

In Focus: Occupational Health & Safety

Thales' approach to Occupational Health & Safety management is detailed in its latest [CSR Integrated Report](#). This fact sheet provides supplemental information on key aspects of this approach.

Prioritization, Action plans and Targets

Since 2019, Thales developed a multi-year "Culture of Safety" roadmap aimed at enhancing the Group's Occupational Health and Safety (OHS) performance. The implementation of this initiative has led to significant improvements across the Group, notably by strengthening leadership commitment, promoting a shared understanding among all employees regarding the importance of Health, Safety and Environment (HSE) issues, and empowering teams to execute action plans and exchange best practices within the OHS framework.

Each year, Thales establishes Group-wide objectives to drive continuous improvement in OHS performance. These objectives, set according to identified priorities, are designed to achieve the intended outcomes of the OHS management system and are translated into actionable plans throughout all Thales entities via the OHS network.

As part of the annual Yearly Attestation Letters questionnaire process, overseen by the Audit, Risks and Internal Control Department, HSE managers are tasked with monitoring HSE risks through a review of the HSE Performance dashboard and benchmarking it against Group-level KPIs. They are also responsible for defining, implementing, and tracking local action plans with measurable targets to address specific health and safety risks.

A practical example of this approach is the Group's use of the "number of safety visits to production sites" as a key indicator. Thales sets an annual Group-wide target for this metric, with progress monitored locally at each site. Another example is the Group's Lost Time Injury Frequency Rate (LTI FR) objective, with a target of 1 by 2030, one of its flagship objective of the Group's PROTECT CSR programme.

Work-Related Injuries, Ill Health, Diseases, and Incident Investigation Process

A new procedure for investigating work-related injuries, ill health, occupational diseases, and incidents is being implemented in 2025 and fully integrated into the Group's management framework, Chorus.

This procedure aims to ensure a systematic and consistent approach to incident analysis across all entities, supporting continuous improvement in health and safety performance by enabling thorough root cause identification, corrective action planning, and the sharing of lessons learned throughout the organization.

