

5.7.6 Thales's commitments to civil society

In December 2019, Thales announced the launch of its Thales Solidarity programme and a new special endowment fund whose first projects began in 2020.

5.7.6.1 Roll-out of the Thales Solidarity programme

Thales's social commitment aims at coordinating the Group's outreach initiatives around shared priorities and criteria and to increase their impact by mobilising its resources and internal networks to achieve common goals. This development is the logical continuation of the efforts of the Thales Foundation after five years of significant achievements.

The strategy is organised under the Thales Solidarity programme and supports a societal mission aligned on the Group's *raison d'être*. Because trust is an essential ingredient for any company to thrive, innovation must be accessible to the largest number of people. Thales is committed to putting its expertise and talents at the service of civil society to allow everyone to actively participate today in the decisive transformations of tomorrow.

Therefore, the outreach initiatives supported throughout the Group are in line with three commitment priorities that put technology and innovation at the service of education and professional integration, digital citizenship, and environmental protection.

These themes are aligned with the Thales culture of a company of research scientists, engineers, technicians and technology enthusiasts for whom education and collective intelligence are essential drivers for improving the world around us. It is by sharing its expertise and its ability to understand the technological and digital world that Thales can make significant contributions in these areas.

Commitment at every level of the Group

The Thales Solidarity Endowment Fund is one of the pillars of the programme and a tool to fund and support projects and outreach initiatives. It ensures that projects are feasible and that funds are used properly.

The Thales entities – sites, countries, and business units – support and take community action locally or in their fields to strengthen the Group's impact in the communities where it operates. These actions must gradually be aligned with the three shared commitment priorities and criteria of the programme and are approved in accordance with the Group's Patronage and Sponsoring policy.

A network of 17 Thales Solidarity delegates is in charge of launching and promoting the programme in countries and Global Business Units, with the support of local ambassadors at Group sites who act as special contacts for employees and local charities.

A volunteer commitment platform, implemented with the social outreach company MicroDON, aims at facilitating employee outreach initiatives throughout the year. On this website, employees can propose projects, sign up for volunteer missions that are regularly published on the site, or join the "Round off your pay" campaign in France.

5.7.6.2 Projects supported by the Thales Solidarity Endowment Fund

The mission of the Thales Solidarity Endowment Fund is to work with those who are preparing the critical societal transformations of the future to help develop innovations that are responsible, accessible and useful to all. To this end, the Fund intends to open up and share the Group's ability to innovate as well as its skills and talent to take action on the three

public-interest issues defined in the Group programme: education and professional integration, digital citizenship and environmental protection.

In 2020, the Endowment Fund selected and funded a total of 15 projects in eight countries which are targeting more than 7,000 student and adult beneficiaries over the 2020/2021 period.

5.7.6.2.1 Eleven projects sponsored by employees

The annual call for projects launched by the Thales Solidarity Fund aims at supporting and promoting the commitment of employees by financially supporting the public-interest initiatives in which they are involved and which fall within one of the Fund's focus areas.

In July 2020, 11 winning projects were selected in eight countries. These received funding in the autumn to launch their first actions, often remotely. Sponsored by employees based in Spain, the United States, France and Italy, these projects will provide support to more than 2,600 children and adults in Asia, Africa, Central America and Europe in the 2020-21 school year:

- four projects for education in technologies and digital resources are designed to encourage learning and scientific curiosity among disadvantaged youth by giving them access to innovative education methods and computer tools in Benin, Cambodia and France. For example, to fight against the digital divide and reduce school dropout levels, the St Pie X des Apprentis d'Auteuil de Domont middle school in Val d'Oise, France, has created a FabLab to provide 115 students and teaching staff with a technology workshop where they can learn about, discuss, and build a variety of technical tools.
- three professional integration projects in Italy and Senegal aim at offering employment opportunities to immigrant women or young people in difficulty. For example, to better prepare young people for job search, the Senegalese association Concept is developing an online platform with seven training modules that will enable 450 unemployed young people to enhance their skills through distance learning.
- digital citizenship is the central theme of two projects in Spain and France designed to make teenagers more aware of the responsible use of digital resources and to sharpen their critical thinking in the face of the proliferation of information. For example, the NGO Cesal in Madrid offers awareness-raising workshops on the best use of technology to foster the development of academic, social and personal skills for some 30 teenagers at risk of exclusion, as well as their families.
- two environmental protection projects aim to guide local populations in the ecological transition in Ecuador and to support the deployment of sustainable low-tech solutions in Haiti. This project, managed by an American NGO, plans to bring a new solar cooker to a community of families in Haiti in order to reduce the impacts of coal use while mitigating the economic impact of its replacement through the establishment of local production.

5.7.6.2.2 A five-year partnership to promote education through research

For the 2019-20 school year, the Fund renewed for its final year the partnership begun in 2015 by the Thales Foundation with the *Savanturiers du Numérique* (scholars of digital technology and technologies) pilot programme, supported by the Centre for Interdisciplinary Research in France. This approach of learning through research, carried out in primary and secondary schools and mentored by engineers, is based on research and ethics methods as a model for collaborative and ambitious learning. In five years, the programme involved 3,970 young people, 183 teachers and 99 volunteer mentors from Thales.

The first educational actions and training courses involved 525 pupils and 32 teachers. With the lockdown and the restrictions applied in France from March to June 2020, in-person classes were cancelled and activities had to be reorganised. The programme was therefore transformed to become a tool in support of educational continuity. Educational content was published through weekly bulletins sent to more than 3,700 people to enable parents and teaching staff to continue their educational activities in an engaging and accessible way and to provide regular science-based updates on Covid-19 for educational purposes.

5.7.6.2.3 Three new social innovation projects in France

Three projects in France, launched in autumn 2020, reflect Thales' commitment to solidarity in the face of the challenges highlighted by the health crisis. These are aimed at enabling young people who have dropped out of school, persons who have fallen out of the job market and people working for the public interest to develop their skills and ability to act.

Support from the Fund is intended to enable trials of these solutions in 2021 with a view to their subsequent deployment in other regions:

- **Défi Insertion:** this project, organised by the charity We Tech Care, aims to open up digital opportunities to employees hired under social insertion programmes to enable them to acquire the minimum digital skills that they need for their social and professional integration. The pilot project is targeting 4,000 people in three trial regions: Occitanie, Hauts de France and Grand-Est.
- **Agir pour la jeunesse:** the partnership with Bordeaux Mécènes Solidaires is testing an educational support programme for young dropouts in the Méridonac region to combat educational inequalities. From September 2020, two social centres were able to resume face-to-face tutoring for 117 pupils in science education and orientation thanks to the involvement of Thales employee volunteers.
- **Tech for Good Enthusiasts:** using a web platform, the charity Latitudes supports charities to overcome their technological challenges by enabling them to interact and work with tech professionals. In 2020, virtual meetings were organised with 103 charities and contributed to reinforcing Latitudes' mission to help public-interest stakeholders to make optimal use of technological innovation.

5.7.6.3 Employee commitment facilitated by a new digital platform

In 2020, Thales Solidarity launched a digital platform aimed at facilitating employees' commitment to solidarity by enabling them to find out about the programme's projects and news and, especially, to discover the various ways to get involved. The platform has been active since January 2020 and has proposed various programmes such as participation in a call for projects, volunteer missions and a salary rounding initiative.

5,587 employees have activated their accounts on this platform and over 10% signed up for the newsletter, the call for projects or missions.

5.7.6.3.1 Volunteer campaigns all year round

In March 2020, Thales Solidarity launched the first volunteer campaign in France on the commitment platform called "Mobilised against Covid", which proposes Ten simple outreach actions to be carried out in strict compliance with lockdown measures, such as helping healthcare workers in their daily tasks, support for vulnerable people, remote tutoring, and helping teachers in their use of digital technology.

From July onwards, Thales Solidarity proposed volunteer missions that could be carried out remotely, in line with the priorities of its programme or in favour of the charities sponsored by the Fund, mainly in the areas of education, integration and inclusion: sponsorship or mentoring of pupils and job seekers from priority neighbourhoods, sharing of skills or technical expertise with charities or their beneficiaries; *ad hoc* coaching activities, participation in selection panels, or the collection of school equipment. Mobilisation campaigns were also launched for the European Sustainable Development Week, with new missions related to the environment, as well as for Giving Tuesday, the international day dedicated to solidarity and commitment. In 2020, more than 85 employees, mainly from France, committed to 18 different missions.

5.7.6.3.2 Calls for applications to become an Ambassador or to submit a project

The Thales Solidarity call for Ambassadors, launched on the platform in the autumn, received 22 applications. All employees could apply for this role which consists in promoting the Fund's programme volunteer commitment opportunities at each Thales site, guiding employees who wish to get involved, and developing a local network of volunteers and partner charities.

Lastly, the platform also enables employees to submit a project for the annual call for projects launched by the Thales Solidarity fund. 58 employees from 16 countries took part in the 2020 edition, which opened in the first quarter.

5.7.6.3.3 Continuous support for charitable organisations thanks to salary rounding

Launched in May 2016, the salary rounding initiative, designed by the social outreach company microDON, allows every Thales employee in France to support a charitable project by donating the cents from their pay every month, with an optional additional donation of up to €10 per month. All employee donations are matched by the Thales Group up to €180,000 and fully paid on to charities.

In 2020, this outreach tool once again mobilised more than 5,000 micro-donors in the Group's companies, who made it possible to allocate €364,729.82 to nine public-interest projects chosen by employees. A total of more than €1,350,000 has been collected over the last five years, with half of this amount coming from the Group's matching contribution.

Two new beneficiary organisations were added to this scheme to replace projects for which collections ended during the year: Secours Populaire and Fondation AP-HP (Assistance Publique – Hôpitaux de Paris) to support actions during the health crisis.

Thanks to these funds, the charities supported were able to adapt their actions to cope with the health crisis, with significant results. They included:

- **Planète Urgence:** 24,507 pupils, 54% of whom were girls, were equipped with school kits in 133 schools in Benin, Cameroon, Togo and Madagascar. The schools also received hygiene kits to improve their health conditions.
- **Pour Un Sourire d'Enfant:** 324 Cambodian secondary and primary school children, 54% of whom were girls, received remedial classes and continued to go to school through remote learning in Phnom Penh for 12 months.
- **Bibliothèques Sans Frontières:** Faced with the schooling emergency, two "Ideas Box" mobile media libraries were deployed during the summer holidays in Marseille and Bordeaux to provide educational and cultural content to 842 children.

- **Le Cartable Fantastique:** 800 teachers and carers in France have been trained in the use of digital tools to promote the inclusion in school of children with DCD (developmental coordination disorder).
- **Télécoms Sans Frontières:** 52,000 vulnerable persons and 30 organisations in seven countries were assisted, thanks to emergency technologies, in dealing with disasters and humanitarian crises, such as in Lebanon or Honduras.
- **Fondation AP-HP:** the Covid emergency fund helped to quickly release additional resources to support hospital staff.
- **Other examples of local engagement initiatives outside France**

Group companies adapted their support to certain local projects and facilitated the volunteer commitment of employees in outreach initiatives. Several initiatives, in particular, are boosting Thales's contribution to education in science, technology, engineering and mathematics (STEM) and professional integration.

In North America, despite the pandemic, Thales maintained its support for the innovative Technovation Challenge programme, an international competition for girls aged between 10 and 18 designed to develop their entrepreneurial skills. 147 employees with a sales or technological background volunteered to become mentors or members of the final selection panels. Because of the obligation to carry out activities virtually, mentors were able to participate remotely in the partnership programme organised with UNESCO's Global Education Coalition for Covid-19 response to support the education of girls, who have been disproportionately affected by the pandemic.

Moreover, on 1 December, over 100 employees from across the North American region gathered together to celebrate virtually 'Giving Tuesday' – an international day dedicated to solidarity and engagement whose purpose is to highlight employee volunteering and encourage others to join in.

To adapt to the health situation in the United Kingdom, Thales UK offered remote support to its partner schools and colleges and was thus able to engage with young people. It successfully reached out to over 1,100 young people, through interviews and pre-recorded videos. It also organised careers events and STEM activities for over 400 students in 12 schools.

As an alternative to the usual and highly sought after on-site visits, three Insight Events were organised over the last quarter: eighty-three students from all over the United Kingdom were able to work remotely with Thales for one day to learn more about STEM careers, take part in live activities and challenges, and receive personalised feedback. These STEM careers events had a great impact on the young people, but they were also beneficial for teachers, career advisors and parents.

Thales UK also worked with the Smallpeice Trust alongside Leonardo, Siemens and GE on the "Engineering at Home" project, which is aimed at increasing the interest of young people in sciences. The videos produced were viewed over 1,000 times in 2020. The "If I were an Engineer" competition was used to relaunch the partnership with Primary Engineers.

In Brazil, the partnership between Thales and Fundação lochpe focused on rolling out "Formare", a professional training programme for young people from disadvantaged backgrounds, based on volunteering. Thus, across Greater São Paulo, 49 employees provided 900 hours of administrative and technical training for 10 young people. In Brazil and in four other Latin American countries, support in the form of donations of funds and equipment and the organisation of collections was also provided to around ten or so associations primarily focused on helping children.

In India, four students were selected in 2020 as part of Shikhar Thales, a scholarship programme designed for Indian students who want to study on a master's programme in France. Most employees also paid a day's salary into the Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund (PM CARES) – a public charitable fund launched by the Indian government as a response to the Covid-19 pandemic. In addition to the PM CARES Fund, employees have also made donations to various not-for-profit organisations including Save The Children, Uber Care, United Sikhs Foundation, Future Point Foundation, Elixir Foundation and Akshaya Patra Foundation, among others.

Collections of funds, materials and food were organised in all countries to support charities working for people adversely affected by the health crisis and local communities.

5.7.6.4 Thales employees and sites mobilised to combat the Covid-19 pandemic

All over the world Thales employees have contributed to the fight against Covid-19 and its effects, both through the Group's efforts and also through individual initiatives.

5.7.6.4.1 Employees' citizens' initiatives

Many employees have used their technical skills by joining local or national citizen initiatives to produce masks and visors for staff. Such initiatives have been launched in Spain and also in France at sites in Toulouse, Bordeaux, Sofia-Antipolis, Aubagne, Thonon, Moirans, Brest and Vélizy. Employees have shared their skills to supply regional hospitals, by helping manufacture the equipment needed, using either their own 3D printers or those of the company. They have also helped coordinate production by volunteers at local FabLabs.

In Singapore, as part of a local initiative, employees volunteered to sew reusable fabric masks, which were handed out to people in need, including children and foreign migrant workers.

In Brazil, to support Antonio Pedro University Hospital, teams at São Bernardo do Campo repaired motors on medical beds and investigated the option of using 3D printers to produce the parts required to repair faulty equipment.

5.7.6.4.2 Technical expertise and protective equipment for medical teams

In France, 20,000 FFP2 masks were donated to hospitals and healthcare staff, in addition to 260,000 masks given to the French government.

Several Thales sites in China, France and the Netherlands came together to collect and distribute disposable protective clothing to local healthcare staff and hospitals, including establishments located in Wuhan as early as January 2020. Unused tablets were also donated to allow patients to keep in touch with their friends and family, as was the case in Huizen, in the Netherlands. In Panama, Thales also donated 10,000 masks to staff who run the metro system.

In the United Kingdom, Thales, in partnership with Airbus and some 20 other companies, manufactured respirators to meet the increasing demand from hospitals, and provided their expertise in training and simulation of complex systems. In Brazil, Thales engineers also worked with local university teams on a project to manufacture ventilators.

5.7.6.4.3 Thales solutions to support operators involved in combating the crisis and keeping essential businesses running

Working alongside hospitals forced to increase their capacity and equipment levels in record time, the Group has supplied radiology sensors to produce high-quality images that are extremely useful for screening patients and monitoring and analysing lesions and damage to their lungs.

As part of the widescale adoption of the working-from-home policy, Thales has provided enhanced IT security solutions free of charge to key workers, to protect data, networks and remote communications, via:

- the installation of a pack allowing the Citadel app to cover an entire organisation;
- access to Cryptobox for 45 days, which is a secure collaborative working solution that can be used to create virtual workspaces to share and store all useful documents;
- provision of a Report on the risks of cyberthreats. More than fifty medical organisations in France then requested to receive regular newsfeeds on the analysis of cyberthreats;
- access to its cyber-threat information centre for hospitals in the national health service (NHS) in Wales, to allow them to understand how and where their systems may be targeted and what can be done to protect them.

To ensure the continuity of civil defence operations in France, at the Châtelleraut site and elsewhere, Thales teams are providing maintenance, spare parts and support services for civil defence helicopters, to ensure they keep flying, which is crucial during the health crisis. In the Netherlands, Thales also helped the Dutch police keep information flowing between the various emergency rooms and crisis centres. Data from across the country is integrated into a secure online system, enabling teams at these crisis centres to have a better view of the overall situation and make the right decisions as quickly as possible.

Thales also provides support to:

- the emergency and fire services, to help them cope with the exponential growth in the number of emergency telephone calls in France;
- telemedicine, in France, to allow doctors to monitor the vital signs of their patients remotely during lockdown, using connectivity modules integrated into smart medical devices and using Thales secure connections;
- telecom operators in Latin America, for the dissemination of public service announcements: Thales mobile marketing solutions are being used to distribute information extensively and in a smart way to ensure a high level of awareness;
- public record offices in the United States, responsible for providing the ID documents required to access key social services. Thales is committed to issuing new documents as soon as possible to citizens whose ID documents have expired during the crisis;
- transport operators, essential to ensure frontline crisis-management staff can get to work, so as to ensure continuity of public transport and emergency maintenance, for example in Cairo, after floods affected the operation of metro lines.

5.7.6.4.4 Proposals and partnerships for innovative solutions

As part of a project tender by the French Ministry of Armed Forces, launched specifically by the Defence Innovation Agency (AID), Thales has submitted around ten technology-driven projects involving innovative solutions that can be implemented rapidly to protect the population, support the treatment of patients, test the population, monitor the development of the disease at an individual level as well as the progression of the pandemic, or help to limit restrictions during the crisis. These projects, which sometimes support innovative SMEs/start-ups or are conducted in collaboration with medical partners, relate to crisis management support tools, medical support solutions for healthcare staff, rapid diagnostic techniques or improving remote working.

Finally, Thales Digital Solutions in Montreal submitted nine projects, developed in partnership and with government funding, to provide innovative solutions to strengthen the capacities of healthcare organisations and support decision-making by the public authorities.

5.7.6.5 Community outreach through teaching and research chairs

• Creation of a Responsible Digital Identity chair

In 2019, Thales teamed up with Télécom ParisTech to create an international research chair on Responsible Digital Identity. Its first research theme will focus on the issues of trust in digital identity. Identity is central to the challenges of the digital world. It is also one of Thales's areas of expertise. By supporting this chair focused on the human and sociological aspects of digital identity, Thales would like to contribute to a holistic and forward-looking discussion beyond purely technological aspects.

• Chair of Major Contemporary Strategic Issues

Developed under the aegis of the Saint Cyr Foundation, in partnership with Paris-Sorbonne University and the Saint-Cyr Military Academy, the primary goal of the Chair of Major Contemporary Strategic Issues (GESCI) is to make the students of these training institutions aware of current and future geopolitical changes, and their consequences on European and French strategic positions. The role of the chair is to make it easier to invite French and international experts by organising conferences and lectures. Since the start of 2021, these lectures can be accessed live or at a later date on social networks, thus reaching a very wide audience.

• Chair of Defence Economics (ECODEF)

Hosted by the IHEDN (Institut des hautes études de défense nationale) endowment fund and headed by a scientific board which includes well-known economists and experts from the French Defence Procurement Agency (DGA) and SGA (French General Secretariat for Administration), the purpose of this chair is to study the economic impact of the defence sector by producing scientific studies and organising lectures on the subject. The chair contributed to the Ministry of Armed Forces (MINARM) discussions on the recovery plan and the Military Programming law following the health crisis.

• Defence and Aerospace Chair

Supported by the Bordeaux University foundation, the Defence and Aerospace chair, involving Sciences Po Bordeaux and Bordeaux University, is responsible for communicating research and training on strategic, operational, economic and industrial issues related to defence and aerospace. It encourages innovation in training (creation of introductory training, continuous professional development and specific courses), research (investigation into conflict between powers, and space defence) and the dissemination of knowledge (publications, conferences, etc.). The scope of the academic chair is global and integrates the study of conflict, security strategies on a national, European and alliance level, operational positions and commitments, disruptive military technologies and the impact on society due to defence.

5.7.6.6 Other Group community initiatives

The Group's strong commitments to community and corporate responsibility resulted in November 2006 in the signing of the "Accord d'Anticipation", which is an agreement to promote professional development through proactive initiatives. The agreement was renewed on 24 April 2019 for six years.

Among its provisions, this agreement defines the Group's **regional** policy, its goals, organisation and implementation.

This policy focuses on three priority areas:

- skills maintenance and development;
- the integration of young people into the workplace, education and training;
- the co-development of the industrial fabric and open innovation.

In France, Thales operates in nine labour pools which represent the locations for implementation of its regional policy.

Its equality-based organisation is underpinned by a national structure – the central territorial committee with local committees in each area. The Group Anticipation representative oversees and coordinates the Thales Regional Initiatives community. Local regional actions are coordinated by a two-person team composed of employees from HR and Operations.

Its implementation is based on in-depth and shared knowledge of the region. The aim is to foster high-quality partnerships with economic and corporate operators, representatives of local institutions and services and their elected representatives.

The "Territorialité – Mode d'Emploi" brochure, published in 2018 for all Thales employees and managers in France, describes clearly and practically the approach and actions adopted.

In France, Thales also makes use of a dedicated local economic development company, G ris Consultants. G ris Consultants, in collaboration with the Anticipation representative, uses its economic, social and institutional expertise to assist with the roll-out of the Group agreement by:

- coordinating the "Engineers for Schools" network alongside the General Representative of the national association, seconded by Thales in 2020, and by participating in the recruitment or replacement of employees made available by the Group to local

education authorities (10 Thales Engineers for Schools seconded in 2020);

- assisting Group employees in takeover or business start-up projects (54 new projects in 2020);
- developing the skills and performance of small- and medium-sized enterprises in the labour pools, primarily via the Pass'Comp tences scheme:
 - the inter-company Pass'Comp tences outreach initiative is designed to stimulate SME development by assigning them expert employee volunteers from large companies for pivotal assignments lasting between 12 to 18 months. Forty-five employees have been made available for this initiative since 2012,
 - in 2020, four Pass'Comp tences initiatives were rolled out in Ile de France, Nouvelle Aquitaine and PACA (Provence, Alpes, C te d'Azur);
- in April 2020, defining an innovative inter-company initiative to respond in a highly agile manner to the problems facing SMEs affected by the health crisis. The aim of this initiative is to bring in the skills of SMEs within participating larger companies for assignments lasting 6 to 12 months;
- facilitating the professional integration of young people through activities within the FIPA foundation (French innovations for learning foundation, FIPA) of which Thales is a member, or internally:
 - promotion of the "Shared Learning Path" initiative with the large group members of FIPA;
- organisation of the participation by Thales work-study trainees in the annual Altern'Up competition;
- participation of SMEs at the annual Talent Day forum organised by Thales.

G ris Consultants also shares its expertise with large companies and local authorities in order to provide assistance, in the form of advice and innovative financial engineering, to SMEs and SMIs that create long-term employment in regions impacted by the loss of industrial jobs. The revitalisation projects led by G ris Consultants since 2009 have resulted in the creation of more than 5,900 jobs in France (**including more than 515 in 2020**), in around 1,000 small- and medium-sized enterprises.