to reduce water consumption and pollution in terms of water discharges.

We have introduced nature-based solutions to capture rainwater for wading testing in France and in the UK. This reduces our mains water consumption whilst also improving our local biodiversity. In the UK, this nature-based solution resulted in a drop of about 2000 cubic meters of water a month. Around our pond we detected bats. They are surface water feeders and are known to be highly sensitive to pollution. Their presence therefore strongly indicates that the water is not polluted.



Wading Testing, Millbrook, UK

# Biodiversity and Ecosystems

We are proud of our efforts and progress in terms of land management and biodiversity over the long term.

In 2023, 15,000 trees were planted across our site in Millbrook, UK. The project is managed by the Forest of Marston Vale Trust with a follow-up and support for 15 years. It was designed to create a new mixed broadleaf woodland, including a conifer nurse component, with species adapted for projected climate change and potential pests and diseases. It aims to increase the overall biodiversity by extending adjacent woodland and improving habitats. Our trees expand upon existing woodland to create larger, more resilient woodland resources for the benefit of wildlife, and it has the potential to become a carbon sink.

Those trees were planted in addition to the 250,000 trees planted on-site since the beginning of operations. It transformed our landscape from a desolate farmland in the ‘60s into a lush “forest” nowadays.



Millbrook, UK site in the ‘60s (left) and nowadays (right)

In France, the redevelopment of the racetrack at Montlhéry in 2018 meant that many trees had been cut which had an impact on the local ecosystem. With the objective to monitor and compensate to the long-term effects of the redevelopment on the local biodiversity and ecosystem, UTAC, in collaboration with the local authorities, has agreed a 20-year Simple Management Plan (Plan Simple de Gestion). The plan runs from 2021 to 2041. A five-year bi-annual biodiversity survey will be conducted in collaboration with the local authorities on site to monitor the impacts on the fauna and flora.

In France, we are also conducting actions off-site for the rehabilitation of forests that were damaged by storms in the region of Île-de-France and Creuze for a total surface of over 50 hectares. To support us with these actions, we are using the services of Ecotree, a nature-based solution provider with forests across Europe. On our sites in Montlhéry and Mortefontaine, we have planted wildflowers meadows and have installed bee hives.



Beehives in France



As an example of the regeneration of species, biodiversity experts used ultrasound technology to assess the bat species on site in France and in the UK. They concluded that we have more species than expected. Most of the species found present a status of vulnerability, meaning that they could be threatened by extinction unless there is an improvement in their living conditions. Some of them are rarer for the region, a designation given when only a few individuals can be found in a limited geographical area.



Common pipistrelle

We also have new species of amphibians taking residence at UTAC France in Linas-Montlhéry. They were first sighted on site in 2022.



Young Agile Frog (Rana dalmatina) at UTAC France in Linas-Montlhéry

In the US, the different committees are going to combine efforts to turn an area at the back of the building into a bee sanctuary. The Social Committee will host a barbecue; the Wellness Committee will organise to do the work; the Green Committee will reduce emissions from mowing the area.

At UTAC, we will continue to take action to ensure the improvement of biodiversity and ecosystems on our sites.



Biodiversity expert prospecting on foot with ultrasounds to identify the presence of chiroptera



Daubenton's bat

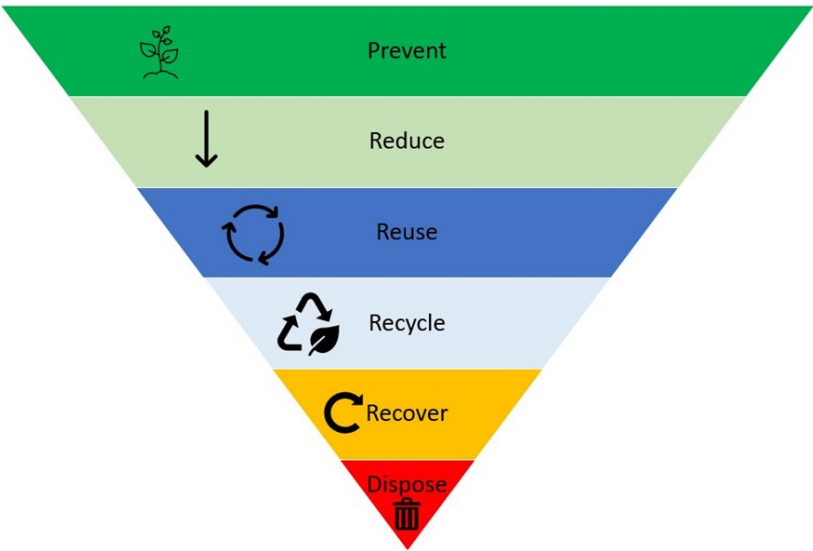


Adult Agile Frog (Rana dalmatina) at UTAC France in Linas-Montlhéry

# Waste Management

Whenever possible, we are making the most of our resources to decrease the waste produced and support our zero waste to landfill policy.

We are making conscious efforts to rethink our relationship with waste by improving in the waste hierarchy. The five priorities rank in terms of what is best for the environment: waste prevention followed by reduce, reuse, recycling, recovery and finally disposal.



Waste Hierarchy

In France and the UK, we have installed water fountains in each of the buildings to eliminate the need for plastic. We also have collection bins for batteries, and we have set up recycling bins to improve sorting of packaging and household waste.

When we organise events in the UK, instead of buying glass bottled water, we now can refill and reuse them to eliminate glass wastage.

In terms of reducing and reusing, we have made changes in our UK catering system to reduce waste from cutlery and take away containers. We have moved away from disposable plastic cutlery to disposable wooden cutlery and offer stainless-steel reusable alternatives too. We have entirely stopped using polystyrene containers for take-aways and now use “vegware”, a line of disposable compostable catering products for hot and cold food and drink made from renewable plant-based materials.

As an example of recovery, instead of having to pay for the disposal of old fuel used for testing and having it burned to create electricity, we are now getting paid to have the fuel refined and recovered for fuel purposes (UK).

Another example of reuse and recycle is through the reusing of our ground waste by chipping it and utilising it as outside seating for our colleagues.

In Morocco, we have set up a waste recycling system. In each building, we have dedicated signage and recycling bins for paper, plastic, aluminium and steel. We have two dedicated recycling places outdoors to store and ease

the collection of cardboard and glass. This recycling system helps with collection and waste recovery.



In the US, the Green Committee purchased fourteen recycling bins and spread them across three buildings. We have extended the recycling from cardboard recycling to “single stream”, where anything that can be recycled goes into one bin for collection all together by the recycling company.



## Social

Being a socially responsible employer and embracing the richness of diversity in our global community strengthens our expertise.



## Culture Statement

Our heritage, business success and the capability of our people are a source of pride and confidence.

We are excited by what we do and we live by our 3 core values; dependable expertise, continuous innovation and embedded integrity. Always working together safely, as one team, helping each other succeed. Constantly evaluating, improving and taking accountability for our performance, through a passion for the work and a 'can do' attitude.

We don't stand still and we thrive on growth.

This means we embrace the changes in our markets and the challenges this represents for our customers, rapidly adapting our business, technologies and ourselves to remain current and relevant. Our curiosity drives us to seek new opportunities and ways of doing things for our customers, which we rigorously assess against our strategic priorities and commercial goals. We pursue the most promising, aligned options with precision and determination.

The international and diverse nature of our business, people and assets provide great opportunities to create value and growth at a personal, professional and organisational level.

We earn our customers trust by providing essential services and systems around the world.





# The UTAC Way—Our Commitment to Our Colleagues

This collaborative program is dedicated to all colleagues and teams who work and act in an exemplary way, demonstrating UTAC’s values. Nominations are reviewed quarterly by the Executive Committee and successful candidates are announced on the intranet for all colleagues. Upon success, candidates receive a letter of congratulations and are invited to a lunch attended by members of the Executive Committee.

<p>Opportunity to shape the mobility revolution</p> <p>Working with like-minded experts to help shape the mobility revolution and develop safer and cleaner mobility.</p>	<p>You have a voice and can make a difference</p> <p>Transparent communication ensures you are kept informed; feedback is valued because your opinion counts enabling you to make a difference.</p>	<p>What matters to you, matters to us</p> <p>A strong sense of health, safety and environmental and social responsibility, where your safety and wellbeing are our priorities.</p>
<p>Your contribution will be recognised</p> <p>Performance and delivery on our promises to customers and each other is recognised and rewarded.</p>	<p>A place where you will thrive and grow</p> <p>The international and diverse nature of our business provides great opportunities to create value and growth at a personal, professional and organisational level.</p>	<p>A Values based culture, care and respect</p> <p>Our shared values define us, and make UTAC who we are – demonstrating these values in every interaction with our customers and each other creates more value for us all.</p>

At UTAC, we care about people as well as the expertise and innovation they bring. We want to create a safe and diverse workplace, and to continue to connect with our communities to ensure we are a responsible neighbour.

## Human Rights and Working Conditions

Our UTAC Group Policy on Human Rights and Working Conditions is designed to ensure colleagues, suppliers and subcontractors are treated with dignity, fairness and respect.

It covers topics such as banning child labour, modern slavery and banning forced labour, rights to organise and collective bargaining, equal opportunities, remuneration, working time, paid holidays and additional benefits, ethical recruiting, health and safety at work, and whistleblowing.

Our full modern slavery and human trafficking statement is available on our website.

## Health, Safety and Wellbeing




### Health and Safety



We are organising health and safety training for all managers.

In France, we conducted an inventory of all the first aid equipment including first aid boxes, defibrillators, “aspivenin”, which is a mini pump that sucks out venom in the case of toxic bites and stings. We organised first aid training, including defibrillator and “aspivenin”. We also organised blood donation collections.

In the UK, our Emergency Response Team has significantly improved its training in the following areas: Fire Rescue, Road Traffic Collision (RTC) and Rescue Trauma-First Aid, in case of amputation, severe broken bones and catastrophic bleeding if an artery is cut. Our Emergency Response Team is trained to the same level as the British Fire Service. In the UK, we also ran a Flu Vaccination Programme.

 <p><b>Shandy Matharu</b></p> <p>Shandy provides an excellent level of internal customer service and is always happy to assist with any SV requirements. He showed excellent <b>expertise</b> when he helped further exploit the reporting function of Oracle Fusion through training the team to create custom reports, enabling us to improve project and material status reporting. Shandy developed his knowledge through patient study of Fusion, applying his knowledge effectively, and sharing his skills to ensure others benefited from his efforts and proficiency.</p>	 <p><b>Asmaa Falah</b></p> <p>Asmaa showed <b>innovation</b> when developing the CLM/DiliTrust, and proactively trained all users. Asmaa found innovative ways to generate interest in the tool. In particular, through the organisation of user-friendly breakfasts to discuss contractual matters with the S&amp;M team. Asmaa uncompromisingly seeks the best interests of the internal customer and the Group's revenues, without concern for her own personal interests. Asmaa’s expertise also stretches to provide vital events, training and contract support to colleagues in Morocco.</p>	 <p><b>Scott Dalkin</b></p> <p>Scott showed <b>integrity</b> when he noticed that two incoming supply electricity meters were not functioning correctly.</p> <p>He calculated that the supply company was undercharging UTAC Millbrook significantly for 18 months. In response to this he ensured funds were accrued to cover real costs and worked to quickly resolve the issue directly.</p> <p>However, they then proceeded to overcharge us but Scott managed to evidence the correct total and save UTAC £100s of thousands.</p>
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## Unprecedented Success for the Centenary Festival

On the 12<sup>th</sup> and 13<sup>th</sup> of October 2024, the UTAC Linas-Montlhéry Autodrome celebrated its 100<sup>th</sup> anniversary. This legendary venue welcomed more than 15,000 enthusiasts who came to (re)discover a century of evolution and innovation.

For this Centenary Festival, the autodrome allowed its visitors to relive the great moments of the Autodrome competition and the technical advances that have marked the last 100 years!

The 15,000 visitors were able to admire more than 200 cars, 120 iconic motorcycles, 600 club cars and collector models and legendary vehicles that have marked their respective eras.

To retrace this rich history, eight thematic platforms were installed. Six of them were dedicated to automobiles and covered periods from 1924 to 2020. As for the other two platforms, they brought together iconic motorcycles from the 1950s to the 1990s, highlighting the major stages in motorcycling history.

Among the distinguished guests, François Durovray, President of the Essonne Departmental Council and now Minister Delegate for Transport, honoured the event with his presence. He took the time to chat with enthusiasts and organisers, demonstrating the importance of this anniversary for the automotive industry and the region.

Key figures in the automotive world, such as François Allain, ambassador of the centenary, as well as Nelson Panciatici, Jean Vinatier Jr., and Jürgen Barth, also took part in the event.

One of the most visited areas of the festival, the Electric Odyssey, was entirely dedicated to sustainable mobility. This area allowed visitors to discover the latest advances in electric cars, illustrating our commitment to a safer and cleaner future.

The weekend ended on a high note with a grand parade of more than 500 cars. This was a tribute to all the vehicles that have trodden this legendary track, from 1924 to today.



## Wellbeing

Wellbeing has four pillars:

### Social

We create opportunities to gather colleagues: for celebrations with end of year festive seasons, activities, as well as participation in UTAC events. In the UK, we organised a barbecue in June for all colleagues in Millbrook and Leyland. In the US, the Social Committee held a summer barbecue and will organise the end of year festivity. In September, we had a food truck event in France. Last but not least, our French colleagues and up to three of their relatives were invited to the celebration of the Centenary at UTAC Linas-Montlhéry.

### Physical

In France, we organised various activities around the ring such as walks and games like pétanque court. In the US, the Wellness Committee have started a walking club. For example, they are organised a company-wide 5 km at the end of September. In the UK, we organised a walk around the High-Speed Bowl to raise money for charity.

### Financial

In the UK, we communicate numerous suggestions, ideas and activities to raise awareness on Financial Wellbeing services available to our colleagues to save money with all of the great savings and benefits such as MediCash and Perkz. In France, we have access to ticketing at discounted price through the social and economic committee (SEC).

### Mental Health

We have a well-established mental health first aiders programme in the UK and have recently launched a programme in France. This programme is designed to support our organisation to manage health and wellbeing proactively, minimise the impact of mental ill health on our colleagues and on the business, and promote and maintain healthy workplaces. In the UK, we have a wellbeing policy in place, including a wellbeing and stress management risk assessment and a wellness action plan.



**Premiers Secours  
en Santé Mentale  
France**

APPRENDRE À AIDER MHFA England



MHFA England

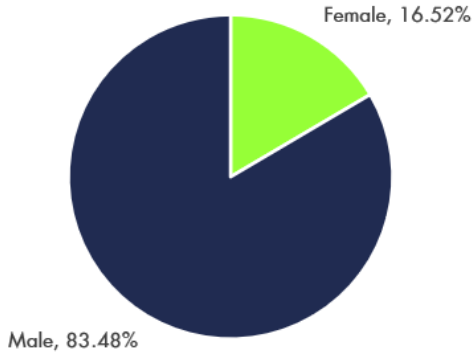


# Equity, Diversity and Inclusion (ED&I)

UTAC is committed to encouraging equity, diversity and inclusion among our teams, recognising the importance of a diverse workforce in driving success. Our ambition is for our teams to be truly representative of all sections of society and our customers, and for each colleague to feel respected and able to give their best.

## Women of UTAC

The automotive industry has long struggled with gender diversity. Despite being a major contributor to the global economy and employing millions, only about 20% of the workforce is female. This disparity is evident at UTAC as well, where less than 17% of our colleagues are women. Addressing this imbalance is crucial for fostering innovation and ensuring the industry's future success. We have therefore put initiatives in place to encourage a more balanced group.



Male:Female across UTAC Group

We celebrated International Women’s Day by holding meetings across the Group for women to discuss working at UTAC, how we can attract more women to join us; as well as, having a presence at an external Automotive Sector network (SMMT) event. We collected and reviewed feedback to identify actions and subsequently acted upon some of the suggestions. The initiative aligns with the 2024 campaign theme for International Women's Day: **Inspire Inclusion**.



I want to thank all the women who engaged and participated in these conversations and for their valuable feedback!

Helen Burrows, VP—People, ESG and Internal Communications



In France, we are developing an action plan for the next 3 years to promote the integration of women into our Group to support the ED&I agenda. We have already taken action. For example, we are participating in “Women 4 Cyber” – to encourage young women who would like to train in cyber security. We also participated in the “WaveAuto” a job fair to foster gender diversity in the automobile industry.



# Meet some women of UTAC...



Kirsty Andrew  
VP—United Kingdom

**What is your academic background and why did you choose it?**  
I have a Bachelor of Science (Hons) degree in Business Administration. I always knew I wanted to work in the motorsport or automotive industry, as my father did. No one suggested becoming an engineer to do so; not school, not my parents, not colleagues or friends of my father, who already worked in the industry. It was not in anyone’s frame of reference at the time. As a consequence, I have worked very hard to understand the technical complexities of the motorsport and automotive and it is working out ok so far!

**Can you tell us about your career and your position today?**  
I have worked in high-performance engineering sectors for more than 20 years. My particular interest and track record is in introducing change, enabling and developing cohesive teams, encouraging operational excellence and delivering for customers, colleagues and shareholders. I am currently Vice-President Security & Defence at UTAC and a member of the Executive Committee, a development of my previous role to reflect the increasing importance of this sector to the company and to the national security of the countries that make up our group. I also chair the Information Security Board (UK), focusing on keeping our customers’ data protected in the manner that each requires. This focus is spreading throughout UTAC and has developed into a new business stream being spearheaded in France, with regard to automotive cyber security. Exciting times!

**Why did you choose to pursue your career in the automotive industry?**  
Simply because I love cars. Thanks to what my father did, I went to my first car production plant aged 6 and walked around the assembly line. I cannot see any Health & Safety assessment allowing that today! However, I was fascinated and wanted to understand what was happening and why. As a child, I went to new truck launches, racetracks, factories and “drove” vehicles sitting on my father’s knees. It seemed the most natural thing in the world that I would then work in the automotive industry. I realise that my journey to working in automotive was made possible by the unusual access that I had to it. It was (and still is) the family business: we talked about the industry at dinner and had an insight into industrial relations and commercial negotiations because we were all interested.

**Why are you proud to be UTAC?**  
I am proud to be UTAC because what we do makes a difference. We are creating armoured vehicles to keep policemen safe and then we are testing vehicles for the military, to make sure the users get what they need and what the country needs to defend itself.

## Euro NCAP elects UTAC’s Céline Vallade as President

Euro NCAP (European New Car Assessment Programme) announced, in October 2024, the election of Céline Vallade, Head of Vehicle Expertise & Regulation at UTAC, as President of its Board of Directors. Her appointment will take effect on 1 January 2025.



Since its creation in 1997, Euro NCAP has established itself as a major player in the safety assessment of new vehicles in Europe, becoming a standard-bearer for safety worldwide. Céline Vallade has been a member of the board since 2017, a period which also marked the launch of the Green NCAP program, an initiative dedicated to the environmental assessment of vehicles.

Céline Vallade explains: “This leadership in safety can be attributed to its ability to continuously update its requirements, encouraging the industry to achieve the highest possible standards in a cost-effective manner. I intend to continue to maintain this agility and level of expertise to support its growth. My goal will also be to ensure that Euro NCAP continues to manage its various testing programmes within an efficient business model, maintaining financial viability while preserving the quality and independence of its assessment.”

UTAC is a laboratory accredited by Euro NCAP for 25 years and plays a key role in rigorous vehicle testing. This ensures high standards and allows Euro NCAP to continue to assess vehicle safety independently and objectively.



## Local and Global Initiatives

Across the Group, colleagues are already working on several different initiatives and actions to strengthen our ESG. We want to give independence to our countries to support their local communities, but also work together to celebrate the different cultural beliefs, celebrations and work on shared challenges.

Group initiatives:

- International Day for Women and Girls in Science
- World Engineering Day

Local initiatives:

- The Order of Malta and St John organised the 13th edition of “Malta in Montlhéry” at the Linas-Montlhéry Autodrome, a charity day dedicated to people with disabilities – France
- Daughters at Work Day – France
- Chocolate eggs donation – UK
- Keech Hospice Care – UK



## Colleagues Daughters Discover UTAC

In May 2024, the Linas-Monthléry site opened its doors to the daughters of some UTAC colleagues. This initiative is part of the actions implemented to promote the inclusion of women in the automotive world.

The Human Resources team organised a half-day specially dedicated to colleagues' daughters, aged 14 to 19, to introduce them to the various UTAC jobs. The Testing, Innovation and Homologation departments were particularly highlighted. We hope that this will encourage young women to consider careers in technical and scientific fields.

## Collaboration and Partnership Approach

As a global business, we recognise that UTAC does not operate in isolation. To achieve our goals, we will work with other internal and external experts to follow best practice to understand and improve our current impact on the environment, society and the economy. We receive and answer to multiple requirements from customers to formally report on ESG as part of their supply chain. We are mapping and identifying key areas of similarity, and will engage with our stakeholders to identify differences across the Group and identify gaps and opportunities to do more:

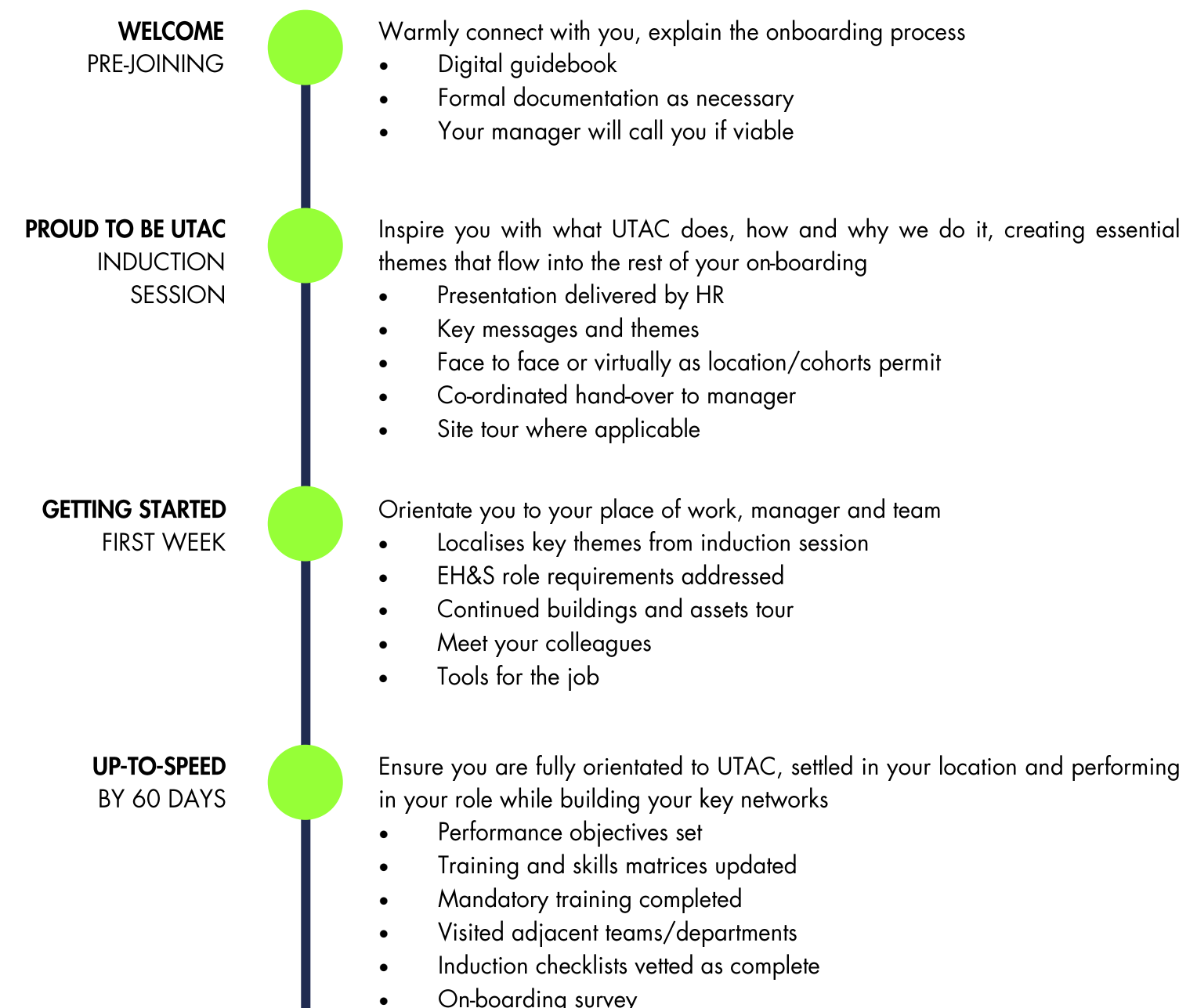
- Environment and accurately monitor and report on our impact
- Social Impact
- Sustainable Procurement
- Human Rights
- Business Ethics

## Careers at UTAC

The trajectory of our Industry, an unrivalled opportunity to shape the mobility revolution and the diversity of our markets, businesses and people creates a rich mix for an exciting and sustained career. Our colleagues come from various professions, walks of life, and stages in their careers, ranging from their very first job to the most senior and world-renowned levels of expertise.

At UTAC we know that greater diversity is the well-spring of innovation and higher levels of collective performance, so practising and encouraging ED&I is in our DNA. It is expressed in our values, governed by our policies, trained in our programmes and enabled via our systems.

For example, as we seek to attract people to a career at UTAC we operate an Applicant Tracking system to help ensure greater consistency and transparency in our recruitment processes. Multiple stakeholders review roles, ads and applicants using structured selection processes as the norm. The subsequent on-boarding process (see below) is enduring, structured and measured to support rapid induction and ramp to competency for all new starters.





# Professional Development at UTAC

UTAC attracts highly talented individuals, integrating them into high performing teams and is committed to supporting their career aspirations and personal development.



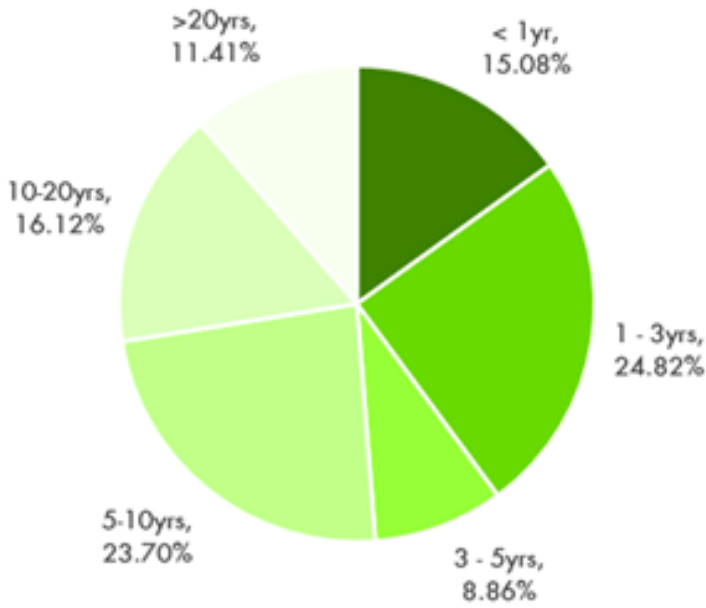
Our colleagues performance, development and progression within UTAC is very important to us; this is a joint effort and a shared responsibility. We are committed to our colleagues success and working with them to plan and achieve their goals. Developing individual and organisational capability creates more opportunities and there are many fine examples of professional and individual development, growth and career progression across our businesses.

Connor McCormack, Group CEO

The nature of the work we do at UTAC is often complex, technically demanding and frequently innovative. With our customers requirements constantly evolving our work requires agile minds and a desire to keep learning in order to continue solving new and unique problems. As a consequence, a wide and diverse range of roles in UTAC offer exciting levels of challenge and stretch in which our colleagues can rely on and develop their own, and each others expertise. Learning on the job is a constant at UTAC and the individual can expect to grow both personally and professionally.

To support and accelerate this growth UTAC provides:

- Continuous professional development comprising formal external/internal courses, coaching & mentoring, on-the-job guidance and support.
- Group level prioritisation and investment in building capability and expertise for the future.
- Devolved budgets for departmental training to advance technical competency in line with evolving work, best practice, emerging standards and regulatory demands.
- Governance and rigour in the tracking of departmental and individual training & competency throughout the organisation.
- Preferred external training providers subject to quality control, evaluation and measurements of efficacy.
- Leadership & management development by level.
- Sponsorship for colleagues at industry level conferences, seminars and networking events.
- Offers multiple points of entry for those early in their career, for example, in the UK, this includes; work experience, apprenticeships, undergraduates, and graduate programmes.
- Bi-annual formal career, training and development reviews and planning.
- Extensive digital training catalogue and learning management system.
- Collaborative inter-department and team forums.



Group Service Profile

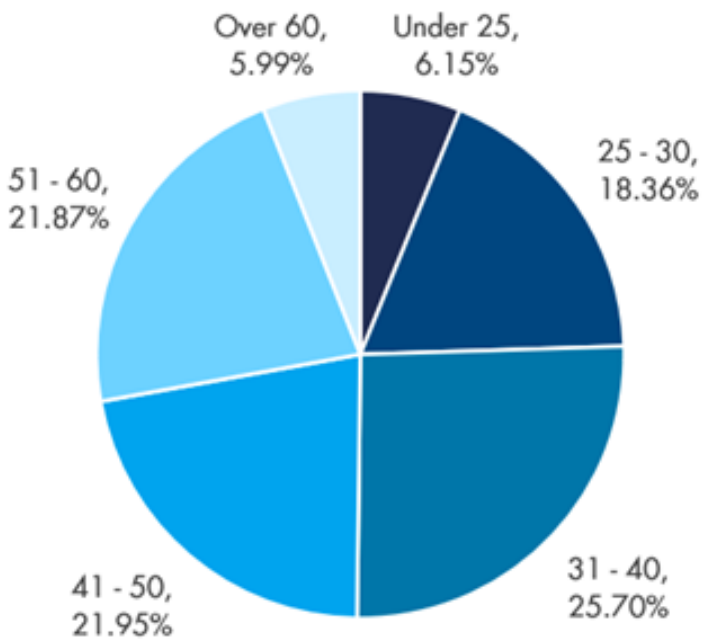
Here at UTAC we are proud of the diversity of our colleagues and workforce

Our ambition is for our teams to be truly representative of all sections of society and our customers, and for each colleague to feel respected and able to give their best.

The Age profile of the group, with an average tenure of more than 7.7 years and frequent celebrations marking milestones of 25 years and well beyond, indicates that UTAC offers varied and diverse opportunities for career progression, nurtures healthy talent pipelines and provides the type of working experience that both attracts and retains those who share our values.

We offer multiple career entry points from the earliest career stages through mid-career transitions to later seniority. We are proud to have 5 different generations represented in our employee base with so much experience and such different perspectives to fuel and drive performance, innovation and development.

Group Age Profile





# Community

Each of our global sites is deeply committed to supporting their local communities in meaningful ways. We are passionate about making a difference and will continue to inspire and encourage our colleagues to fundraise for the causes close to their hearts. We engage with schools and universities to encourage more people to choose a career at UTAC or other automotive organisations. With the support of the Société des Ingénieurs de l'Automobile (SIA), and our sponsor partners, UTAC organises the 'UTAC Challenge', an annual competition for European universities and engineering schools where teams work on the complete or partial design of mobility solutions. Read the following examples to explore more projects happening across our group for our communities.



## Christmas in a Box

All nations Church in Bedford host "Christmas in a Box" every year to provide local people in crisis with food hampers for Christmas.

In 2023, colleagues based at UTAC's Millbrook site decided to join together in caring for their community and contributed to this great cause. They planned to create boxes for both single people, and for families which were sized and filled appropriately.

Items that could be used included:

- Tinned Soup
- Tea bags
- Soft drinks
- Christmas Puddings
- Selections of biscuits

In the end, together with donations from schools, and other businesses and members of the community, the charity was able to provide more hampers than they had ever done before (870) allowing roughly 2000 people to receive food in time for Christmas day.



## Malta in Montlhéry

On Saturday, March 16 2024, the Order of Malta and St John organised the 13th edition of "Malta in Montlhéry" at the Linas-Montlhéry Autodrome, a charity day dedicated to people with disabilities.

The Order of Malta in France is a charitable association involved in various sectors such as solidarity, health, medico-social, and first aid.

As part of UTAC's ESG initiatives, the objective of this day was to introduce people with disabilities to the passion for motor sports, allowing them to experience the thrill of driving on a speed ring.

The event featured driving sessions, an auction, a raffle, a demonstration by Stéphane Polus, a disabled motorcycle rider, and a display of nearly 100 cars!



## Imminent departure for our star

After nine months spent on the Linas-Montlhéry site, Ukane, the training guide dog of Olivier Vincenot, Application Domain Manager at UTAC, is ready to continue her training at the guide dog training centre in Île-de-France, France on September 10th 2024.

Ukane, a young guide dog in training, has already come a long way during her first months of training. During this essential period, Ukane benefited from intensive work on stimulation, awakening, learning and socialisation. Thanks to these efforts, she acquired the basic skills necessary to become a reliable and efficient guide dog.

This summer marks a new step in Ukane's journey. She will join Estelle, a qualified educator, to continue the rest of her training with a view to obtaining the certificate of aptitude. Under Estelle's guidance, Ukane will continue to develop her skills and refine her abilities, preparing to become an indispensable companion for a visually impaired person.

With such a promising start, Ukane is well on her way to fulfilling her mission as a guide dog and providing valuable assistance to those in need.

"I would like to thank UTAC and all the employees for the welcome that Ukane received. This experience has helped to highlight this cause and I have seen that every day that Ukane is present on the site, she brings joy and good mood," says Olivier.

To follow Ukane:

Instagram: @ukane\_eleve\_chien\_guide

Association

Chiens guides d'aveugles Ile-de-France : <https://www.chiens-guides-idf.fr/>



In the US, the Community Committee set up an area for donations and clothing. The committee also prepare to sponsor family events for Thanksgiving and Christmas. In France, we also set up a container for clothes donations. We also collected eyeglasses as part of International Sight Day on the 14th October where we placed collection points at our sites before taking them directly to an optician for recycling. On top of the collection for Christmas, we also collected food for the local foodbank and chocolate eggs for Easter in the UK. We organised fund raising for Marston Vale Forest Trust, Cats Protection, Cystic Fibrosis Trust as well as Keech Hospice Care, our chosen charity. The later provides, local community, specialised care for adults and children living with a lifelimiting illness. As part of that fund raising, we also promoted a Family Fun Day charity event.



# Supply Chain

Our suppliers are an important part of our business continuity and our sustainability ambition. We have analysed our procurement across the Group. We will start engaging with our suppliers on sustainable procurement, including the management of Scope 3 carbon data with the view to reduce our carbon footprint.

## The Four Pillars of Sustainable Procurement



# Policies



## Group Sustainable Procurement Policy



## Supplier Code of Conduct

To aid us in engaging with our suppliers, UTAC has created its own Group Sustainable Procurement Policy and also a Supplier Code of Conduct. We then have created our own internal roadmap to roll out these policies, hoping initially, to engage with 50% of our major suppliers.

With the help of these policies we will be able to identify our main suppliers with high carbon footprints. This identification will then allow for us to set engagement targets and intensity targets in order to reduce our scope 3 emissions and overall carbon footprint.

## Industry and Global Supply Chain Initiatives

UTAC understands that we are a part of a wider automotive industry as well as a global community. As such, we are using the Drive Sustainability Guiding Principles to inform our policies and supply chain processes.

As we move forward in our sustainable supply chain journey, UTAC will begin to explore more global initiatives that will unite our colleagues across the world to tackle some of the biggest challenges we face.





# Governance

Having appropriate governance in place allows the business to drive innovation and grow faster.

UTAC strives for integrity in everything we do. We work with all stakeholders to ensure we are compliant and creative in our sustainability.

We have created a set of global ESG policies and are sharing our expertise and passion with colleagues to build on our standards and performance.

Across the Group we have a huge range of skills, experience and knowledge. We want our colleagues to share their expertise and resources to create a more consistent approach to ESG.

Corporate Sustainability Reporting Directive (CSRD) – preparation is underway to understand the impact on the Group of the coming into effect in 2025

## Sharing Expertise and Knowledge

With expertise as a core value at UTAC we have created an ESG Hub with this in mind. This hub will contain valuable information for all of our colleagues to access. As we continue to develop it, more and more resources and activities will populate the site empowering everyone to make a real environmental and social impact. With this we can continue to drive positive change and contribute further to a sustainable future.



## Policies and Procedures

UTAC has developed a suite of ESG related policies to ensure we are providing up to date guidance on; Corporate Social Responsibility, our own Code of Conduct, Environment, Health and Safety, Human Rights and Working Conditions, Equity, Diversity and Inclusion, Whistleblowing, Gifts, Donations and Hospitality Process, Sustainable Procurement and Supplier Code of Conduct.

These are all publicly available upon request and we urge you to contact [esg@utac.com](mailto:esg@utac.com) for more information. For our colleagues these policies are available within the ESG Hub.

## Preparation for CSRD

In preparation for CSRD we are hoping to conduct a double materiality assessment (DMA) in 2025. This will inform us on issues that are material to UTAC. Using this information we will be able to target specific areas of our business and improve our resilience to the changes occurring in our communities.





**Connor McCormack**

Chief Executive Officer



**Helen Burrows**

VP—People, ESG and Internal Communications



**Laurent Verhelst**

VP—Finance and Group Services



**Anis Tebib**

VP Sales & Marketing



**Laurent Midrier**

VP—Strategy, Expertise and Innovation



**Christophe Perge**

EVP—France and international Services



**Kirsty Andrew**

VP—United Kingdom



**Anthony Beck**

VP—USA



**Janne Seurujärvi**

VP—Finland

# The Executive Committee



# Our Values



## Expertise

Trusted experts, striving to be the very best at what we deliver.



## Innovation

Progressive mindsets, dedicated to ongoing innovation and collaborating to achieve success together.



## Integrity

One team, always doing the right thing, **with care and respect**.

To be able to measure our success, we must first ensure we have robust systems in place to capture the appropriate ESG data that we have.

We are currently working to fully understand what impact we are having and where we can improve. We aim to engage with UTAC colleagues and others to build systems and reports that reflect our efforts and the most up to date standards and guidance.

We report on ESG KPIs for various external stakeholders. For example, in 2024, we successfully submitted our annual ESG report for 2023 to EURAZEO, our shareholders, which included questions in the areas of Governance, Human Rights and Working Conditions, Environment, and Supply Chain. We also hold Silver accreditation with EcoVadis for sustainability in France and have obtained C score for CDP for both Climate and Water in the UK.



These results are a testimony of the integration of the UTAC Way and ESG across the organisation already. We are conscious that we are on a transition journey. With the continuous changes, new requirements and ESG KPIs will need to be tracked along with existing ones to be improved upon. UTAC will focus on identifying material ESG matters and implementing strategies, policies, processes, procedures, and actions to enhance our impact and meet disclosure requirements.

# Expertise

Our colleagues provide the expertise, guided by the UTAC way and strengthened by our people strategy: culture, capability and engagement.

- Our culture is anchored by the company's values, improved communications, UTAC Way Awards for individuals and teams and health & safety training.
- Capability: new onboarding system, developing leadership and management development programmes.
- Engagement: we strive to make UTAC employer of choice in our sector and we launched our first UTAC colleagues' engagement survey.

Using our expertise, we will continue advancing mobility towards a safer & cleaner future

# Innovation

Innovation is one of the three values of our Group and therefore a fundamental pillar of our strategy. That is why, at the beginning of 2024, we launched a call for innovative projects to which all operational teams were invited to contribute. A full budget is dedicated to it. At UTAC, innovation is mainly deployed in three strategic areas:

- Carbon-free mobility
- Embedded intelligence
- Virtual testing

It is estimated that they represent 80% of our innovation effort. However, all innovative actions allowing progress outside of these 3 major axes remain relevant and are encouraged. The topics generally aim to explore a new market, a new service or to improve productivity and quality.

# Integrity

As part of our values, the UTAC Group takes integrity very seriously. Our colleagues work with our investors, customers and regulatory bodies to ensure we sustain our legal and industry requirements. To achieve this, we:

- Use the most up to date guidance and standards to inform our targets for reporting our impact on people and the planet.
- Undertake new initiatives to champion change across the Group.
- Maintain and update a set of Group policies and procedures where we share good practice and standardise data collection and improvements.



# Whistleblowing

UTAC has in place a whistleblowing policy which sets the principles and working for reporting any non-compliant behaviours and situations within the UTAC Group.



Corruption  
Bribery  
Blackmail



Failure to  
comply with  
laws and  
regulations



Criminal



Fraud



Health and  
Safety of an  
individual

For the protection of the reporter/whistleblower, the third-party line is anonymous. It is dedicated for all collaborators (including external and casual employees) and collaborators of the external stakeholders.



We have a partnership with Safecall that provide a hotline for reporters and a list of international freephone numbers can be found at [www.safecall.co.uk/freephone](http://www.safecall.co.uk/freephone) or to report online you can go to [www.safecall.co.uk/clients/utac](http://www.safecall.co.uk/clients/utac)

We have expanded our data protection capabilities in hardware and software. We have obtained ISO 27001 accreditation in France. We have also enhanced the Group’s resilience against cyber-attacks with a new Security Operation Centre deployed for the Group.

## Anti-corruption and Anti-bribery

UTAC is firmly committed to an Ethics and Compliance approach. We have a zero-tolerance policy for corruption. Through the deployment of our Code of Conduct and gift and hospitality process, we strive to prevent, detect, and address corruption, bribery and other related offences.

**For any queries concerning UTAC Group ESG, please  
contact: [esg@utac.com](mailto:esg@utac.com)**