LGI IMPACT REPORT
Stepping on the journey

LGi sustainable innovation

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AUTHORS

CONTEXT

WHERE WE COME FROM...

From climate change to plastic pollution, deforestation to the sixth mass extinction... the 21st century is showing that humans are currently failing to live within planetary boundaries. The assumption of progress itself is at stake. However, we at LGI see innovation as a means to contribute solving these challenges. We believe that innovation has no borders: just as the challenges are global, so too, are the solutions. Some of these solutions are already on the way, though most are still unknown. Technology has a huge role to play, and so do other forms of innovation. What we can expect is for disruptive sustainability solutions to not only unlock environmental and social challenges, but also trigger huge economic opportunities along the way. What we know is that advancing shared knowledge will be key to unlocking evidence-based, progressive policies that enable the change needed to achieve a sustainable world.
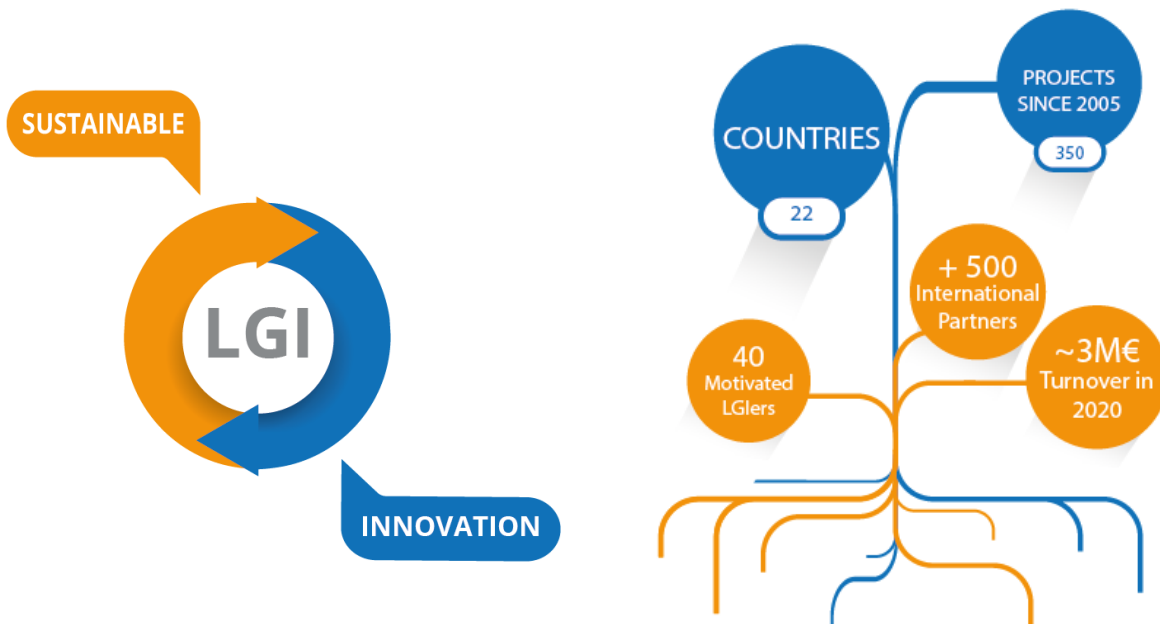
Our ambition is to guide explorations towards sustainable innovation.

For us, sustainable innovation means to innovate while having a positive impact, it is about solving an environmental/societal/ social problem, while ensuring the sustainability of its economic model and moving towards zero negative externalities. Innovation becomes a lever for sustainability, serving transitions towards a more sustainable world (environmental, low-carbon, societal, etc.). It contributes to the implementation of the United Nations Sustainable Development Goals (SDGs) and other international agendas (IPCC, IPBES, etc.). Reversely, the concept implies that the externalities of innovative solutions must be assessed and embedded in strategic choices at design stage, to ensure that the innovations will be effectively sustainable in their implementation. This is where conflicting priorities between SDGs may arise: trying to solve this is at the heart of the sustainable innovation paradigm.

The purpose and impact of the projects we support, a shared vision with our clients and partners, and a common sense of meaning, are the drivers behind the decision to engage in all our assignments.

Since our creation in 2005, LGI has grown to become an independent SME with a multidisciplinary, international and gender-balanced team of over 40 passionate people about innovation and sustainability, working across 22 countries and over 350 projects.

Our activity addresses several sectoral challenges and leverages key innovation enablers.
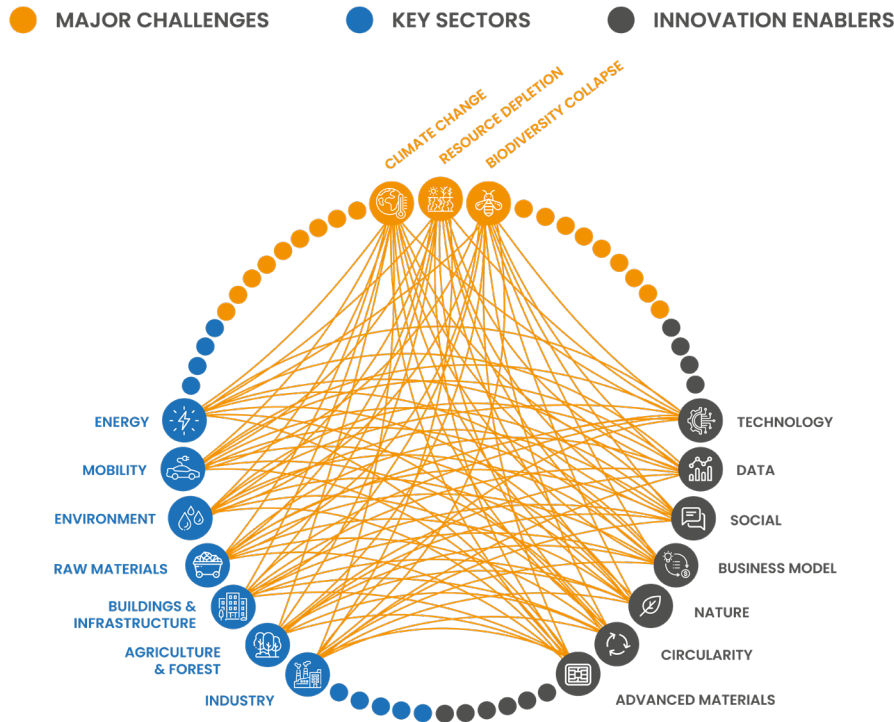
We support sustainable innovation across a range of activities and services delivered by our four Business Units.

PROJECT FUNDING & MANAGEMENT
Design funding strategies for innovation build partnerships and deliver on project management

INNOVATION STRATEGY
Create value through sustainable innovation, challenge business models, build impact roadmaps and ultimately lead the way to net zero

TECHNOLOGY
Leaverage data and build tailored platforms to support collaborative innovation

COMMUNICATION & DESIGN
Raise awareness, engage conversations and design cool stuff

THE STORY OF LGi
sustainable innovation

by MAI-LAN·FR

In a Parisian apartment...

Rue de la Grange-aux Belles

(inspiration)

We wanted to live an entrepreneurial adventure and work to create solutions for climate and low carbon energy challenges

LOTOPHAGE
The 1st B2B project in carbon free energy

LaGRANGE INNOVATION

2005 Vincent Chauvet co-founds LGI with Jean-Sébastien Gérard

2006 First EU-funded project
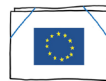
2007 The first employee is hired

team of 3

2008 Jean-Sébastien move to Seattle WA
Bastien Duplantier, our current COO joins the company
LGI moves to its first office

Vincent becomes the sole associate

LGi CONSULTING

2012 LGI grows to a team of 10 and changes offices once again

2015 100th client

2016 Addition of a new slogan adding a whole level of value to the work done by the team of now 20 experts

sustainable innovation is born

LGi
sustainable innovation

2017 50th EU-funded project

Sustainable Innovation Institute

2019 200th client
Creation of the Sustainable Innovation Institute

MISSION DRIVEN ENTERPRISE

2020 LGI Sustainable Innovation hires its 30th employee and officially becomes a mission-driven enterprise

2021 Creation of a 4th business unit dedicated to digital innovation, joining the strategy, financing and communication BUs

2022 The team grows up to 40 as it works to bring sustainable innovation to life through conversations with stakeholders

GOAL
To bring sustainable innovation to life and position LGI as the leading player in this space

Companies   Labotary   public actors   European Commission

Back in 2018, we drafted a CSR policy to help evaluate our environmental and societal engagements across four metrics (carbon footprint; environmental impacts; work conditions and shared value creation), including key targets, indicators and milestones.

This impact report holistically encompasses our CSR policy with updates regarding our latest commitments.

LOG OF KEY CSR MILESTONES LGi
sustainable innovation

2010 First investment in renewable energy venture

2017 First pro bono initiative

2018 CREATION OF FIRST CSR POLICY BLUEPRINT
- Teleworking policy
- Employee profit-sharing scheme
- Recycled textile business cards

2019 CREATION OF Sustainable Innovation Institute
- Update of travel policy to reduce carbon footprint

2020 BECAME A MISSION DRIVEN ENTERPRISE
- Shift to recycled paper for office printing
- ZERO SINGLE USE PLASTIC CHALLENGE — Launch of zero waste ambition

2021 BECAME SIGNATORY TO UNGC* — WE SUPPORT UN GLOBAL COMPACT
- Policy for food caterers

* Since 2021 LGI Sustainable Innovation has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment, and anti-corruption.

WHERE WE ARE ON THE JOURNEY...

Since LGI became "Société à Mission" at the end of 2020, we have been reflecting on what this meant for our organisation. A committee was set up ("Comité de Mission") in order to bring structure and life to this commitment.

From initial discussions, it became clear that the impact journey had two levels of ambitions:

- At a project level: to better understand the environmental and societal impact of our projects, as a way of learning, improving and pivoting our activities if needed in order to maximise impact.
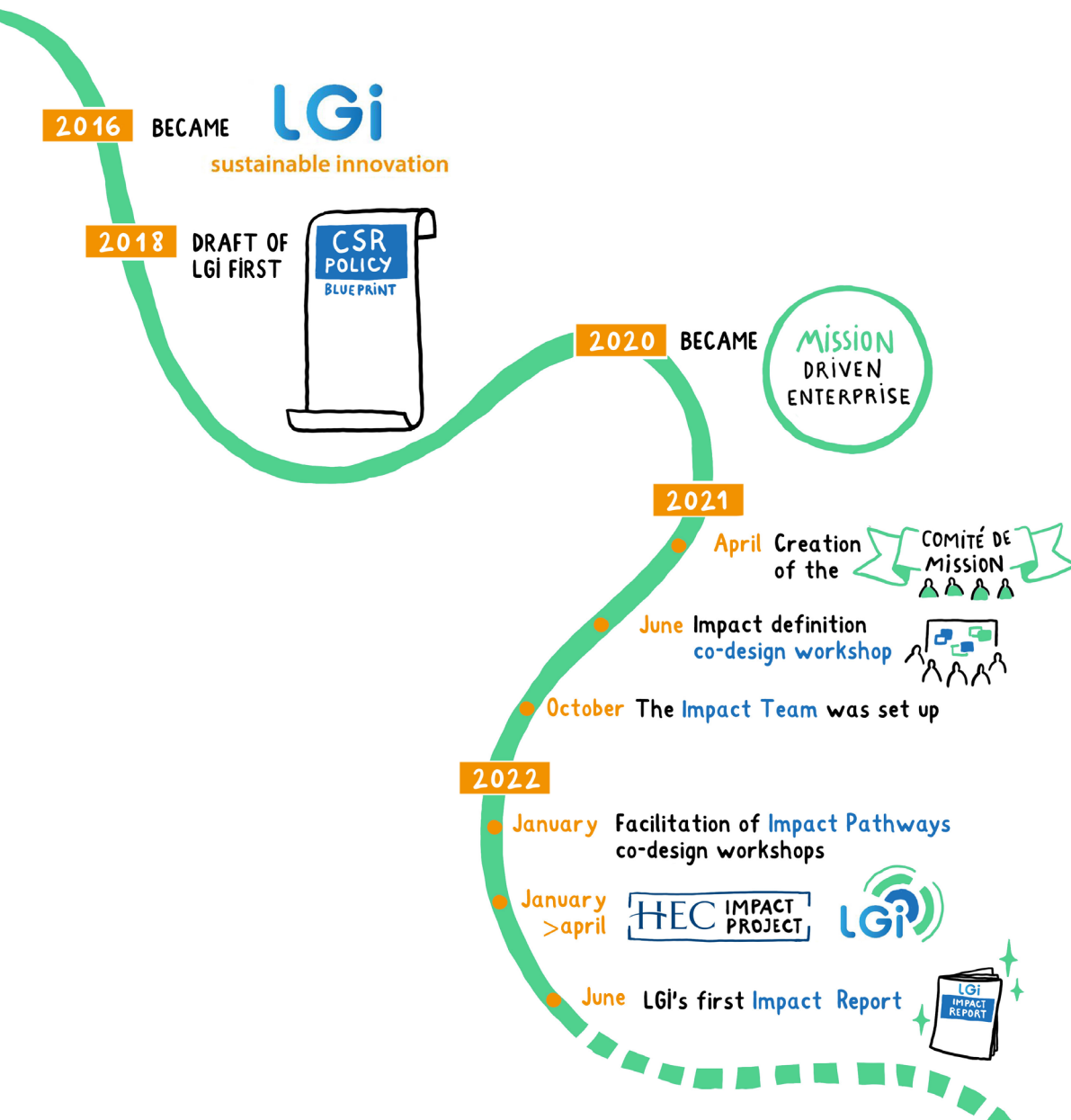
- At an individual level: to find purpose in our jobs and answer the question: "Why does one work and stay working at LGI?" The 'LGY'.

LGI impact assessment workshops were organised with the staff to co-define what it means for LGI to have a positive impact, as well better understanding the pathways to impact. An impact team was set up to progress along LGI's mission objectives and in collaboration with HEC Business School, business students were engaged on an impact project to support with the research work and analysis.

2016 BECAME **LGi** sustainable innovation

2018 DRAFT OF LGI FIRST — CSR POLICY BLUEPRINT

2020 BECAME — MISSION DRIVEN ENTERPRISE

2021

April Creation of the COMITÉ DE MISSION

June Impact definition co-design workshop

October The Impact Team was set up

2022

January Facilitation of Impact Pathways co-design workshops

January >april HEC IMPACT PROJECT LGi

June LGi's first Impact Report

Our impact assessment approach is rooted in the Theory of Change. Cathy James defines the theory of change as «an ongoing process of thinking about change in depth and how it happens - and what that means for the organisations that contribute to it in a particular context, sector, and/or group of people». It can be used as an illustration of how and why a desired change is expected to happen in a particular context. Before developing a full theory of change, outlining causal relationship and assumptions, we have used logic models through impact pathways to get a first causal chain from objective to impact. For each mission objective, going through our range of activities allowed us to define short-term outputs and medium-term outcomes to help us start evaluating our impact.

MISSION	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
What is the objective?	What are the activities carried out to achieve the mission?	What happens as a direct result of those activities?	What happens indirectly as a medium term consequence of those activities? Outside direct sphere of influence.	In the longer term, what would be the benefits? Actions? What is the casual connection / show these could be attributed to our actions → Resulting Metrics

The change we want to see is identity-driven.

According to **James Clear**, author of 'Atomic Habits', a key issue in driving behavioural change is in the direction of change. We tend to focus on what we want to achieve (outcome-based) rather than on the kind of organisation we wish to become (identity-based). This leads to setting goals often hard to attain and not having the processes in place to support those goals. As Clear rightfully points out:

"We do not rise to the level of our goals, we fall to the level of our systems".

Identity
driven

Outcome
driven

WHY   **HOW**   **WHAT**

Identity

Processes

Outputs

Outcomes
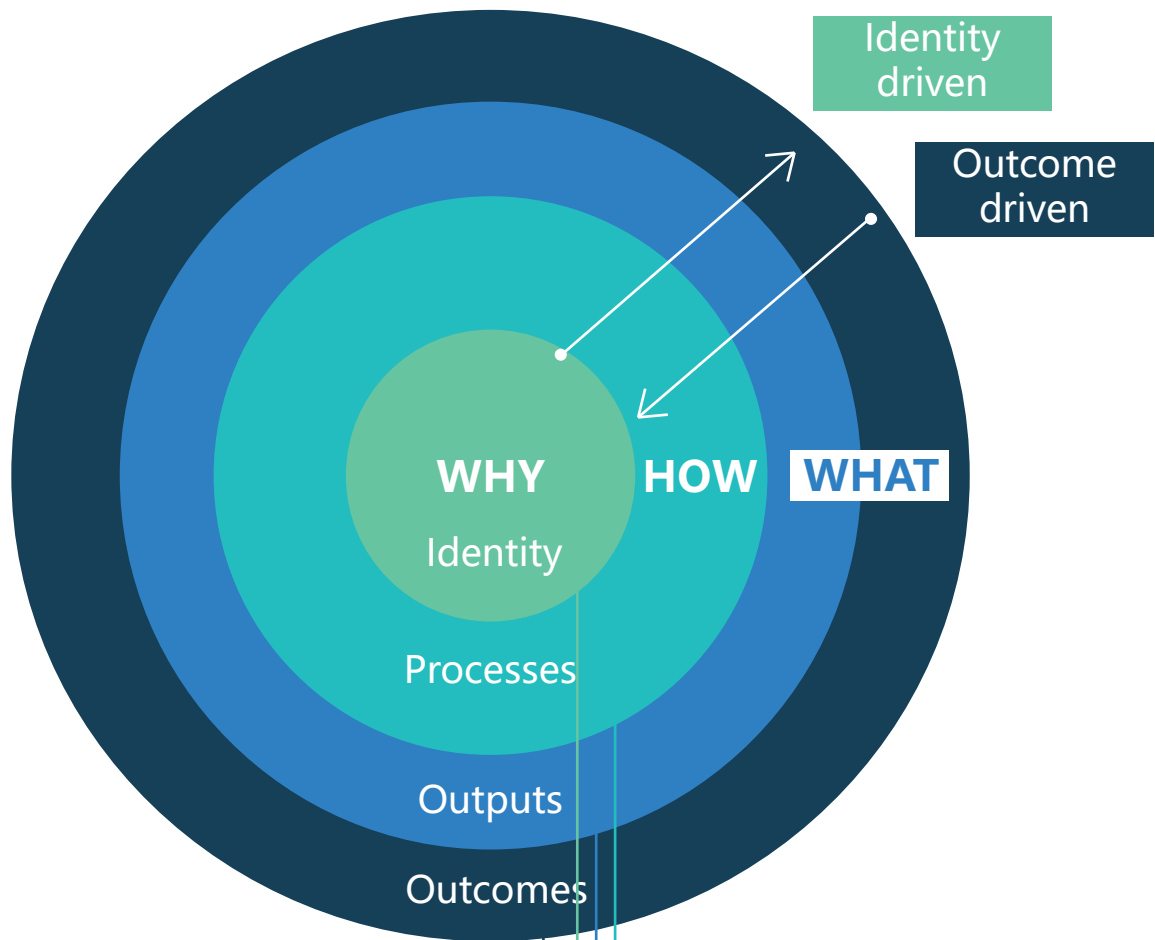
WHY we do what we do. This is about who we are (our identity) and what we believe in (our values) that drive our actions.

HOW we sustain our ambitions. The systems and processes we put in place, assess and innovate upon that support our goals and activities.

WHAT we do. Our activities lead to direct **outputs** (short-term) which are within our circle of control.
We aspire to reach **outcomes** (medium-term) and expand our circle of influence.

This is something we have taken onboard and which frames the structure of our thinking and as a result, of this impact report. We will first explain **WHY** we do what we do, then highlight **WHAT** we do, what results directly from our actions (short-term outputs) and what we hope we influence indirectly (medium-term outcomes), to finish with explaining **HOW** our systems can sustain our ambitions.

Learning and improving the way we do things drive our impact assessment.
This implies being humble enough to rethink, innovate, propose changes when we realise that some aspects may have been overlooked. As Adam Grant points out in his book 'Think Again', "the purpose of learning is not to affirm our beliefs; it's to evolve our beliefs", and flexibility should be favoured over consistency.

As we embarked on our impact assessment journey, we started off with four Mission objectives... but as we stand today, we realise that we are missing a fifth objective and are proposing to step forward and make what we believe are the necessary changes to be fully aligned with our identity and values.

IMPACT ANALYSIS

WHY? OUR IDENTITY

Mission

Our Mission is to **promote sustainable innovation as a vehicle for solutions to global climate, environmental and societal challenges.**

Values

Human & Open

We are a flexible, international and collaborative organisation that is built on trust and respect for people

Impact Driven

We care for the planet and we strive to make a difference in the world through our work in sustainable innovation
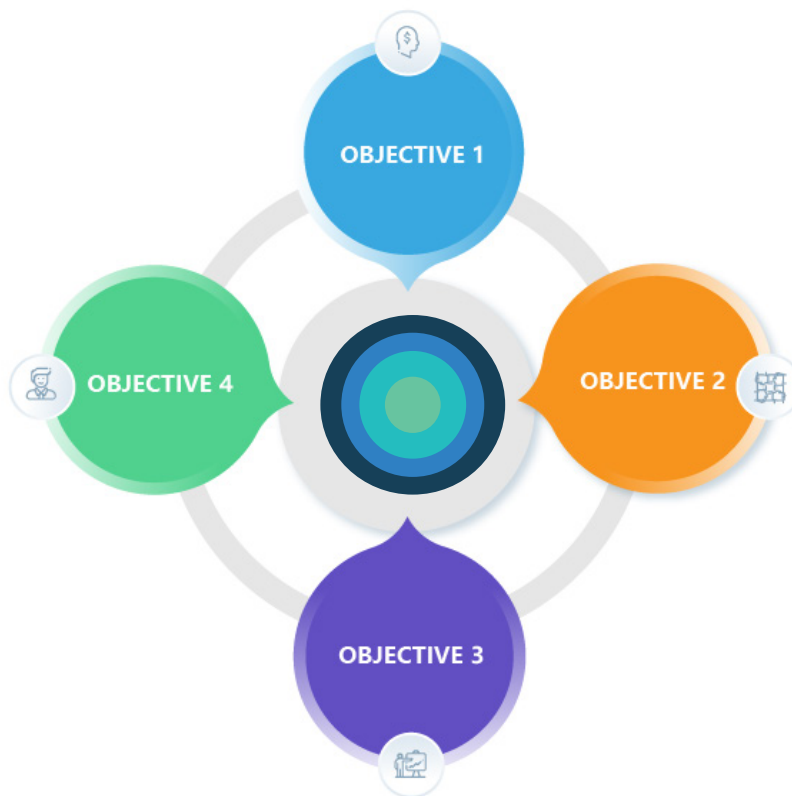
Fun & Serious

We maintain a high degree of profesionalism in our work, all the while having a good time in the process

Objectives

The current **four objectives** as set out when LGI became "Société à Mission" in 2020:

Objective 1: To develop, pilot and contribute to non-for-profit projects with the aim of advancing sustainable research and innovation, particularly in the areas of climate change, biodiversity and sustainable agriculture, circular economy, and sustainable and inclusive cities.

Objective 2: Share knowledge around these issues and solutions, through a policy of public and royalty-free communication of project results, data and analysis.

Objective 3: In the services delivered by the Company, advise and support clients in adapting their business model and developing growth opportunities in line with sustainable innovation.

Objective 4: Limit the carbon footprint directly attributable to all projects and missions, for the company and its stakeholders.

As a result of the LGI impact assessment workshops, follow-up discussions and analysis, we realised that we were missing a crucial social component in line with our identity, and are therefore proposing to incorporate a **fifth objective** to our Mission, which focuses on the well-being at work. This addition allowed us to embed in our impact assessment the human-focused metrics previously included in our draft CSR policy.

Objective 5: Making LGI a great place to work!

WHAT? OUR OUTPUTS AND OUTCOMES

Impact Dashboard

We strongly believe that for this impact initiative to continue and flourish over time, it needs to be simple and embedded within existing systems. For each objective, we therefore picked key indicators that can easily be monitored, representing reasonable effort on LGI staff and supported by sound mechanisms.

Contributing to our priority areas (sectors and clients)

- Objective 1:

Star rating system based on BU involvement
Time spent on non-for-profit projects

- Objective 2:

Website visitors, social media subscribers # of events/workshops/ trainings organised, # of attendees # of publications created and shared

- Objective 3:

# of support services provided on the journey to sustainable innovation (funding, workshop facilitation, innovation management, impact assessment, policy evaluation)
# of sustainable innovations reaching the market

- Objective 4:

Carbon footprint mitigation strategies (client-facing)
Employee and Project carbon footprint

- Objective 5:

"Weather report" based on employee feedback (grid to be co-constructed)

A more detailed version of the Impact Indicator Table used to obtain the information is in Annex.

Overview

In this report we made the choice to focus on the period since 2016, when LGI's identity changed to adopt its sustainable innovation focus. Projects between 2005 and 2016 also contributed to the ambition, and can be discovered in our online references database Between 2016 and 2021, we undertook 128 projects.

We allocate our projects across three main **challenges**: **Climate**, **Biodiversity** and **Resources**; and six priority **sectors**: **Energy, Mobility, Water & environment, Buildings, Agriculture** and **Industry**.

Challenges

- Biodiversity 5.4%
- Resources 18.3%
- Climate 76.3%

Sectors

- Industry 21.1%
- Agriculture & Forestry 5.3%
- Buildings 15.8%
- Mobility 10.5%
- Energy 47.4%

Enablers

- Circular Economy 6.3%
- Digital 12.5%
- Technology 37.5%
- Social 25%
- Business 18.8%
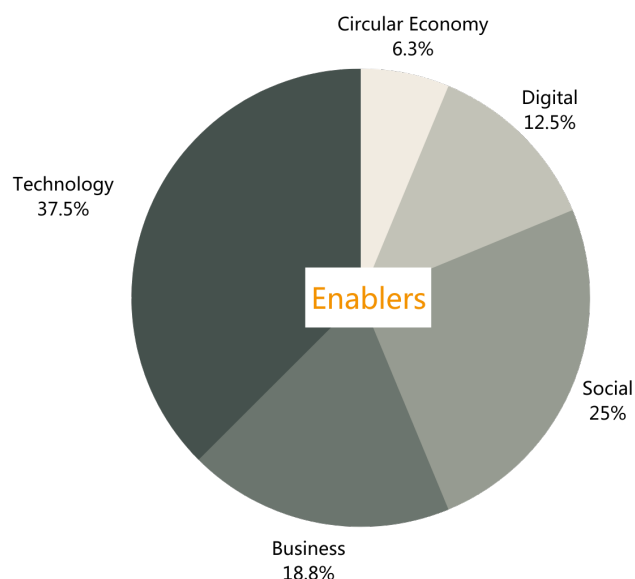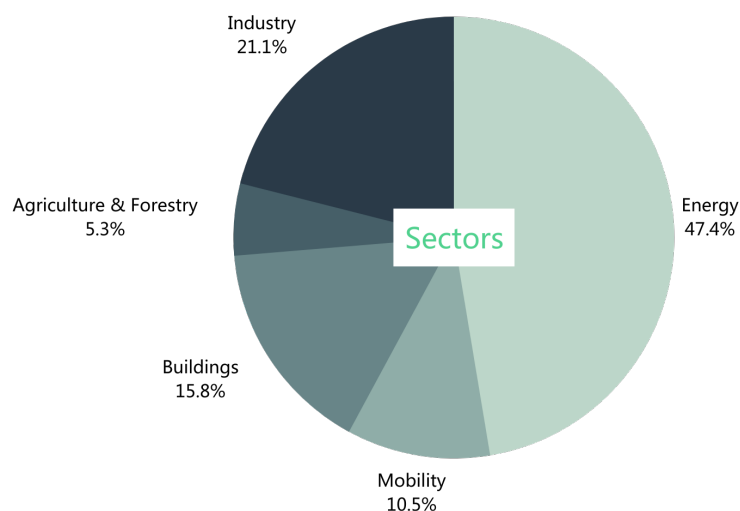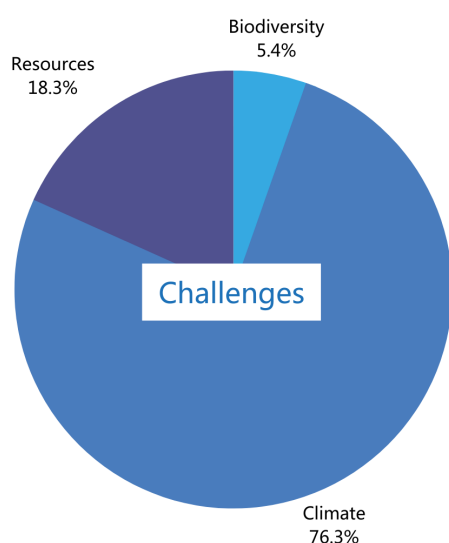
The proportion on each of these three challenges is represented here, noting that a project focus can range across more than one priority sectors.

We work with different types of clients and partners, from academic and research bodies, associations, as well as governments, corporations and start-ups.
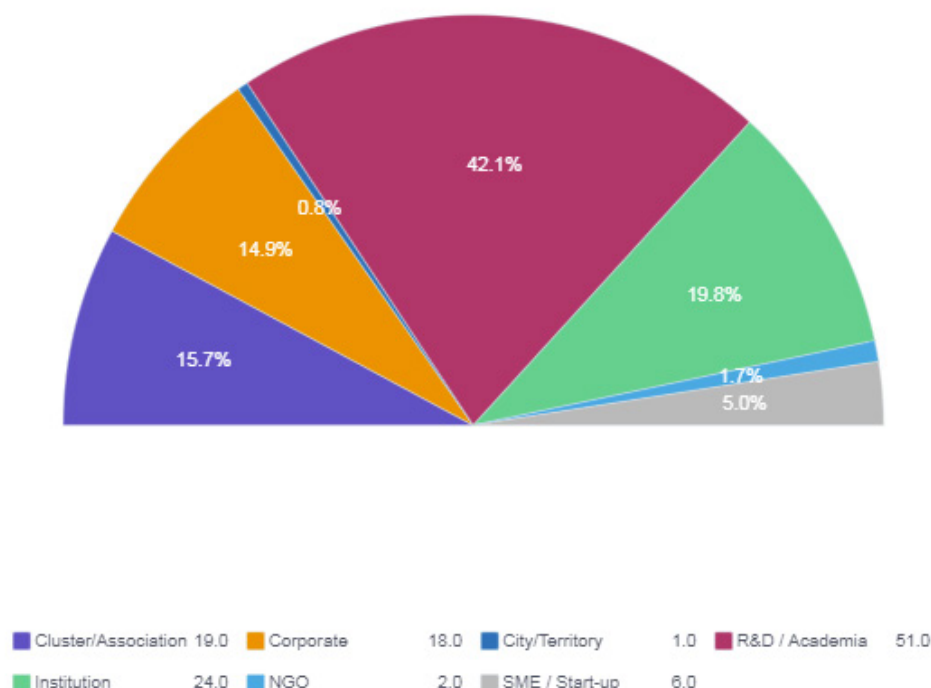

Indicators and outputs

Objective 1

Objective 1 refers to LGI's non-for-profit activity.

To date, the vast majority of our non-for-profit projects are collaborations funded by the European Union (EU). Out of the 128 missions analysed, LGI staff worked during the 2016-2021 on 47 EU-funded projects, which corresponds to roughly 27,000 days spent on not-for-profit activities.

47
EU Projects

27,050
Days spent in EU funded projects

36.7%
Not-for-profit activity
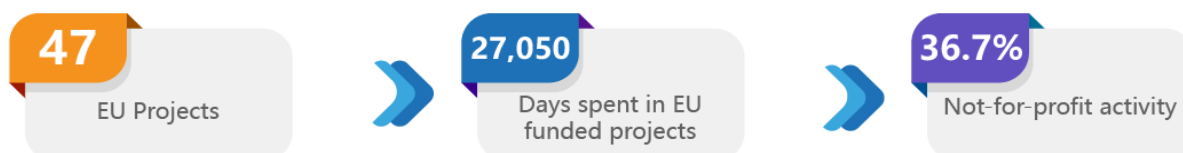
In 2017, we also provided pro-bono strategic support to a start-up, winner of a circular economy competition, and look forward to our future pro-bono endeavours!

We assume that the value of our contribution (and subsequently our impact) partly stems from the integrated services that we can provide from multi-disciplinary perspectives and across our four Business Units (BUs).

STAR RATING SYSTEM

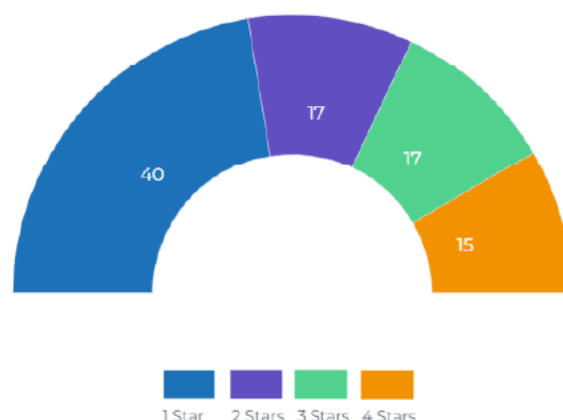The level of involvent in each project is measured by how many LGI's business units participated

Given the complexity involved in assigning long-term impacts to our range of services, for this first impact assessment, we propose a simple **star rating system** based on our transversal and collective participation in the projects we are involved in.
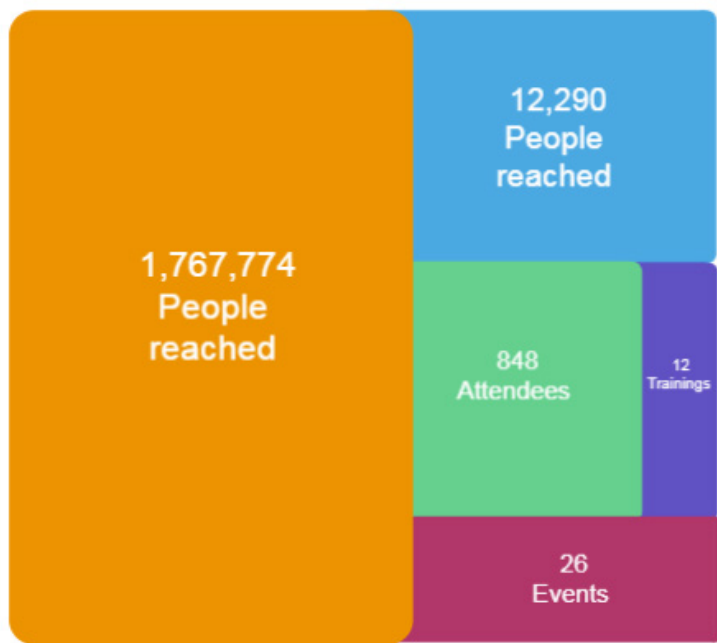
This is of course a simplified approach which will be complemented in the future by qualitative research and interviews of our partners and clients in order to better assess the impact of our range of services and refine our rating system.
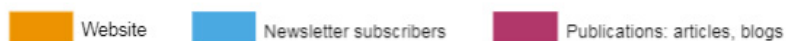
Objective 2

Objective 2 pursues the sharing of knowledge about issues and solutions that we work on.

Since 2016, as part of the tasks performed by all the BUs, more than **1 million people** have been reached through websites and social media created for the clients and more than **500,000 people** have been reached by the internal LGI communication.
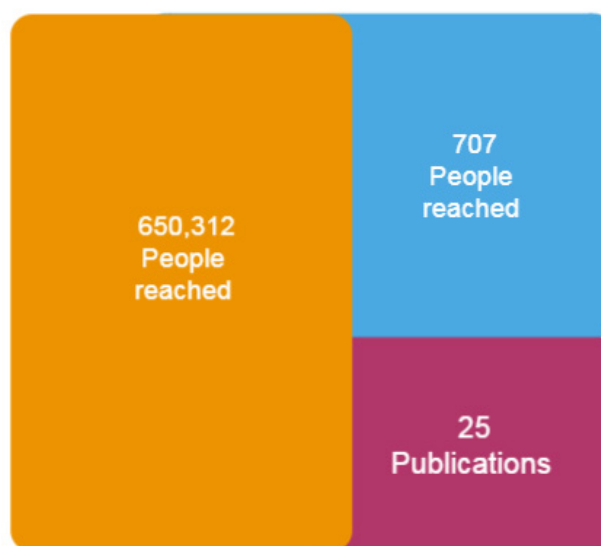
The intention of this objective is to catalyse all the objectives, by sharing know-how and solutions that will help raise awareness about sustainable topics.

Website
Social media
Attendees to all events
H2020 and HE Trainings
Events organized

1,767,774 People reached

12,290 People reached

848 Attendees

12 Trainings

26 Events

Indicators and outputs for awareness raised through projects are shown here.

Website
Newsletter subscribers
Publications: articles, blogs

650,312 People reached

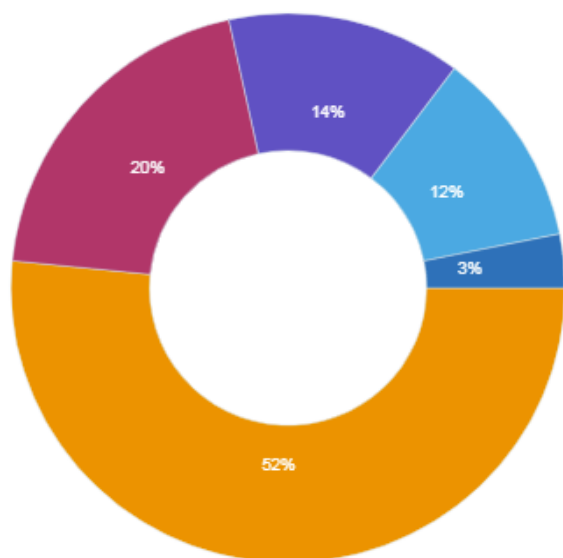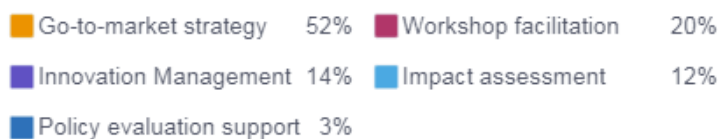707 People reached

25 Publications

Indicators for awareness raised through LGI's internal communication strategies are shown here.

One of our key actions for the near future is to **publish and maintain a database of briefs** and **outlooks** on multiple components of sustainable innovation.

Objective 3

Objective 3 refers to how our services have shaped and supported clients in integrating sustainable innovation into their operations and functions.

- Go-to-market strategy 52%
- Innovation Management 14%
- Policy evaluation support 3%
- Workshop facilitation 20%
- Impact assessment 12%

For this objective, an analysis of each mission and its deliverables was conducted, all activities that fell under the umbrella of sustainable innovation were identified and defined. We show here the strategic advisory services that LGI offered. This deliberate focus on strategy reflects the fact that we intervene at the core of our clients' innovation roadmaps; in subsequent versions of our impact report, additional metrics will be considered to illustrate how our other forms of support also accelerate our clients' strategies and business models.

It is worth noting that a client may have received more than one type of service.

Objective 4

Objective 4 is about limiting our collective carbon footprint. When working with our clients and partners we recognise that, as for all business activities, we have an impact on the environment. We actively promote energy conservation, resource reduction and waste management, and follow the Mitigation Hierarchy principles : "Avoid, Reduce and Mitigate".

We measure the direct impact of our activity along several ambitions and metrics. These apply both to the everyday working habits at LGI, as well as during our assignments. Furthermore, when relevant we deploy environmental measures in our projects, applicable both to our company and our stakeholders (clients, partners). For example, we :

- Design and deploy solutions to reduce carbon-related impacts due to travel;
- Conduct life cycle analyses of the technologies developed by our project partners;
- Assess our organisation's and our projects' carbon footprints.

Carbon Footprint

Our ambition is to become carbon-negative by 2022.
The main action lines include:

◆ 2018-2021: Mitigation actions on our carbon budget lines, prioritising our three main direct footprints: air travel; office heating & cooling; digital technology
  ◆ 2019-2020: update of travel policy (systematic train options for in-country travel and cross-country whenever realistically possible, web meeting policy, minimisation of number of trips or travellers)
  ◆ 2021: design of actions to optimise / minimise impact of office heating
  ◆ 2021: analysis on decarbonisation of data servers (host country, provider policy...)

◆ 2022:
  ◆ Calculation of direct and indirect footprint and decision on mitigation measures

◆ 2022 onwards:
  ◆ Contribution for and beyond the non-mitigated footprint
  ◆ Audited carbon neutrality

A carbon footprint analysis was conducted for LGI's emissions in 2021. As a disclaimer, this analysis was conducted in-house, with a number of assumptions. A third-party-verified carbon footprint measurement will be carried out in the near future.
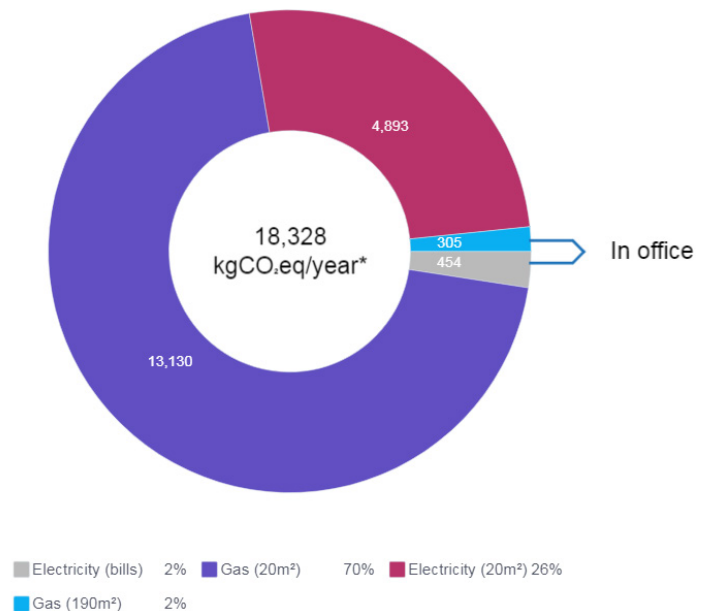
As LGI does not release any Scope 1 emissions (which are created by company-owned and controlled resources, including fuel combustion, company vehicles, and fugitive emissions from leaks), the calculations therefore exclude these factors.

Accounting for Scope 2 and 3 emissions, LGI's total emissions for the year 2021 amounted to approximately 39 tCO_2 eq.

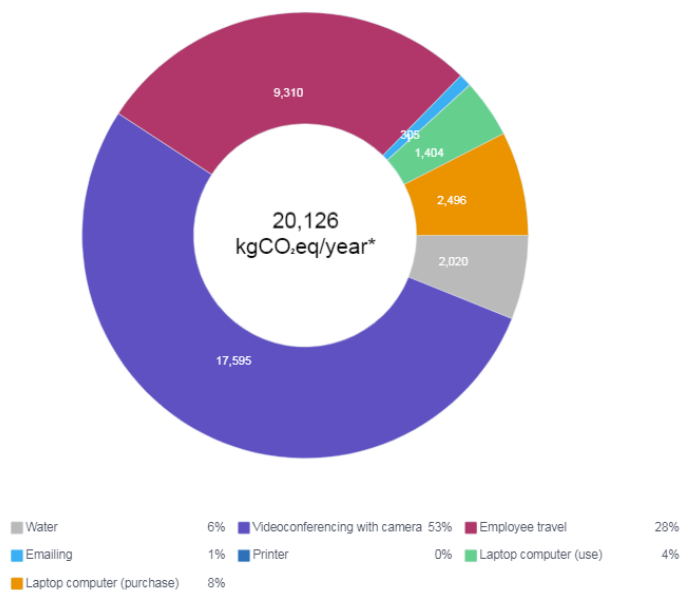## 2021 GLOBAL EMISSIONS

39

tCO_2eq/year*
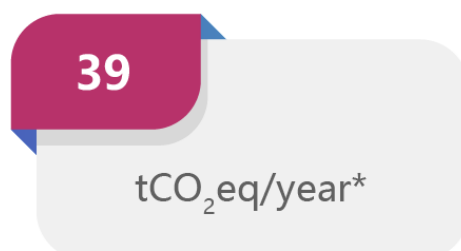
Scope 2 emissions data for 2021 takes into account the electricity and gas purchased for office-use. Since this analysis pertains to 2021, a year when many employees teleworked during the COVID-19 pandemic, the Scope 2 emissions for LGI employees working from home were also calculated and taken into account.

18,328 kgCO₂eq/year*

4,893 · 305 · 454 · 13,130 · In office

Electricity (bills) 2% · Gas (20m²) 70% · Electricity (20m²) 26% · Gas (190m²) 2%

Assumptions for scope 2 emissions, using «Base ADEME» for carbon coefficients:

- In-office energy consumption was calculated using the company's EDF/Total Energy electricity bills and the average natural gas consumption of a 190m^2 office in Paris.
- Home-office energy consumption data was calculated using averages for a 20m^2 apartment in France.

20,126 kgCO₂eq/year*

9,310 · 305 · 1,404 · 2,496 · 2,020 · 17,595

Water 6% · Videoconferencing with camera 53% · Employee travel 28% · Emailing 1% · Printer 0% · Laptop computer (use) 4% · Laptop computer (purchase) 8%

LGI's Scope 3 emissions for 2021 include water consumption, employee travel, the purchase and use of digital equipment, and data consumption with emailing and videoconferencing.

It is important to note that due to the COVID-19 pandemic, there were significantly more video-conferencing and less travels in 2021.

Assumptions for scope 3 emissions:

- Video-conferencing with camera (30 employees, 4 hours / day),
- Emailing (30 employees, 10 emails per person / day),
- Laptop use over 5 years, 30 in use.

All carbon coefficients are from «Base ADEME» except for video-conferencing which uses an average emission factor from the results of the Purdue University study.

We also monitor the carbon footprint of our data servers, which hosts (Ionos & OVHcloud based in Germany and France) endeavour to reduce their own carbon footprint.

Other Environmental Impacts

Our ambitions are to:

- Become a single-use-plastic (SUP)-free work environment
- Enforce a paper-minimisation policy.

The main action lines are:

- 2020: launch of a one-month zero-SUP challenge and build on lessons learned to design a zero-SUP policy
- 2021: First "Prowd" Challenge!

As part of its online 2021 winter holiday programme, LGI engaged in a CSR challenge. Organised by Prowd, a «sustainable development chatbot", the challenge was designed to mobilise LGIers for more sustainable livelihoods. This involved eating locally/seasonally, raising awareness of waste around the holiday period, and more. Following the guidelines and challenges set by Prowd can result in positive effects, such as lowering carbon emissions and reducing the amount of water that gets wasted. We're "Prowd" to share the impact generated by this fun team-building activity!

prowd

Key figures of the challenge

30 PLAYERS

121 Challenges achieved

92 quizzes achieved

IMPACT
A saving of

The equivalent of

10 000 kg/yr of CO_2
1 000 trees planted

1 000 m³/yr of water
1/3 olympic pools

Objective 5

Objective 5 is about making LGI a great place to work.

This fifth objective was initially part of our CSR approach but not included in our impact assessment scope, and we realised that it was missing and should be incorporated in future steps and evaluations.

Here are the key milestones related to our HR and workplace policy:

- ◆ 2005: From its creation, LGI adopts a first package of enterprise perks for all employees (commercial bonuses, 100% coverage of commuting pass, partial coverage of mobile phone costs), in addition to mandatory conventional benefits (annual holiday bonus and accident insurance)
- ◆ Since 2007: Annual seminar and other team activities
- ◆ 2015-2016: Second package of enterprise perks include restaurant vouchers and air travel insurance; and healthcare insurance which becomes mandatory by law
- ◆ 2017: LGI moves to a new location and adopts a flexible office policy
- ◆ 2018: The company decides to put in place a corporate profit-sharing agreement ("intéressement") redistributing up to 25% of yearly benefits to employee.
- ◆ 2018-2019: Design of a social dashboard as part of our CSR policy (Annex)
- ◆ 2017-2019: Deployment of digital tools facilitating distant collaborative work, a key enabler for teleworking
- ◆ 2019: Optional teleworking policy formalised
- ◆ 2021: Publication of LGI career grid
- ◆ 2021: Update of the teleworking policy allowing for up to full remote possibilities, including temporary remote work abroad
- ◆ 2022: Hire of a full-time HR officer
- ◆ 2022: Roundtable on each team member's weather of the day during BU team meetings
- ◆ 2022: Internal project to support a 'culture of innovation' in the company
- ◆ 2022: Adoption of an HR information system (Lucca), aiming at structuring the staff's individual HR journeys and facilitating feedback on wellbeing at work

What we are working towards:

- ◆ 2022: Inclusion of the fifth objective as part of "Comité de Mission"
- ◆ 2022: Set up a taskforce to discuss and progress how to collectively work on improving well-being at work
- ◆ 2022: Use the Lucca barometer "Bloom at work" to assess employee satisfaction. oUpdate and align our social dashboard, to allow us to assess employee engagement and act on it to improve well-being at work.
- ◆ 2022: "Employee's Weather of the month" widget integrated as part of our Digital Workplace
- ◆ 2023: Benchmark labels rewarding wellbeing at work (e.g. Great Place To Work ©) and select best option

We understand that being an organisation that cares about the well-being of their employees requires intention and work. To make sure this does not fall into the cracks, we are setting up a "human-centric" taskforce to lead this conversation and ensure the adequate systems are put in place.

Engaging at a global scale

Beyond the realm of our objectives which provide a framework and give us focus and direction, our ambition is **to contribute to a shared value creation with all our stakeholders** and participate in the global conversation.

In 2019, we created a non-profit structure to channel actions and engage our stakeholders (the Sustainable Innovation Institute, http://iid-sii.org/). A first hire of a full-time project manager within the SII took place in 2022.

We are also joining global movements!

- In 2021, LGI became a signatory member of the UN Global Compact, the world's largest corporate sustainability initiative. As a signatory member, LGI reports on its efforts and achievements to advance societal goals in terms of human rights, labour, environment and anti-corruption.
- In 2021, LGI joined the United Nation's Race to Zero, a global campaign to achieve net zero carbon emissions by 2050 by working with businesses, cities, regions, and investors.

Outcomes to date

Beyond the direct **outputs** that come as a result of our activities, we identified indirect outcomes, that go beyond our direct circle of control but are within the reach of the circle of influence we seek to expand.

Grounded in our philosophy to make our impact assessment effort sustain beyond the initial core team involved, we designed our proposed **outcome assessment** as a way to integrate it within existing and future LGI processes. As such, our qualitative outcome analysis is sought to be embedded within our referencing processes and is therefore thought as "tags" and "keywords" that can characterise our past, current and future projects.

Each project conducted between 2016-2021 was assessed and classified using the indirect impact outcomes and their key words illustrated here. The total breakdown of outcomes by projects is also displayed:
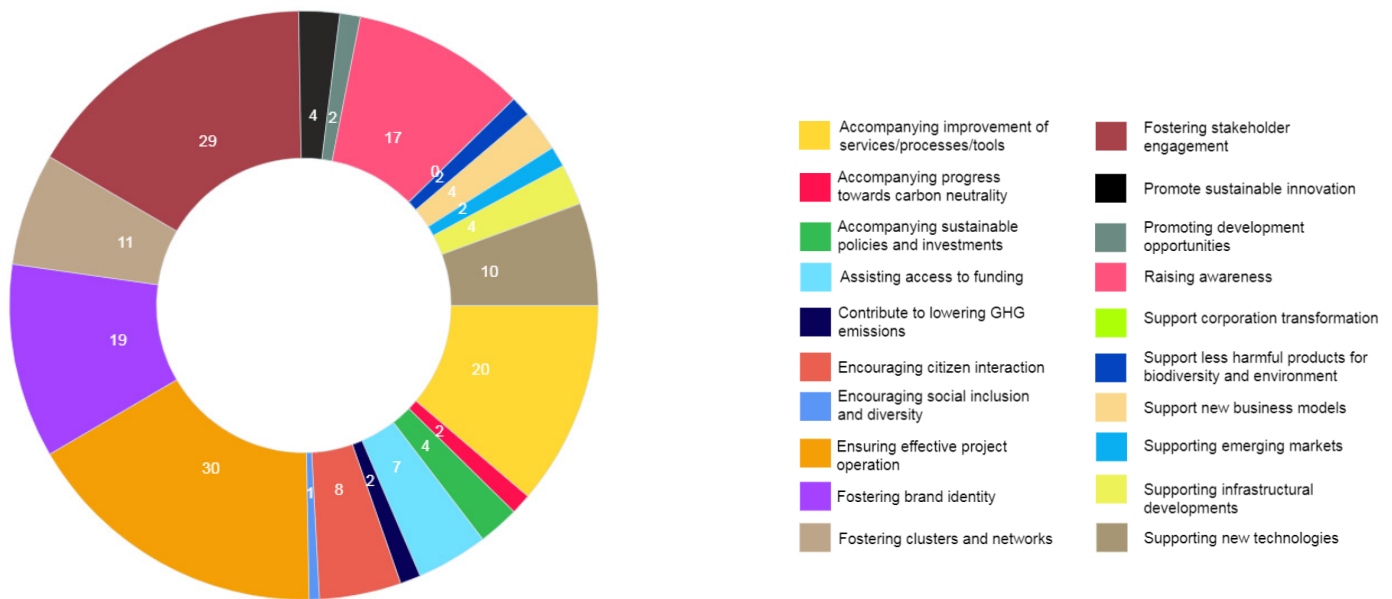

*Projects have more than one outcome

We show here the most common outcomes identified in LGI's assignments and the prevailing key words associated with these project outcomes.

To date, the majority of our activities have mostly contributed to:
- Ensuring effective project operation;
- Fostering stakeholder engagement;
- Accompanying the improvement of services/ processes/ tools; and
- Fostering brand identity.

Top LGI Outcomes

Fostering stakeholder engagement 16.2%

Accompanying improvement of services/ processes/ tools 11.2%

Fostering brand identity 10.6%

Ensuring effective project operation 16.8%
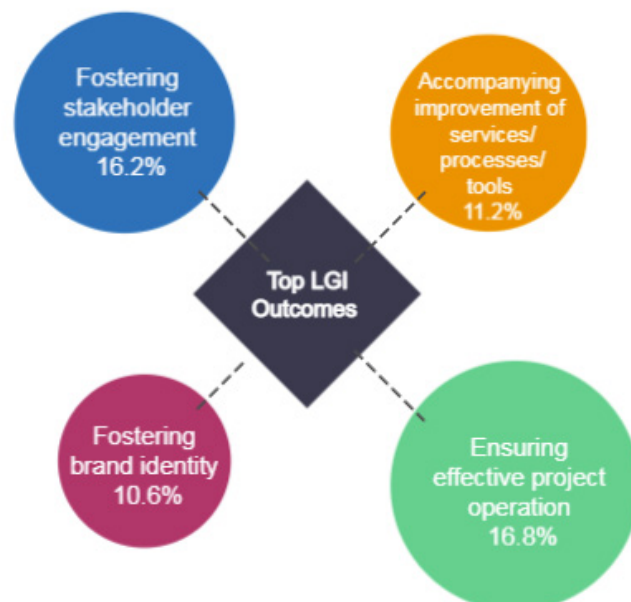
To better assess the extent of our impact, we will conduct interviews with our partners and clients.

HOW? Our Processes

Since 'we do not rise to the level of our goals, but fall to the level of our processes', we are aware that sound processes are what will ensure that we sustain our ambitions in the future. For our impact assessment efforts to last, we need as much as possible to incorporate this impact work as part of our daily routine, existing and upcoming processes and tools.
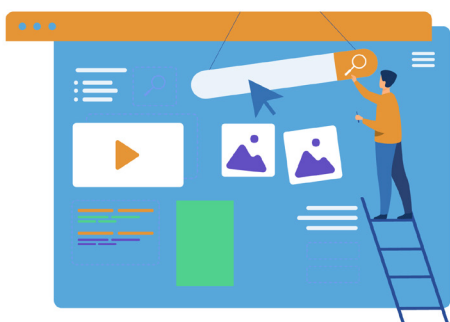
Humans

Transformation is driven by people. If the culture, values, leadership and management, and the systems that come as a result of those who enable them to drive change, they will be well-equipped to do so! For an organisation to make a difference and have a positive impact, everyone should be involved, co-design what is possible, and feel supported and encouraged to do so. At the same time, no progress is made without leadership and taskforce working together in the same direction.

For our impact assessment work, our "Comité de Mission" provided the initial direction and thinking, our Impact Lead Team provided the guidance on each Mission objective, and we sought out external support from Impact Assessors to assist with the research and analysis.

"COMITÉ DE MISSION"

CEO
VINCENT CHAUVET

HEAD OF INNOVATION STRATEGY
JOANNE SCHANTÉ

IMPACT LEAD
YASMINA DKHISSI

IMPACT LEAD TEAM

IMPACT ASSESSORS

OBJECTIVE 1 LEAD
YASMINA DKHISSI

OBJECTIVE 2 LEAD
CARINE VALETTE

OBJECTIVE 3 LEAD
JOANNE SCHANTÉ

IMPACT ASSESSOR
CLARA ZAJDE

IMPACT ASSESSOR
LUCIA ROMO

OBJECTIVE 4 LEAD
MATHILDE LEGAY

OBJECTIVE 5 LEAD
PAULINE MARSIGLIA

Digital tools

LGI's **Digital Workplace** is an internal digital tool, developed by our IT heroes, that we mainly use for our reporting and management activities. Our TECH team is working on new modules that could be integrated within the Digital Workplace that can automatise some of our repetitive activities.

Optimisation of the Digital Workplace

This initial impact assessment required the support of teams dedicated to progress the methodology, research and analysis of past projects. Going forward, our objective is to embed impact steps within existing work routines (reporting, referencing, business developing) in order not to add extra burden on our people and facilitate and automate the data collection process as much as possible. To ensure these efforts last, we identified various opportunities for digital optimisation, features of the Digital Workplace that could be upgraded in order to incorporate impact considerations within existing and upcoming management tools. We will also seek to benchmark the carbon footprint of various digital collaboration modes (teams, email, visioconferencing, etc), to support our evidence base.

The Referencing Module and Impact Dashboard

Project referencing at LGI is currently done manually by employees. The **Referencing Module** is a new feature of the Digital Workplace wherein employees fill out an easy-to-use referencing form, selecting tags such as client types, stakes, enablers, sectors, services provided, and other key words. This module will integrate tags and sub-tags related to the mission objectives and outcomes in order to simultaneously measure the impact of the projects and generate an **Impact Dashboard**. The selection of tags in this referencing process will automatically populate and generate a project reference to be used for external presentations. This tool not only allows for uniformity and timeliness in the referencing process, but it will also serve as a method for **measuring impact**, using tags pertaining to project outcomes and the environmental and social sectors that are being influenced by LGI's work.

Employee travel carbon foot-printing

The Digital Workplace is used to track employee travel, expenses, use of the office's open floor plan, and employee workstreams. The travel expense reimbursement feature will be upgraded in order to simultaneously analyse the carbon footprints of employees' travel. When submitting for reimbursement, an employee enters the mode of transportation they took (airplane, train, bus, thermal car, EV, etc.) and their detailed destinations. Connected to Google Maps and ADEME APIs, this feature will be able to calculate the carbon emissions related to the kilometres travelled by vehicle type.

Employee Weather of the month

Based on the outputs of the Lucca barometer "Bloom at work", launched in June 2022, an "Employee's Weather of the month" widget will be integrated to our Digital Workplace and will inform about the well-being of LGI staff.

Stepping forward

Working towards having a greater positive impact is an ever-going journey, we have stepped on it with great ambition and have already grown and learned so much from it.
In line with our values, it is now time to pause and celebrate this milestone: our first Impact Report!

Together with the "Comité de Mission", the Impact Lead Team will carry on driving the agenda and pursue the alignment of our ambitions with our actions.

A key step regarding **our Identity** will be to officially integrate the **fifth objective** as part of our "Société à Mission". Our "Comité de Mission" will also integrate at least one external stakeholder as a new member.

Most of our efforts will be placed on setting up the **systems** that can help support our ambitions, **embed impact considerations within our existing processes and tools, and automatise future impact assessment as much as possible.**

> In the coming months, we will:
>
> ◆ Set up a taskforce to discuss and progress how to collectively work on improving the well-being LGI employees **(objective 5)**
> ◆ Carry on developing and integrating the "Employee Weather of the month **(objective 5)** ; "Employee travel carbon foot-printing" **(objective 4)** ; and the "Referencing Module and Impact Dashboard" (cross-cutting) **modules**, as part of the Digital Workplace.

This first impact assessment exercise is a stepping stone on our long journey to better understanding and maximising our impact. We will start conversations with our partners and clients to include their feedback and qualitative analysis of the impact of our services.

We will carry on being open to change, learning and adapting, walking the talk and thriving to making a positive contribution to the global challenges through our work, because:

"Progress is impossible without change; and those who cannot change their minds cannot change anything", George Bernard Shaw.

ANNEX

IMPACT INDICATOR TABLE

Objective	Criteria		Measure	Origin of Data
Overview - Contributing to our priority areas	Overview	Proportion of Projects/Missions on each of the three stakes (Climate; Resources; Biodiversity)	%	Impact analysis
		Proportion of Projects/Missions focused on each of the six macro sectors (Energy; Mobility; Water and environment; Building; Agriculture and Forestry; Industry)	%	Impact analysis
		Type of clients (Corporate; Cluster & Association; R&D & Academia; PME & start-up; Institution; NGO; Territory)	%	Administrative data
Objective 1: Contributing to non-for-profit projects	Non-for-profit / EU projects	BU involvement	1 star per BU	Impact analysis
		Number of EU projects	Number	Administrative data
		Time spent on EU funded projects	Hours	Administrative data
		Percentage of activity that is non-for-profit	%	Administrative data
	Pro-bono	Time spent on pro-bono, non-profit activity (different from EU-funded projects)	Hours	Administrative data
		Total investment in sustainability ventures	€	Administrative data
		Total expenses for sponsorship projects	€	Administrative data
Objective 2: Sharing our knowledge	Awareness raising through projects	People reached through project websites	Number	Impact analysis
		People reached through project social media	Number	Impact analysis
		Events organised	Number	Impact analysis
		Attendees to all events	Number	Impact analysis
		H2020/HE Trainings organised	Number	Impact analysis
		People trained on EU programmes	Number	Impact analysis
	Awareness raising through LGI internal comm	Publications (Articles; blog posts)	Number	Impact analysis
		Newsletter subscribers	Number	Impact analysis
		People reached through LGI website	Number	Impact analysis
Objective 3: Driving the shift to sustainable innovation	Strategy	Go-to-market strategy support	Number	Impact analysis
		Workshop facilitation	Number	Impact analysis
		Innovation management support	Number	Impact analysis
		Impact Assessment support	Number	Impact analysis
		Policy evaluation	Number	Impact analysis
		Total created economic value	€	Administrative data
		Share of very satisfied or satisfied customers	%	Satisfaction surveys
Objective 4: Minimising our environmental footprint	Energy Footprint	Energy: Electricity consumption	kWh	Supplier bill (monthly)
		Energy: Gas consumption	kWh	Supplier bill (monthly)
		Energy: CO_2 emissions associated with energy consumption (scope 2)	teq	Calculation

		Energy: Use of decarbonised electricity	kWh	Supplier bill (monthly)
		Energy: of which renewable	kWh	Supplier bill (monthly)
		Emissions from home office workers?	kgCO₂eq	(avg scenario?)
		Water: Water consumption	m³	Supplier bill (monthly)
	Travel footprint	Distance travelled for business travel	km	Reporting intranet
		CO₂ emissions associated with air transport	Mkgeq	Calculation
		Distance travelled for commuting	km	
	Environment	Single-use plastic (SUP) used by staff for daily lunch	Number	Estimation based on survey
		Paper: annual volume purchased	t	Consumed paper boxes
		Paper: share of recycled paper used in the office	%	
		Coffee: Number of coffee capsules purchased	Number	Purchased capsules
		Coffee: Capsule recycling rate	%	
		Share of household products with ecological certification	%	Calculation
		Waste: volume of waste	m³	Weekly estimation
		Waste: Waste recycling rate	%	% yellow bags / total
		Amount of fines paid for non-respect of environmental laws	€	Administrative data
Objective 5: Making LGI a great place to work	Staff satisfaction	Total staff	Number	Administrative data
		Employee turnover rate	%	Administrative data
		Proportion of women	% of headcount	Administrative data
		Proportion of women with management positions	%	Administrative data
		Share of disabled employees	%	Administrative data
		Number of interns and apprentices	Number	Administrative data
		Conversion rate of interns & apprentices into work contracts	%	Administrative data
		Absenteeism rate	% of days	Administrative data
		Social dialogue: number of topics opened with employee representative committee	Number	Administrative data
		Frequency of occupational accidents	% of days	Administrative data
		Number of hours of staff training	Number	Administrative data
		Share of employees having followed at least one training in the year	%	Administrative data
		Total training expenses	€	Administrative data
		Share of employees having had a management feedback interview	%	
		Total wages, social charges and employee benefits	€	Administrative data
		Total non-salary advantages	€	

		'Profit-sharing scheme: amount redistributed to employees	€	Administrative data
		Number of days of teleworking Teleworking rate	Number %	Reporting
		Amount of fines paid for non-respect of labour laws	€	Administrative data
		Total number of reported discrimination incidents	Number	Employee representation committee
		Staff satisfaction regarding space and work conditions	%	Lucca barometer
		Staff satisfaction regarding general atmosphere	%	Lucca barometer
		Staff satisfaction regarding team spirit	%	Lucca barometer
		Staff satisfaction regarding relationship with manager	%	Lucca barometer
		Staff satisfaction regarding feedback	%	Lucca barometer
		Staff satisfaction regarding recognition and appreciation	%	Lucca barometer
		Staff satisfaction regarding training and development	%	Lucca barometer
		Staff satisfaction regarding meaning creativity and innovation	%	Lucca barometer
		Staff satisfaction regarding pride of belonging	%	Lucca barometer

Key	*Covered by this impact assessment (2016-2022)*	*For future evaluation*