



Thales in the UK

# Driving Social and Economic Impact

**THALES**  
Building a future we can all trust

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# Innovating for a more prosperous UK

At Thales, we believe technology has the power to drive national prosperity, security, and resilience. Every day, our people, our innovations and our partnerships contribute to a safer and more prosperous UK – whether that's through pioneering research in AI and quantum, strengthening our supply chain, or equipping the next generation with skills for the future.

## “We are an advanced technology leader”

Since I joined Thales in late 2024, it has been immediately clear to me that we are more than just a defence and security company. We are an advanced technology leader with an expanding footprint across the UK. Our commitment to innovation and investment supports not only the UK's strategic priorities but also thousands of businesses, suppliers, and individuals across all four nations.

This report sets out the growing economic and social impact of Thales in the UK – from our increased GDP contribution to the thousands of jobs we sustain across multiple industries. It also highlights how we put social value into action through STEM education, community volunteering and support to the Armed Forces as well as our commitment to sustainability, including becoming one of the inaugural signatories to the ADS defence ESG Charter, and ethics, as exemplified by our approach to trustworthy AI.

This is a statement of ambition. We are scaling our investments, strengthening our partnerships, and accelerating our impact. As the UK faces an era of rapid technological change, a constantly evolving threat situation, and shifting priorities for society, Thales will continue to shape the future – leading in AI, cyber, autonomy, digital transformation and sustainability.

The numbers in this report matter, but what matters even more is the story they tell: Thales is an essential part of the UK's economy, technology landscape, and future. I am proud to share this with you and to reaffirm our commitment to helping the UK thrive.



*Phil Siveter*

**Phil Siveter, UK CEO**





# Sustainable development at Thales in the UK

We're on a mission to lead in sustainable development. From 2017 to 2024, we hit every Thales Group global CSR target; in the UK, we not only met but often exceeded the social value commitments set out in our 2022 report.

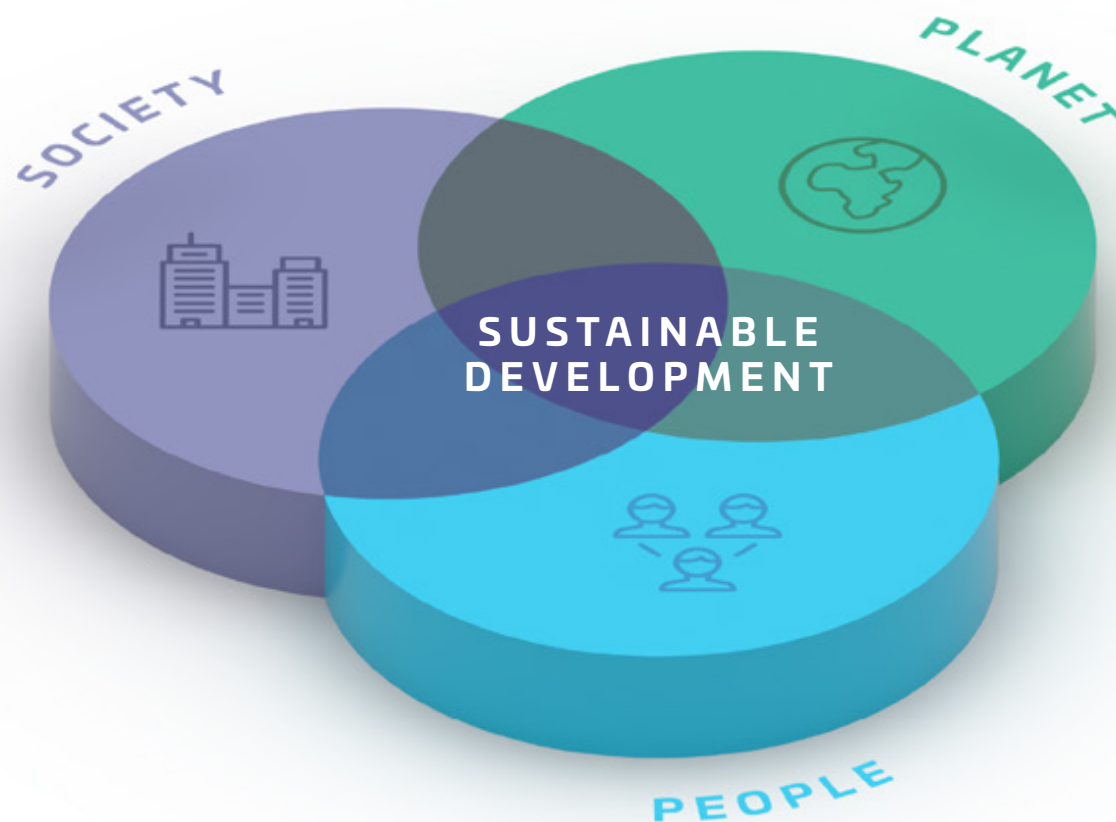
Now, at a critical moment - when public investment in defence and national security is rising - how we spend that money and deliver real, layered value to **society**, **planet**, and **people** has never mattered more.

So we're stepping up with fresh ambition, embedding sustainable development at the heart of everything we do, across all four nations.

This means responsible growth, creating opportunities for everyone, everywhere. Supporting those who serve, forging anchor relationships rooted in shared values. And collaborating to deepen our understanding of communities, so we can achieve meaningful outcomes.

Our purpose remains unchanged: **building a future we can all trust**. What's new is how we'll demonstrate it. We're combining real stories with real data to show when, where, and how sustainable development is delivered by Thales in the UK, including the contribution from our suppliers.

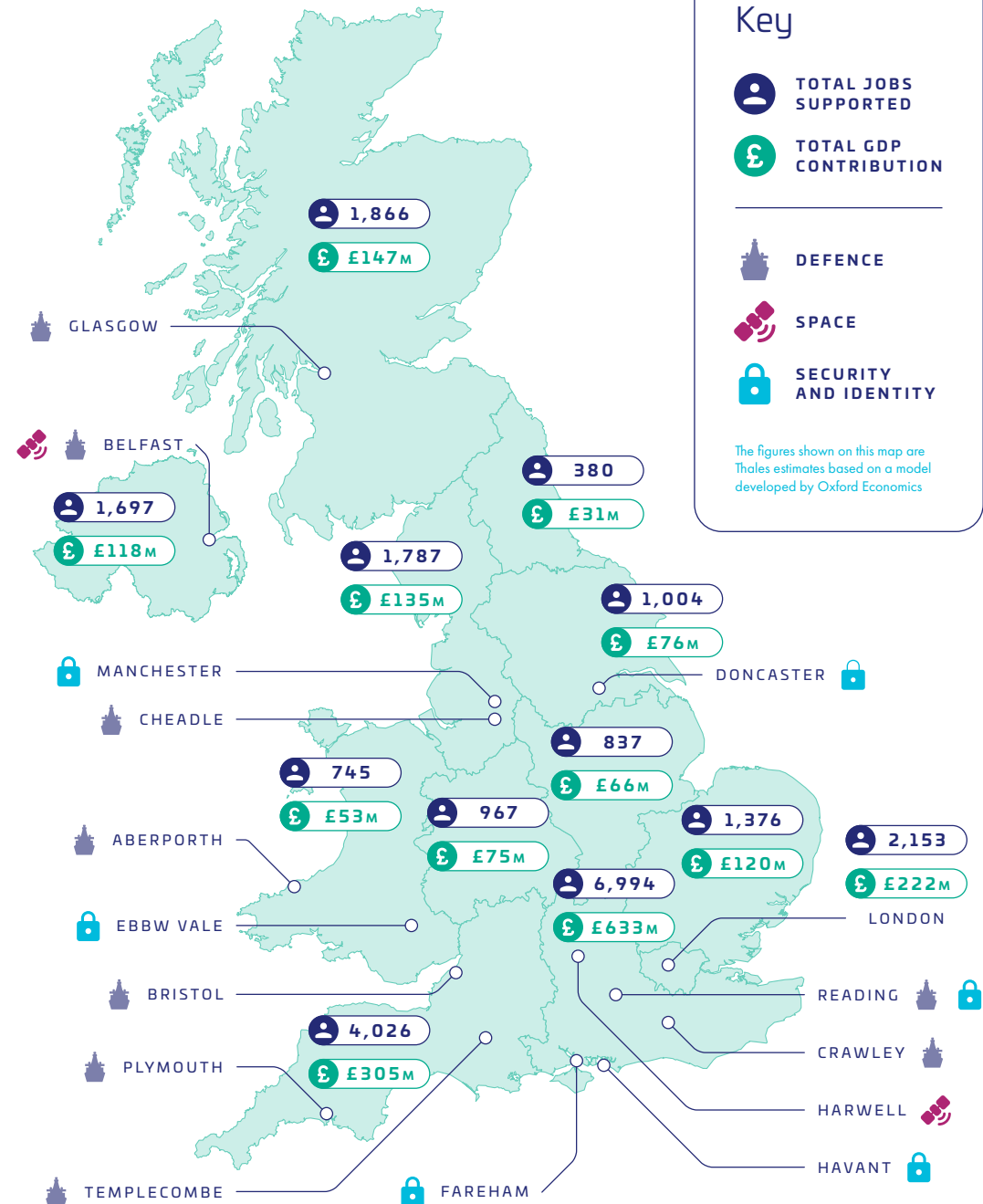
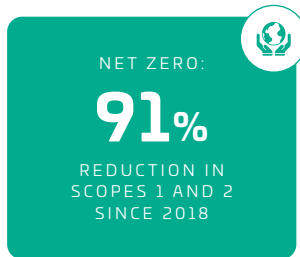
As a global tech and digital innovation leader, we're creating smart, modern solutions to tackle evolving challenges in defence and security – with an unwavering focus on shaping a better tomorrow. Discover the nine flagship objectives for 2030 that are driving our ambition on page 39.







# Committed to positive change





# Society, Planet and People

Authentic sustainable development comes from aligning economic, societal and environmental action. By putting this principle at the heart of what we do, we aim to inspire progress, raise expectations, and help build a safer, greener and more inclusive world.





# Society

Fostering a more responsible and sustainable society through technology.



Our people contribute over 32,000 volunteering hours each year – everyone gets at least 24 hours annually

## FREEDOM IS FRAGILE AND NEEDS PROTECTING

In today's fast-moving world, threats blur the lines between physical and digital, often targeting basic human rights and resources. That's why our cutting-edge technologies do more than defend our Armed Forces and protect borders. They help secure everyday life, strengthen national resilience, and safeguard the public services and infrastructure we all rely on.

To succeed, these technologies require trust at their very heart – which is why we're driving the deployment of an ethical AI framework as part of our cortAlx global AI accelerator. Read more about how we're **harnessing technology for the nation's benefit** on pages 14-17.

Thales has a strong culture of 'service', and we're proud to **support those who serve** – whether in the Armed Forces, emergency services or education. We build anchor relationships with VCSEs like the Royal British Legion Industries (RBLI), fundraising over £17,000 for The Great Tommy Sleep Out and volunteering at Lifeworks employment workshops.

Every year, we actively recruit at least 100 veterans, who bring unique experience, leadership and skills. Around 10% of our workforce are veterans or reservists, who receive two weeks' extra paid leave to continue serving. Our support extends to their families too, with flexible leave during deployments and enhanced volunteering allowances.

## DRIVING SOCIAL IMPACT, NATIONWIDE

With over 15 sites and 7,800+ colleagues, our **impact is spread across all four nations**; we're rooted in communities and committed to giving back. Our people contribute over 32,000 volunteering hours each year – everyone gets at least 24 hours annually, and many use their time for education outreach at our Thales Partner Schools or to offer professional expertise in areas like cyber, data and

sustainability to help local SMEs and VCSEs. Read more about how we're supporting **SMEs and VCSEs** through enhancing our supply chain duty of care on pages 18-21.

We use Thrive\* to **identify local needs** and challenges across housing, health, education, green spaces, employment and more. This insight guides our approach to partnerships, jobs, skills and volunteering, helping us deliver real benefits.

Through our Thales Community Investment Fund (TCIF), our colleagues nominate charities for funding of up to £4,000. Since 2024, we've helped 21 local VCSEs. By collaborating with the 17,000+ people we indirectly support in our supply chain, we deepen our understanding of community needs and further extend our reach.

## INSPIRING THE NEXT GENERATION

Our collective success depends on inspiring future generations to choose a career in defence and STEM (Science, Technology, Engineering & Mathematics). STEM skills shortages are costing the UK an estimated £1.5 billion per year, and a lack of specialist teachers is deepening the gap. We're stepping up to support learners and educators alike.

In Glasgow, our Empowering Educators Programme – in partnership with My Science Club and STEM Learning – helps primary school teachers deliver engaging, hands-on STEM lessons with confidence. We hosted our first Air Cadet National Camp in Crawley for 120 cadets in 2025, co-developing the curriculum and materials.

We reach over 75,000 young people nationwide every year through our partnership with Primary Engineer, including 23,000 who we helped by removing participation barriers. From sketch to prototype, our Early Careers teams bring ideas to life. Read more about our work with **R&D and Academia** on page 32-35.

\*Thrive is an online software platform specifically designed to help organisations identify, track, audit and report on all of their social value and broader ESG activities.





## REAL IMPACT



## Warming the world with a bright idea

Primary Engineer aims to spark young people's interest in engineering careers through hands-on creativity. We've proudly partnered with the organisation for several years, supporting its annual competition that asks pupils: 'If you were an engineer, what would you do?'.

The competition sparks creative, real-world problem solving – and in 2025, we secured funding for a

team of Thales apprentices and graduates to bring five winning designs to life. One standout idea came from 12 year-old Rebecca Young from Kelvinside Academy: a solar-powered blanket to help homeless people stay warm. Her design is now being turned into 150 blankets for six Glasgow homeless charities. The first 35 have already been donated to Homeless Project Scotland, offering warmth and dignity to those in need.

**“To think something I’ve designed could one day help somebody on the streets is amazing.”**

— Rebecca Young, Student at Kelvinside Academy, Glasgow

## REAL IMPACT



## Supporting veterans with the RBLI

We have been working with the Royal British Legion Industries (RBLI) to support homeless veterans and support their transition to civilian life.

In March 2025, we took part in the Great Tommy Sleep Out for the first time. Colleagues from across all four nations spent a night sleeping outdoors, raising awareness and experiencing a small glimpse of the challenges that homeless people face daily. The money raised helps fund housing, rehabilitation and support services that make a real difference, enabling veterans to reintegrate and contribute to society with dignity.

We're also proud to count the RBLI's social enterprises among our trusted suppliers. Read all about them on page 21.





REAL IMPACT

## Nurturing talent with paid placements

Real-world experience is often the missing link for young people entering the workforce.

To help bridge that gap, we piloted Level 2 and Level 3 TLevels in our Manufacturing and Engineering functions, offering paid summer placements to 24 local students.

They also took part in our apprenticeship assessment days, gaining invaluable feedback on their performance. The result? Five students earned permanent roles starting

September 2025: two in Crawley and three in Templecombe.

Following this success, we're looking to expand into digital TLevels, creating even more pathways into industry.

By partnering with nearby colleges, we're opening doors for students of all backgrounds to gain skills, confidence, and a strong start to their careers.

REAL IMPACT

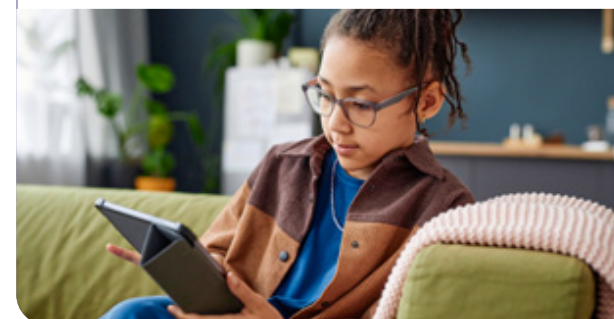
## Making work experience accessible to all

In 2025, we launched a virtual work experience programme with Springpod, designed to give 13-19 year-olds an insight into careers in digital identity, space, cybersecurity and more.

The course includes over seven hours of immersive content, with hands-on activities and interactive quizzes – plus expert advice on applications and mock assessments to prepare for the world of work.

Participants receive a certificate to show they've taken part: a strong reference at job interviews or assessment centres.

Its virtual format removes barriers, making the experience accessible to young people across the UK, regardless of where they live. It's helping to tackle the diversity gap in engineering and technology and laying a solid foundation for future career opportunities.







# Planet

Changing how we operate  
in line with the planet's limits.



For Thales in the UK, sustainable development recognises the **vital connection between environmental health and social wellbeing**. Humans, animals, plants and our natural resources are part of an intricate web, and the links between climate change, social welfare and personal health are becoming clearer.

Globally, our aim remains to reduce the environmental impact and risks of our business operations and products, as evidenced in our latest CSR Integrated Report 2024. The Platinum medal from EcoVadis places Thales among the top 1% of firms in its ranking.

Beyond compliance with regulations, we focus on **five areas to improve**:

1. Preventing negative impacts on society and the environment
2. Reducing our carbon footprint and that of our customers and suppliers
3. Optimising the use of resources through circularity and reduction of waste and water usage
4. Preserving ecosystems to enhance biodiversity
5. Fostering a spirit of innovation by embedding eco-design principles into all products and services

Since 2018, we have reduced our Scope 1 and 2 emissions by 91%; ensured 100% of our electricity comes from renewables; and sustained zero waste to landfill. And we're working towards reducing Scope 3 emissions by 15% by 2030.

Just over 99% of our company vehicles are fully electric or hybrid, and we aim to have fully electric company and fleet cars by 2030. In 2024, we commissioned four ecological and two biodiversity audits to understand and protect the local ecosystems around our UK sites – and plan four more by 2030.

We're also applying Trusted AI principles to all our new developments, helping to preserve resources even as we drive innovation.

## INFLUENCING POSITIVE CHANGE

As a strategic supplier, we recognise our role in **influencing positive change**. We work hard to educate and inspire our colleagues, suppliers, customers and communities. We set annual ESG targets for management, and in-country progress is measured and linked to our variable compensation.

All colleagues complete learning pathways on climate change, and through interactive workshops we raise awareness about climate, biodiversity and natural resources – to inform choices, motivate individual action and hold others to account.

More than ever, **who we choose to do business with matters**. We select companies who share our values and are willing to contribute to our efforts in sustainable development.

ESG now forms at least 15% of our supplier selection criteria, environment clauses are included as standard, and our most emissive UK suppliers have been integrated into our global Low Carbon Programme (LCP).





“Thales is a key player in the field of trusted AI: our experts have developed hybrid AI, which offers transparency, cybersecurity, energy efficiency and an ethical approach — unlike many AI systems that rely exclusively on large amounts of data and are particularly energy-intensive. Thales offers augmented intelligence which is capable of changing society.”

— Patrice Caine, Group Chairman and CEO



## Boosting biodiversity across UK sites and beyond

We’re boosting biodiversity across our sites — supporting fragile ecosystems and creating richer environments for people and wildlife.

From mapping habitats like woodland, grassland and ponds to installing bird boxes, bat boxes, bug hotels and bee hives (including a rescue swarm), we’re helping nature thrive. We’ve carried out biodiversity audits at our Underwood, Waterlip and Cheadle sites, with four more planned by 2030.

Beyond our sites, we’re also backing three projects that reflect our defence sector customers.

So far, we’ve planted 1,376 trees in Northumberland (air and space); we’re helping to restore seagrass meadows across the South West (maritime) and support peatland restoration at Gameshope Loch and Duich Moss in Scotland (land).



# People

Working together to build an inclusive and attractive workplace where everyone can develop into their best selves.



**Opening doors to opportunity** underpins our social mobility mission; to become the most accessible employer who reflects the communities we serve across all four nations. We provide work experience and paid work placements targeted at young or under-represented groups, plus our T-levels and Makers schemes are providing opportunities in new ways.

Our UK apprenticeships range from Level 2 to Level 7, and by harnessing technology and removing bias, we select diverse Early Careers talent by assessing behaviours, motivations and aptitude. We offer permanent employment to all our apprentices and currently retain 70% post-studies.

As a Learning Company, the sharing of knowledge, skills and behaviours is a strategic priority. We offer tailored learning pathways, and our academies are the cornerstone of our upskilling and reskilling efforts, in critical areas like cyber, sonar and electronic warfare. In addition, we have enabled around 230 existing employees to gain further apprenticeship qualifications.

## AN INCLUSIVE, SAFE CULTURE

We're creating an inclusive culture where everyone can authentically **Be You, With Us** (BYWU). This brings together our employee networks and guest speakers to collaborate, challenge thinking and take positive action. Inclusive environments attract and retain diverse talent, leading to stronger and more innovative teams. We are proud to be **ranked #44 in Glassdoor's UK Best Places to Work** – the only benchmark driven entirely by employee feedback. Plus 93% of our people recommend Thales as a good place to work.

**BEYOU,  
WITHUS**

We've improved the way we collect personal data, increasing trust, transparency, and adding new options to better reflect the diversity of our people. Without this data, our efforts are based

**Ranked #44 in Glassdoor's  
UK Best Places to Work**



on assumptions rather than facts, treating symptoms rather than causes.

Health and safety is not just a priority, it's a core part of how we operate. As part of our commitment to keeping our people safe we have in place a comprehensive programme of accident reduction, root cause analysis and early signal detection. In 2025 we received the RoSPA President's Award – recognition of 11 consecutive Gold occupational health and safety wins.

We've been a **Disability Confident Leader** for over three years, and as members of Business Disability Forum (BDF), we're pushing to become a disability-smart company. Looking ahead, we'll conduct a disability pay gap analysis as our data becomes more comprehensive.

We voluntarily report our ethnicity pay gap, which is 4.7% (mean) in 2025 – an improvement from 2024. An impressive 85% of our people have disclosed their ethnicity, showing we're building trust. At 8.4%, our ethnic minority representation compares to 18% across the UK and we remain dedicated to bridging this gap.

We signed the **Race at Work Charter** in 2023 and won two VERCIDA Employer Excellence Awards in 2025 – for Race Equality and Social Media. Earned through the job-seeking public, these prove our commitment to meaningful career opportunities for all and amplifying important voices.

Our **Gender Equality Index** tracks pay and gender-balance progress. Since 2017, our mean UK gender pay gap has dropped from 18.1% to 9.1%, and our gender-balance in 2025 is 23% women. As a signatory to the UK Women in Defence Charter, we're committed to improving this and are now tracking the balance of women when hiring and in senior management roles.





“Ex-forces are trained and skilled to the highest level, and companies like Thales are lucky enough to benefit from this huge pool of talent. It makes good business sense to build comprehensive and effective wellbeing programmes to support and retain this group of outstanding professionals.”

— Mike Seabrook, UK Company Secretary



#### REAL IMPACT

### Our Gold Standard commitment to ex-military

Thales in the UK was one of the first signatories to the Armed Forces Covenant in 2014. In 2019, we were recognised for our exemplary performance with a Gold Award in the Defence Employer Recognition Scheme, and in 2024 we re-signed the Covenant with fresh commitments.

As the main sponsor for the Veterans Awards 2025, we celebrate the achievements of veterans in business, sport and the wider Armed Forces community. Our Military Insight Events offer career advice and information about Thales vacancies. To further support transition and development, we've launched Connectr, a dedicated platform offering mentoring, learning resources, wellbeing initiatives, and a network of peers and their families.

#### REAL IMPACT



### Opening doors to opportunities

Apprenticeships change lives. They unlock opportunities beyond higher education pathways – offering hands-on experience, practical skills, and industry-recognised qualifications, all while earning a salary. And there's no upper age limit, making them just as powerful for those switching careers.

That's why we've teamed up with Makers, a leading force in tech apprenticeships, to launch new digital pathways in DevOps, Software, and Data Engineering.

In September 2025, 18 talented apprentices kick-started their second-career journey with us, taking bold first steps into the tech world. It's a fresh approach to recruitment that helps us reach diverse talent across the UK and build a stronger, more inclusive digital future.







# Harnessing technology for the nation's benefit

In a rapidly changing world, technology is central to securing our society, economy, and national interests.

Across all four nations, we're applying cutting-edge innovation, strategic partnerships, and a future-focused mindset to protect and enhance the UK's most critical systems and infrastructure.

Supporting national priorities – military and civil – starts with understanding the evolving landscape and the needs of our customers. With deep expertise in defence, aerospace, cyber, AI and space, we're always exploring new ways to deliver tailored technologies and agile solutions that help our customers stay ahead.



## TACKLING REAL-WORLD CHALLENGES, ANYWHERE

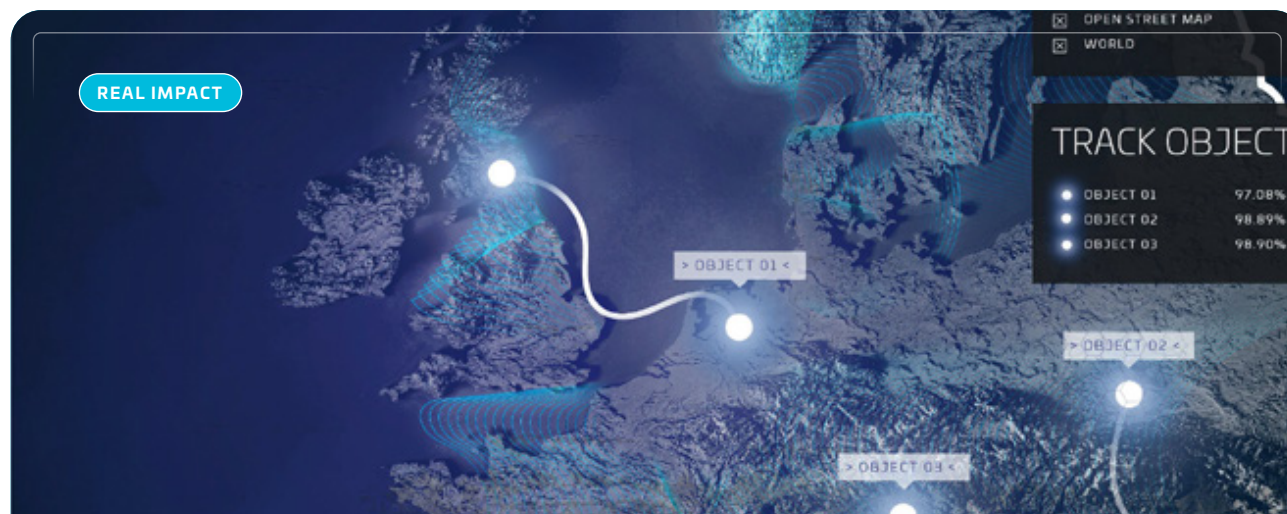
Our customers operate everywhere – under the sea, in orbit, on the UK high street, and in the most remote corners of the world. They rely on us for technology that works first time, every time – and keeps data secure wherever it's used.

That means designing systems that perform even in low-connectivity environments, stay updated without the latest hardware, and solve problems using incomplete or unstructured data. Meeting these demands takes smart thinking, close collaboration, and constant innovation.

## RAPID INNOVATION, RAPID IMPACT

We don't wait for problems to land. We work with customers from the outset, co-developing solutions that evolve with their needs. By combining technical possibility with business viability and operational insight, we deliver capability where and when it's needed most.

Across our UK sites, our teams push the boundaries in AI, autonomy, quantum, data science, cybersecurity and secure connectivity – supported by hands-on experimentation in battlelabs, white papers, and architecting methods. This collaborative, iterative approach helps us stay ahead of emerging threats, long before formal requirements are set.



## cortAlx: Delivering mission-critical AI from sense to effect

Artificial Intelligence (AI) is reshaping our world with powerful new capabilities – but it also carries risks around misuse, bias and trust. Our mission is to advance the ethical, secure and effective use of AI, deploying it as a force for good.

That's the mission behind cortAlx, our global AI accelerator. cortAlx is designed to develop trusted AI systems that:

- maximise existing systems and overcome platform constraints
- leverage SME innovations, delivering best-in-class AI-powered capability to stay ahead of emerging threats
- uncover hidden insights to enhance readiness and mission success
- use resources responsibly, efficiently, and effectively

In 2025, we invested £40 million in a new UK cortAlx division, to drive innovation and support the Government's vision for AI-driven growth and productivity. This new hub is sustaining 200 highly-skilled AI and data specialist roles.

Built on decades of defence expertise, our AI solutions are tailored to the UK's specific operational needs – from the core to the edge. This new division is focussed on identifying breakthrough AI-based technologies, training future talent, and expanding partnerships across academia and industry.

The result: a secure and future-ready AI capability that keeps the UK one step ahead.

# cortAlx







#### REAL IMPACT

## MDMSS: Near real-time situational awareness

In partnership with the UK MoD, we have co-developed the Multi-Domain Mission Support System (MDMSS). It's an advanced platform that provides near real-time situational awareness for operators, to plan and execute missions through a single, intuitive interface.

Designed to support mission planning and execution across domains, MDMSS is unique in its ability to integrate diverse data feeds both from UK and allied sources.

Its latest evolution brings AI and data analytics into the fold, unlocking even greater insight and operational value. It helps operators spot the signal in the noise, react quickly, and make confident decisions in complex high-stakes environments.

And that means faster, more accurate outcomes and a higher chance of mission success.

Key features include:

- Pattern of life analysis to visualise movement and behaviour over time
- Behavioural analytics to find, filter and alert operators to activities of interest
- Frugal learning using minimal examples to train models that spot anomalies in features and behaviours
- Decision aids, powered by Computer Generated Forces to simulate outcomes and suggest optimal courses of action

## FROM CONCEPT TO CAPABILITY

Across the nation, we're investing in the future across both civil and defence sectors. Some of the emerging technologies we're developing include:

- **Resilient navigation systems**  
Helping customers navigate without the need for satellite positioning information
- **Next-gen communication systems**  
Robust, secure, multi-link communications systems, protected by Hardware Security Modules (HSMs)
- **Human-Machine teaming**  
Merging data from diverse sensors to optimise decision making at speed, even in high pressure environments
- **Quantum technologies application**  
Using quantum effects to drive predictive models and new approaches to systems engineering

## BRIDGING CIVIL AND DEFENCE INNOVATION

Dual-use thinking is at the heart of our approach. We're connecting capabilities across domains — land, sea, air, space, and cyberspace — using modular technology that delivers aligned, cost-effective solutions at speed.

For example, our autonomy building blocks can be rapidly deployed in multiple environments, delivering advanced insights across vast datasets and accelerating real-time decision making.

We're also blending the best of civil and defence tech. By adapting commercial cloud technology to military use — including secure handling of high-volume data and low energy demands — we're bringing the agility of the civil world to the toughest operational environments.





## PARTNERSHIPS

Innovation doesn't happen in isolation. We work shoulder-to-shoulder with **SMEs and VCSEs** (see pages 18-21), **academia** (see page 32-35), and end users to develop fast, effective solutions. Our partnerships are about collaboration, not duplication — building on what exists to deliver more, better, and faster.

And we're building future talent, too. Our graduate and intern programmes give early-career engineers a broad technical foundation and fresh perspective — bringing new energy and diversity of thought to our teams as we co-create tomorrow's solutions.



### REAL IMPACT



## Cyber security in the supply chain

Innovation thrives on collaboration — and so do we. That's why we partner with SMEs, VCSEs, and academic institutions to tackle today's toughest challenges and anticipate tomorrow's needs.

In 2024 alone, we spent £553 million in the UK, including £161 million with UK-based SMEs — a clear commitment to local supply chains, skilled jobs and national growth.

But supply chain resilience is under pressure. The risks are twofold: the supplier's own cyber posture, and the security of the products or software that they deliver across the full system lifecycle.

Our cyber security solutions and consultancy services help protect our supply chain — and that of our customers — from design to delivery. Aligned with the government-backed Cyber Essentials scheme, we're one of the few organisations accredited by the National Cyber Security Centre to provide multiple Certified Cyber Security Consultancy services.

We see our supply chain as part of our defence perimeter. That means shared responsibility, constant vigilance, and a deep understanding of risk. So we work hand-in-hand with our partners to embed resilience, tighten defences and build systems that can stand the test of time.





# SMEs and VCSEs

## Growth through collaboration

Our success depends on developing the right solutions for our customers, while working with responsible innovative suppliers. That's why we work with a vibrant ecosystem of small and medium enterprises (SMEs) and voluntary, community and social enterprises (VCSEs). Both play a vital role in strengthening the UK's security and defence sectors.





## SMEs

SMEs bring fresh perspectives, endless creativity, and a level of agility that larger organisations often struggle to match.

By collaborating with them, we can build a resilient, responsive supply chain that has the ability to adapt fast to a rapidly evolving market and challenges.

## VCSEs

VCSEs are purpose-led organisations, which tackle social or environmental issues through practical services and inclusive employment, often in partnership with health and social care providers (see page 21 for how the RBLI provides life-changing support). Their insight and impact create real value – locally and nationally.

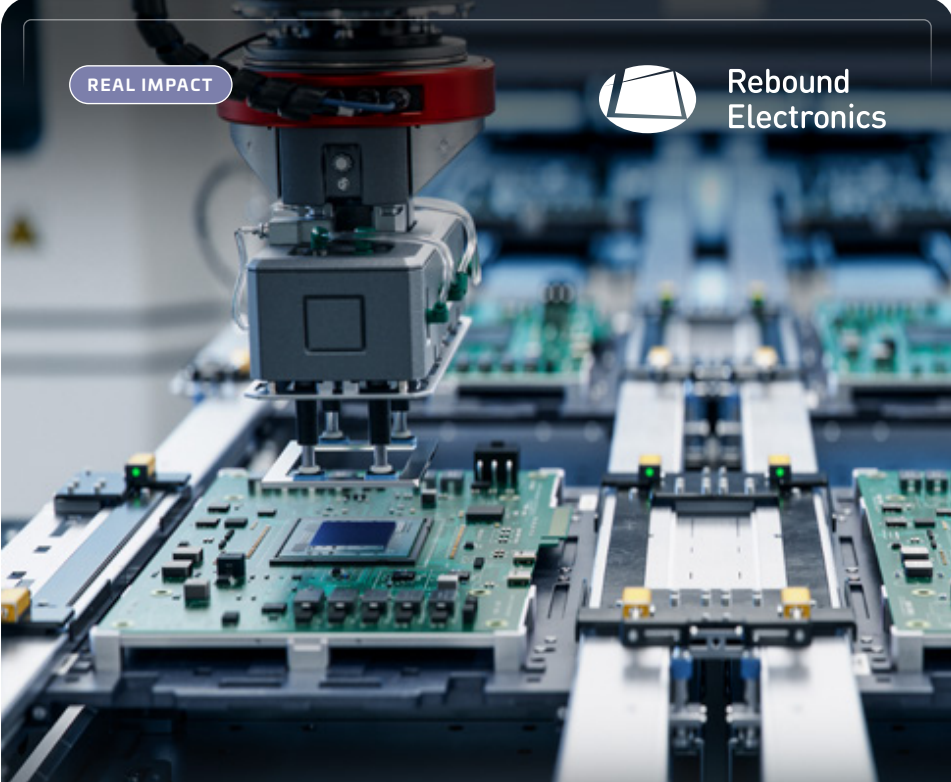
**We can step in, offering mentoring, procurement opportunities, and guidance on funding**

## OVERCOMING BARRIERS TO GROWTH


Despite their strengths, SMEs and VCSEs face significant challenges: economic uncertainty, rising costs, skills shortages and complex procurement processes.

SMEs often struggle to access funding, as investors perceive them as high-risk. For VCSEs, long-term funding options remain limited.

Too often, promising ideas are held back — not due to a lack of potential, but a lack of support. That's where we can step in, offering mentoring, procurement opportunities, and guidance on funding.



**REAL IMPACT**

 **Rebound Electronics**

### Turning waste into value with Rebound Electronics

When projects end or designs are superseded, we can be left with excess or obsolete electronic components – which have historically been scrapped.

Now, thanks to our partnership with Rebound Electronics, we're turning waste into value.

Rebound collects components from contract electronic manufacturers

(CEMs), tests and stores them, then consolidates everything into one inventory – at no charge. Then it markets these components, both within Thales UK and externally.

So far, hundreds of thousands of pounds have been saved, avoiding warehousing and disposal costs with similar sums also generated through the resale of components.







## SCALING SME IMPACT

SMEs already account for over 25% of our external spend across more than 1,300 projects in the UK. We're focused on expanding our partnerships in high-priority areas such as autonomy, AI, quantum technologies, secure connectivity, and human-machine teaming – all critical to the UK's future resilience and freedom of action.

**SMEs already account for over 25% of our external spend across more than 1,300 projects in the UK**

Our footprint across all four UK nations means we can help drive regional growth. And as part of a global organisation, we open doors to international supply chains, helping SMEs scale beyond the UK.

To build on this, we're launching a Strategic SME Partnering Programme with tailored support, including:

- Co-innovation opportunities
- Training and development, including professional volunteering
- Digital transformation services
- Networking and community building
- ESG assessments and readiness
- Support with funding and investment

We also play a leading role in the ADS SC21 (Supply Chain 21) programme, which drives performance across the defence and aerospace supply base.

Plus at DPRTE 2025, the UK's leading defence supply chain event, we led conversations on supply chain sustainability and cybersecurity for SMEs.



## WORKING RESPONSIBLY

Responsible growth is central to our approach. Our modern slavery strategy ensures rigorous standards across our supply chain. In 2022, we partnered with Stronger Together, a UK-based not-for-profit organisation, to review and enhance our governance, assessment and reporting frameworks – fully implemented by 2024.

## CREATING LONG-TERM VALUE

Our goal is to build enduring, mutually beneficial partnerships where expertise, agility, community insight and cutting-edge technology come together to deliver real impact.

These relationships help SMEs bring bold innovations to market, while giving us access to world-class capabilities we can integrate into our solutions. For customers, that means systems and services that are not only forward-thinking, but precisely aligned to their operational needs.

Working with VCSEs adds another vital dimension: we gain meaningful insights into social needs, while sharing our own skills, experience and networks. These collaborations strengthen our understanding of the people and places we serve – and create opportunities for local economic growth.

## PROGRESS WITH PURPOSE

Ultimately, supporting SMEs and VCSEs is not just a business decision — it's a national imperative. A diverse supply base reinforces the UK's position as a global technology leader. It builds resilience into supply chains, accelerates innovation, and enables the rapid development of capabilities, to help unlock the full potential of UK talent.



**REAL IMPACT**

SUPPORTING OUR FORCES  
MADE BY  
**BRITAIN'S BRAVEST**  
MANUFACTURING CO.  
SINCE 1919

**RBLI**

### Life-changing support from the RBLI

The Royal British Legion Industries (RBLI) has more than 100 years' experience supporting those who serve.

More than 70% of BBMC employees and 80% of SBMC employees are veterans, people with disabilities, or both. They create a range of high-quality products, from road and rail signs to printed materials – including the physical copies of this report. We're proud to count them among our trusted suppliers.

The teams help veterans with housing at the RBLI Village in Kent; their free Lifeworks employment support programme equips veterans and family members with skills and confidence. And two social enterprises – Britain's Bravest Manufacturing Company (BBMC) and Scotland's Bravest

Manufacturing Company (SBMC) – provide meaningful work.







# Thales across the UK

Powering progress.  
Supporting communities.

From Glasgow to Belfast, Ebbw Vale to Crawley, we're delivering value where it matters: across the UK's regions.

Our mission? To harness technology for the nation's benefit – from next-generation defence systems and pioneering digital infrastructure to fast-growing skills academies.

We help keep people safe. Enable secure, seamless travel. Strengthen digital defences. And build sovereign capability for the UK and its allies.

Because real security drives real progress – for communities, for the Government, and for the country as a whole.



**£2BN**

UK ECONOMY CONTRIBUTION PER ANNUM



**7,800+**

EMPLOYEES ACROSS THE UK



**OVER 15**

LOCATIONS ACROSS THE UK





## Global capability. UK impact.

Our UK operations work across the board – defence, national security, aviation and space – delivering on critical missions, every day.

### Delivering £1 bn+ per annum in complex projects

As a strategic supplier to the UK, we support the Ministry of Defence, the Home Office, and work alongside global partners in critical national infrastructure. From designing the Queen Elizabeth-class aircraft carriers to enabling secure digital identities, our impact is wide-reaching.

### Sustaining 24,000 jobs across the UK supply chain

Since our last report in 2022, we've scaled up, investing across the UK to:

- drive local economic growth
- create and sustain high-quality jobs
- develop future-ready skills pipelines
- deliver critical capabilities where they're needed most

Innovation sits at the heart of it all, helping the UK stay secure, competitive, and ready for what's next.



# Scotland

**Originally Barr & Stroud, Thales has been a key part of Scotland's industrial landscape for over 125 years. Renowned for its world-leading optical systems, our Glasgow site is also a centre of excellence for armoured vehicle technology.**

Our Glasgow site is the oldest part of our UK operations, but it remains at the forefront of military optronics innovation, more than a century on.

It all began with Barr & Stroud, which submitted its first patent for an optical rangefinder in 1888. The business was soon recognised as the UK's leading rangefinder company, and was approached by the Royal Navy to develop a submarine periscope. The subsequent mock-up led to the first official order in 1917 – and we've been the sole supplier of submarine periscopes and optronic masts to the Royal Navy ever since.

Today, our periscopes are cutting-edge, incorporating thermal imaging, laser rangefinding, and advanced digital technologies. In 2023, we were awarded a £169 million contract to supply optronic combat system masts for the Dreadnought-class submarines – securing over 150 highly skilled jobs and reinforcing our role in UK defence.

Our Glasgow site is also a major hub for vehicle integration and electro-optics expertise. In 2021, we were awarded a £180 million contract to supply threat-detection technology for the Army's Boxer vehicles, securing 700 Scottish jobs.

We're proud of our deep supplier network throughout Scotland, supporting around 2,000 jobs across the country. But it's not just about technology – it's about people.

Our degree apprenticeship programme supports 22 young talents, offering them a pathway into high-tech careers. And we sponsor PhD and EngD students at universities including Heriot-Watt, Strathclyde, Glasgow, and the University of the West of Scotland.

We're also ensuring that hard-earned expertise is passed on to the next generation through our Optronics Skills Academy – especially vital as 20% of our engineers approach retirement.

We're building a legacy for Scotland, to take us through the next century and beyond.

**It's not just about technology,  
it's about people**

## REAL IMPACT

### A new lease of life for Jimmy's garden

Community Veterans Support (CVS) is a drop-in centre for Armed Forces veterans, based in Govan, Glasgow.

Thanks to an employee nomination through our Thales Community Investment Fund (TCIF), we funded a special project to restore and maintain the garden of Jimmy Docherty, a 99 year-old World War II Royal Navy veteran.

The garden was completely refurbished, giving Jimmy a peaceful, accessible space to enjoy sunny days outdoors. Though Jimmy has sadly passed away, he was deeply grateful for the care shown by CVS and the Thales team.

This small act of kindness made a big impact – bringing joy, dignity and companionship to a remarkable man in his final months.





## Key insights from Thales in Scotland



**£147M**

CONTRIBUTION TO GDP



**1,866**

TOTAL SUPPORTED JOBS



Glasgow, Scotland

### REAL IMPACT

## Taking optronics to the next level

Over the past 30 years, optical and optronic systems have transformed – from direct-view equipment to advanced masts packed with thermal and infrared imaging.

Modern platforms like the Ajax land vehicle now carry up to 28 cameras: far too much data for one person to process alone. That's where AI comes in.

We're applying computer vision and machine learning to create algorithms that help users detect threats faster and more accurately. Using convolutional neural networks (CNNs), trained using thousands of images, the system learns to recognise people, objects, and anomalies – then feeds that insight

to the operator, supporting rapid, informed decisions.

Next, we're developing AI that can suggest alternative courses of action. But trust in AI takes time, so we're working side-by-side with operators to build tools that are intuitive, reliable and enhance mission success.

With its AI pedigree and talent pipeline, Scotland's central belt is the ideal place for this work. So we're partnering with local government to establish a core AI team in Glasgow, creating high-value roles, apprenticeships, and graduate opportunities, supporting both community growth and future business success.





# Northern Ireland

With a 70-year heritage in Northern Ireland, our Belfast site is a global centre of excellence for air defence, surface attack solutions, and world-leading space propulsion.

Our presence in Northern Ireland is anchored by our Belfast site: a centre of excellence for **advanced lightweight weapons systems**. It's here that we build the STARStreak high velocity missile and the versatile Lightweight Multi-role Missile (LMM), which can be deployed from land, air or sea. These are both vital for modern military operations. In 2024, we ramped up production of LMMs to support Ukraine's defence, creating 135 new jobs and boosting the local supply chain. This was increased in 2025 – see page 27.

We're also pushing boundaries in next-generation defence technology. Our team is developing directed energy systems to neutralise new and emerging threats including drones for a more cost-effective and precise alternative to conventional missiles. Our Next generation Light Anti-tank Weapon (NLAW) has also proven critical on the battlefield – operated by a single soldier, they can defend against a modern battle tank, and have played an important role in Ukraine's defence capabilities.

Beyond defence, Belfast is also a centre for UK space technology. At the **Thales Alenia Space - Propulsion Competence Centre**, we design and build propulsion systems that keep telecommunications satellites in orbit, supporting global connectivity for governments, institutions and commercial users.

In 2025, we completed our first Space INSPIRE (INstant Space In-orbit REconfiguration) propulsion system module, set to launch in 2026.

This digital solution is fully reprogrammable in orbit, so operators can adjust capacity to meet demand anytime, anywhere, across any frequency band. We're also leading in electric space propulsion, developing ways to reduce fuel needed to launch and manoeuvre satellites. This capability is key for the National and Defence Space strategies, enabling inspection and control for in-orbit activity.

It's not just about tech – we're investing in talent too. Launched in 2023, our **Northern Ireland Skills Academy** fosters STEM skills among young people through school outreach, partnerships with STEM organisations, and university collaborations. Our apprenticeships and graduate programmes align with government goals to remove barriers to skilled employment.

And there's more to come. We're planning a further £100 million investment in an additional site in Castlereagh by 2027 – bringing 200 new jobs and further strengthening Northern Ireland's role in global defence and space innovation.

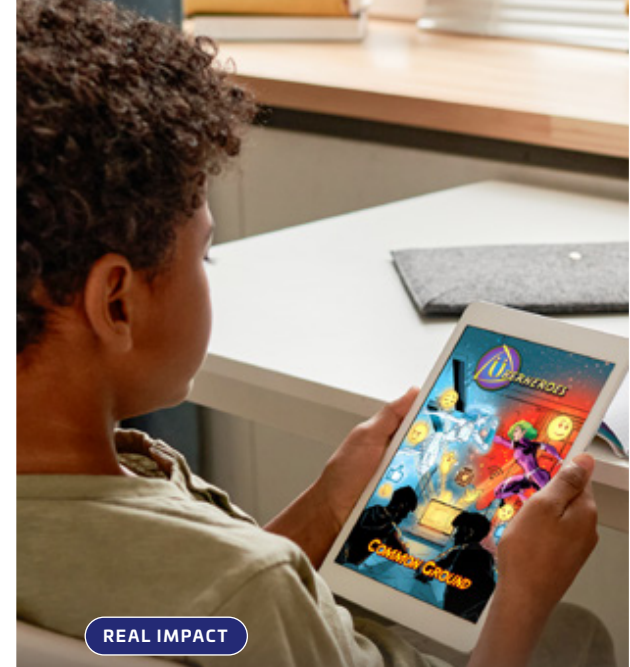
## REAL IMPACT

### Helping the Uberheroes take flight

Hope 4 Life is focused on prevention and early intervention mental health workshops and training programmes. It works across primary and secondary schools in Northern Ireland, addressing issues like grief, grooming, suicide, anxiety, isolation and school transitioning.

Workshops are made to be accessible and age-appropriate, sharing true stories of young people from NI through comic books featuring Uberheroes: heroes (and villains) that represent characteristics that help (or undermine) mental wellbeing.

With the help of a grant from the Thales Community Investment Fund, Hope 4 Life was able to extend early intervention support to 15 primary schools and five secondary schools, reaching around 1,250 young people.



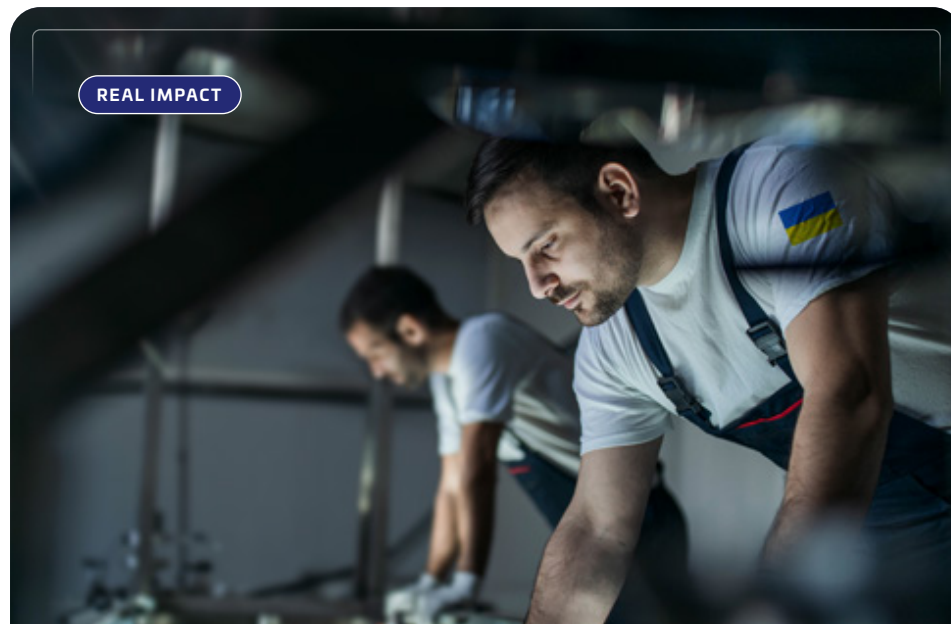
## Key insights from Thales in Northern Ireland

**£118M**  
CONTRIBUTION TO GDP

**1,697**  
TOTAL SUPPORTED JOBS



### REAL IMPACT



## Delivering defence capability for Ukraine

In March 2025, Thales UK was awarded a landmark £1.6 billion contract to deliver more than 5,000 Lightweight Multirole Missiles (LMMs) to Ukraine – the largest single export order in our history.

LMMs are agile, precision-guided missiles capable of countering airborne and surface threats, and they're playing a critical role in protecting Ukraine's people and infrastructure in the face of ongoing threats.

Delivered through the Ministry of Defence's Taskforce HIRST initiative,

the contract reaffirms the UK's enduring commitment to Ukraine's sovereignty and security.

It's also part of a broader UK strategy to strengthen industrial resilience, enhance manufacturing capability, and deepen international collaboration.

The scale of the programme has driven a major expansion of missile production at our advanced facilities in Belfast, creating 200 new high-skilled jobs and sustaining around 700 more across the UK's supply chain.





# Wales

In the heart of the Welsh valleys you will find Thales Ebbw Vale, a trailblazer in cybersecurity. A hub of knowledge, innovation and collaboration, the work done here helps to protect the digital security and resilience of the entire UK.

Our footprint in Wales continues to grow, with a strong focus on digital. Our Ebbw Vale Campus began life with the **National Digital Exploitation Centre (NDEC)**, launched in 2019 in partnership with the Welsh Government and the University of South Wales.

It drives essential research and development, delivers educational outreach, and provides cyber expertise to SMEs across Wales, helping them to build digital trust and resilience.

In 2023, we expanded our cyber offering with the launch of the **Cyber Resilience Lab** – a state-of-the-art facility that supports operators of critical national infrastructure (CNI). Here, teams can simulate real-world cyber attacks on gas and energy systems, stress test their defences, and refine incident response in safe, controlled environments.

**The Campus is helping to transform Ebbw Vale from a steelworking town to a cybersecurity hub, bringing innovation and opportunity.**

This hands-on approach helps to build robust defences against emerging digital threats, strengthening the UK's security posture while embedding advanced training for operators and developing high-value skills in South Wales.

The Campus is helping to transform Ebbw Vale from a steelworking town to a cybersecurity hub, bringing innovation and opportunity.

These projects are not just building regional capability — they're creating globally relevant expertise that aligns with government ambitions to open up opportunity and develop a secure digital future.



Ebbw Vale, South Wales



## Key insights from Thales in Wales



**£53M**

CONTRIBUTION TO GDP



**745**

TOTAL SUPPORTED JOBS



Ebbw Vale Campus, Wales

### REAL IMPACT



Canolfan Ecsbloetio  
Ddigidol Genedlaethol  
National Digital  
Exploitation Centre



## Inspiring the next generation of cyber talent

Education is one of the key pillars of the Ebbw Vale Campus. Working across communities, it helps to raise cyber awareness and fire up interest in STEM subjects — aiming to close critical skills gaps in cybersecurity.

This began with the National Digital Exploitation Centre (NDEC) and over the past six years, our initiatives have reached more than 220 schools and 10,000 learners across South East Wales. From primary pupils solving digital crime mysteries to after-school cyber clubs in secondary schools, we're showing students that computer science is creative, engaging, and fun.

They get hands-on with cryptography, explore the maths and language

behind codebreaking, learn the engineering behind secure systems, and debate the ethics of AI — helping them see the full breadth of opportunity in cyber careers.

We also offer apprenticeships and internships that give young people direct experience in cybersecurity roles, supported by mentorship from our expert teams.

These pathways are helping to build a more diverse, capable workforce, ready to take on the evolving challenges of the digital world. At the Ebbw Vale Campus, we're not just defending systems — we're empowering the next generation to shape the future of cybersecurity.





# England

Thales is deeply embedded in England's defence and technology landscape, with operations that support national security, advance innovation, and drive economic growth through high-value jobs and skills.

Across 12 diverse sites in England, we support more than 7,000 employees, delivering ground-breaking solutions in manufacturing, engineering, cyber security, artificial intelligence (AI), and digital technologies.



## DEFENCE

Many of our English sites lead on world-class technologies for the UK's defence.

- In **Crawley**, we develop our Tacticos combat management system; digital electronic warfare; integrated communications systems; Storm H counter-IED systems; Uncrewed Air Systems (UAS), including Peregrine VTOL for the Royal Navy
- At our **Reading** HQ, we develop battlefield communications systems, our airborne threat warning (ELIX-IR), and defensive aids systems
- **Templecombe** is a centre of excellence in anti-submarine and mine warfare, and where we develop our world-leading systems for the UK's submarine fleet
- In **Bristol**, we helped design the Queen Elizabeth class aircraft carriers as a founding member of the aircraft carrier alliance
- In Turnchapel, **Plymouth**, you'll find our Maritime Autonomy centre of excellence, where we produce Alenabled mine-hunting systems
- **Thorney Island** supports short-range air defence for the British Army and Royal Marines under F-ADAPT (future air defence availability project)
- Our Cheadle site in **Greater Manchester** specialises in advanced naval sonar and communications

You'll find us across customer sites too: from High-G training at RAF Cranwell to air training services at RAF Brize Norton. And our AQUILA joint venture with NATS is transforming military air traffic management at over 100 MoD locations.

## SECURITY AND IDENTITY

We are trusted leaders in cybersecurity and digital identity.

Our **Reading** HQ is home to our Digital Security business, providing cybersecurity consulting, products and managed services.

We provide managed cyber security services from our site in **Doncaster**.

From **Fareham**, **Havant** and **Manchester**, we supply all UK passports and driving licenses – and we supply eco-designed SIM cards, eSIMs and bank cards to millions.

## SPACE

Our Thales Alenia Space facility in **Harwell** is helping to develop the design and engineering of satellite payloads and propulsion.

## RESEARCH AND ACADEMIA

Our UK HQ in **Reading** hosts one of our global research centres, focussed on sensing, data fusion, advanced networking and comms, autonomy and complex systems.

We're also working with institutions across the country, supporting PhDs at universities including Southampton, York, Liverpool, Oxford, Cambridge, Loughborough, Leeds, Birmingham, Exeter and Bath.

Find out more about our work in **R&D and Academia** on pages 32-35.



## Key insights from Thales in England



**£1.7BN**

CONTRIBUTION TO GDP



**20,000+**

TOTAL SUPPORTED JOBS



Plymouth, England

### REAL IMPACT

## COREF: digitally connected, scalable labs

When SMEs and tech providers want to trial and refine new ideas in a low-risk real-world environment, they turn to COREF – our COConnected REconfigurable Factory.

Split across two digitally-linked labs – one in Crawley, one in Belfast – COREF supports the development of complex, low-volume specialist outputs. Crawley focuses on integrating digital tools and data; Belfast tests physical next-gen technologies.

The link between the labs allows for concurrent development of design and manufacture – for more flexible, future-ready industrial approaches. Together, they offer an open, collaborative space for innovation across Thales UK and our supply chain: the only requirement is having an idea to test.

Key capabilities include:

- **Future factories:** Testing connected hardware and smart manufacturing tools, including intelligent asset tracking, machine connectivity and cobotics – robots with extra sensors and safety features designed to work safely alongside humans
- **Digital platform:** Virtual (VR) and augmented reality (AR) tools, plus advanced analytics and machine learning tools, support virtual prototyping and visualisation
- **Data-led decision making:** Real-time data streaming, remote diagnostics and digital twins support accurate simulation, quality monitoring and cost modelling







# R&D and Academia

At Thales in the UK, we're shaping the future by nurturing the brightest minds, equipping them with the tools and resources to explore bold new ideas.

Through our work with SMEs and start-ups, as well as academic and R&D partnerships, we're advancing breakthrough technologies that evolve with the changing needs of our customers, whether in defence or civil infrastructure.



## COLLABORATING ACROSS ACADEMIA

We partner with universities across the UK, sponsoring 50 PhDs per year. This enables students to undertake cutting-edge research across a broad range of topics including Quantum, AI, Autonomy, Sensing, Human Factors, Connectivity and Cyber Security.

We invest around £1.25 million annually, with almost half of our PhD projects based in one of five institutions: University of Southampton, University of York, University of Glasgow, Queen's University Belfast and Cranfield University.

Our funding is often complemented by funding from the Engineering and Physical Sciences Research Council (EPSRC), one of our strategic partners. In fact, we rank in the top 1% of more than 6,000 businesses for participation and contribution to its portfolio of research projects.

But our links with universities go far beyond funding PhDs. Our people deliver guest lectures for undergraduates, we help with industry forums, and sponsor awards and final year projects. We work closely with institutions on graduate apprenticeships – blending academic study with real-world experience – and even sponsor the air traffic control tower at Cranfield. This hands-on involvement helps shape future talent while building lasting research relationships.

## R&D THAT PUSHES BOUNDARIES

We invest more than £70 million every year on research and development in the UK. As part of the global Thales Group, we also benefit from over £1 billion of corporate R&D investment – enabling us to pull through emerging technologies developed across the international business into our UK programmes.

Our R&D activity spans both academia and industry, and increasingly focuses on accelerating technology into practical use. A prime example is our partnership in the new UK Digital Twin Centre in Belfast – a £15 million match-funded Innovate UK initiative. The centre is designed to drive the adoption of digital twin technologies across key UK sectors.



### REAL IMPACT



## Developing cyber resilience of interconnected systems

We're partnering with Swansea University on ENCIRCLE – a £2m research initiative to boost cyber resilience across transport, manufacturing, and energy infrastructure.

Backed by the UKRI's EPSRC Prosperity Partnership, the project will develop practical, scalable solutions that protect interconnected AI-driven systems throughout their lifespan.

With AI and hyper-connectivity advancing rapidly, this work will help safeguard critical sectors from disruption and economic loss.

A new research lab will bring together academics, industry experts and the UK's National Cyber Security Centre to develop tools for measuring cyber resilience, and improve approaches for secure system design and analysis.

ENCIRCLE directly supports the UK government's cybersecurity strategy – reinforcing public trust and driving innovation in cyber resilience.





## LEADING THE WAY WITH DIGITAL TWINS

Digital twins are virtual replicas of physical systems, connected in real time by a two-way data exchange.

That means data from a drone in flight, for example, can update its digital twin, allowing us to simulate the exact conditions it's in. Equally, digital simulations can provide insight that improves the physical system, creating a powerful feedback loop.

We're contributing three use cases to the Digital Twin Centre, including the Air and Space Operating Environment Digital Twin (AOEDT). This is a cloud-based simulation platform for mission planning and operational analysis, integrating real-time data with immersive 3D environments. It's a step-change in how our customers can visualise, test and optimise mission outcomes.

Digital Twins are reshaping how we design, build and support complex systems. They streamline development, reduce cost, and enhance performance by shifting much of the testing and iteration into virtual environments.

The sustainability benefits are significant too – fewer live trials mean lower carbon emissions and resource use, helping our customers achieve their net zero ambitions.

## BUILDING THE FUTURE, TODAY

Our research and innovation partnerships are core to how we work. By connecting universities, government and industry, we're fostering a collaborative ecosystem that accelerates progress from lab to launch.

From training tomorrow's engineers to testing next-gen technologies, we're proud to play a leading role in UK innovation.

Whether it's AI-enabled systems, quantum-powered tools, or digital twins that replicate real-world complexity, we're helping shape a smarter, safer, and more resilient future.



## Exploring a new era of GPS-free navigation

Our diverse PhD topics have included research into cold-atom inertial sensors, completed by Niko Dedes at Southampton University.

"Satellite navigation systems are the current gold standard: however, their signal can be weak and subject to disruptions," explains Niko. "Cold-atom sensors, thanks to their high stability, could potentially enable GPS-free navigation, enhancing resilience and autonomy."

"Quantum technologies for navigation applications are a relatively new topic. Although the physics principles are well-known and established, their exploitation and implementation in practical systems is relatively new. The idea of working at the forefront of new technology is extremely exciting and makes you feel part of a revolution."

— Niko Dedes, UK Algorithm Engineer

Niko applied for the project without knowing it was sponsored by Thales. "The company covered part of the funding via an iCASE studentship," he says. "I also had a placement which gave me exposure to use-cases and other projects, as well as exciting conferences."

Niko is now working for Thales, continuing his research on how quantum sensors can be integrated within complex systems to enhance navigation.







# Exports from the UK

International growth through trusted technology.

Exports are a cornerstone of our contribution to UK defence, prosperity, and global standing.

We are one of the UK's most significant industrial exporters in the defence and security sector, delivering cutting-edge technologies and systems via our global presence across more than 68 countries.

These exports don't just showcase the nation's innovation – they strengthen alliances, open long-term diplomatic and industrial partnerships, and help the UK maintain its position as a trusted leader in global defence.



## SUPPORTING THE UK'S GLOBAL ROLE

Our global footprint directly supports UK foreign policy and defence objectives. From delivering anti-submarine warfare systems to the Royal Australian Navy, to providing air defence systems that protect civilians and critical infrastructure in Ukraine, our technologies are embedded in allied operations around the world.

These systems do more than meet immediate capability needs - they help build strategic interoperability, enhance joint mission readiness, and reinforce shared commitments to peace and security.

## DRIVING INVESTMENT IN THE UK

Export success allows us to reinvest in the UK, supporting research, innovation, skills development, and regional prosperity. By accessing global markets, we generate sustainable revenue that flows back into British facilities and supply chains. This supports thousands of high-value jobs across the nation and ensures the UK retains the critical industrial skills required for long-term capability.

This economic impact is amplified through our partnerships with hundreds of UK SMEs and academic institutions. Many of these benefit from exposure to global markets through our programmes – helping them scale, grow, and innovate with greater resilience.

## STRENGTHENING STRATEGIC PARTNERSHIPS

Our export achievements are built on enduring partnerships with the UK Government, international allies, and industry partners. We play an active role in advancing the UK's strategic partnerships through bilateral and multilateral frameworks - most prominently the Lancaster House Treaties with France.

These agreements strengthen collective security through joint development of capabilities, coordinated procurement, and burdens-sharing, while also driving cross-border industrial growth. Our participation in the UK's multinational security partnerships with its allies, such as AUKUS, also contributes to the UK's position as a central player in coalition operations.



### REAL IMPACT

## Delivering security and strategic growth

### THALES IN THE UK AND THE MIECZNIK PROGRAMME

In October 2023, Thales in the UK was awarded a £500 million contract to deliver the integrated combat system and sensor suite for Poland's Miecznik (Swordfish) frigates – strengthening NATO's defence in the Baltic region.

As the Fight Mission System Partner to Polska Grupa Zbrojeniowa (PGZ), we are delivering the TACTICOS Combat Management System (CMS), sonars, radars, electro-optics and fire control capabilities.

Drawing on our experience from delivering the UK Type 31 programme, we enable rapid integration through proven, modular, export-ready designs.

The collaboration has created 20 UK jobs, sustains 50 UK jobs, supports skill development for both nations, and aligns Royal Navy and Polish capabilities – reinforcing interoperability across allies. It's a standout example of how UK-based defence exports drive prosperity, resilience and international security.

The close relationship between Thales, PGZ and other UK partners was recognised by the British Embassy in Poland as part of a 2025 award in the defence category.







## EXPORTING CAPABILITIES ACROSS DOMAINS

From our UK sites, we design and deliver systems that span the full spectrum of defence domains - land, sea, air, cyber, and space. These include:

- Weapons systems and fuzing, including Integrated air defence systems and effectors
- Anti-submarine warfare
- Mine warfare
- Combat and mission system integration
- Electronic warfare
- Airborne surveillance and protection systems
- Secure tactical communications
- Vehicle integration and optronics
- Avionics, training and simulation
- Digital identity, cryptography, and cyber resilience platforms
- Satellite payloads and space-based surveillance solutions

These systems are designed to be interoperable, modular and upgradeable, ensuring they can evolve with emerging threats and integrate seamlessly with allied systems.

By exporting world-class capabilities, we're not just meeting today's needs, we're shaping tomorrow's defence standards.

## ALIGNING STRATEGY AND POLICY

Our export strategy is fully aligned with UK defence and industrial policy objectives.

Through exports, we extend the reach of UK expertise, reinforce our capabilities, and contribute to the resilience and competitiveness of the UK's defence and technology sectors.

Most importantly, we support the Government's aims of unlocking the untapped potential of UK defence exports, to be a new engine for growth for the UK economy.

In an increasingly uncertain global environment, exports are not just commercial transactions – they're strategic instruments.

They shape alliances, drive innovation, sustain industrial growth, and secure the UK's place at the forefront of international defence cooperation.

We're proud to be a key driver in this global effort. By advancing UK capability across borders, we're strengthening the nation's global standing, supporting its security and economic interest, and helping to ensure the UK remains a vital contributor to international peace and stability.





# Appendix:

## Thales Group ESG 2030 flagship objectives



### Society

**Our impact:** Fostering a more responsible and sustainable society through technology



#### BUSINESS

**2x**

NUMBER OF MAJOR ENTERPRISES AND GOVERNMENTS CYBER-PROTECTED



#### ETHICS

**100%**

AI SYSTEMS AND SOLUTIONS ASSESSED WITH RESPONSIBLE AI CRITERIA



#### COMMUNITIES

**1M**

YOUNG PEOPLE REACHED BY THALES STEM INITIATIVES



### Planet

**Our impact:** Changing how we operate in line with the planet's boundaries



#### CLIMATE

**-50.4%**

SCOPES 1 & 2  
-15% SCOPE 3, ABSOLUTE CO<sub>2</sub> EMISSIONS



#### RESOURCES

**95%**

NON-HAZARDOUS WASTE RECOVERY



#### NATURE

**-30%**

WATER WITHDRAWAL INTENSITY



### People

**Our impact:** Building together an inclusive and attractive workplace where everyone can develop into their best selves



#### LEARNING

**≥70**

SKILLS MATURITY INDEX SCORE



#### DE&I

**25%**

WOMEN IN SENIOR MANAGEMENT



#### HEALTH & WELLBEING

**≤1**

LOST-TIME INJURY FREQUENCY RATE





# THALES

Building a future we can all trust

350 Longwater Avenue,  
Reading, Berkshire RG2 6GF

+44 118 943 4500

[thalesgroup.com](https://www.thalesgroup.com)



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