

Society

In Focus: Human Rights

Group commitments

The Group shall pay particular attention to compliance with the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

As such, Thales reaffirms its commitment to ensure compliance with measures to prevent serious human rights violations across all of its operations. The Group supports the principles set out in the UN's Universal Declaration of Human Rights and that of the International Labor Organization (ILO) on fundamental principles and rights at work. [URD 2025, p185 §5.1.3.1.1 and CSR Integrated Report 2025, p81]

The Group attaches particular importance to compliance with the five main principles of the ILO, included in the 10 fundamental Conventions, namely:

- freedom of association and the effective recognition of the right to collective bargaining (Fundamental Conventions 87 and 98);
- elimination of all forms of forced or compulsory labor (Fundamental Conventions 29 and 105);

- the effective abolition of child labor (Fundamental Conventions 138 and 182);
- the elimination of discrimination in respect of employment and occupation (Fundamental Conventions 100 and 111);
- a safe and healthy working environment (Fundamental Conventions 155 and 187). [URD 2022, p137 §5.4]

Child labor and forced labor

Thales has implemented a zero-tolerance policy towards forced labor, human trafficking and child labor. Thales relies on ILO definitions to categorize forced labor (Fundamental Conventions 29) as well as child labor (ILO Convention 138 on the minimum age for admission to employment and ILO Convention 182 on the worst forms of child labor). [URD 2023, p203 §5.4.4.3.1.2] The "Partners and Suppliers" Corporate Integrity and Responsibility Charter formalizes the specific commitments expected from the Group's suppliers,

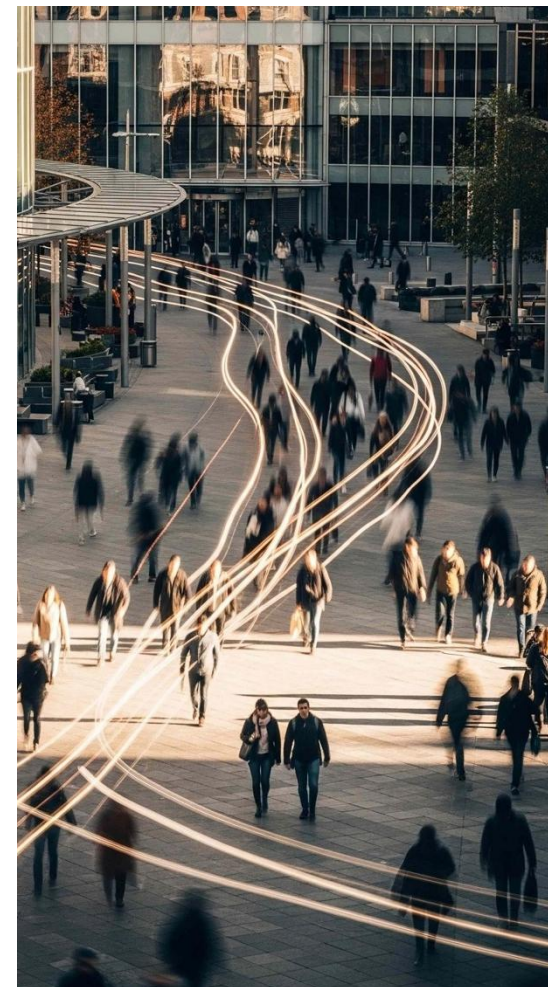
particularly with regard to respect for human rights and fundamental freedoms. [URD 2025, p. 195]

Identification of human rights incidents

Over the past three years (2023-2025), no violation of Thales's human rights commitments, nor convictions related to this area, have been recorded within the Group's consolidated scope.

Furthermore, no severe incidents of human rights violations* have been recorded within the Group over the past three years through the Group's internal alert system : 0 in 2023 [URD 2023, p192], 0 in 2024 [URD 2024, p191 and 197 §5.1.3.1.13], 0 in 2025 [URD 2025, p187 §5.1.3.1.5a].

(*) Infringement of human rights (forced labor, child labor...) and fundamental freedoms (freedom of association, right to collective bargaining) in accordance with the (EU) 2024/1760 directive, known as CS3D.



In Focus: Labor Practices Management

Group commitments

Thales ensures compliance with the legal provisions in force in each country where the Group is located, particularly as regards wages, rest periods, working hours and arrangements for taking paid annual leave.

Thales ensures the proper implementation of this commitment by implementing tools to ensure its monitoring.

Working conditions are part of regular discussions with the social partners.

Whistle-blowing system

The professional alert system allows any employee to report anonymously issues related to working conditions, equal treatment, and human rights, through the internal alert collection system, whether they are victims or witnesses. [URD 2025, p187 §5.1.3.1.5, p206 §5.1.4.1.3, etc.]

Compensation and benefits

The "Compensation and Benefits" department implements the Group's total compensation policy, ensuring that all employees worldwide benefit from a consistent range of employee benefits, taking into account local economic and practical situations.

In France, all employees benefit from globalized and harmonized social benefit schemes, particularly on issues related to value sharing (participation and profit-sharing), employee savings plans (company savings plan and retirement) and social protection (health insurance, welfare, long-term care and death).

Active employment management

In France, Thales has an "Active Employment Management" (AEM) agreement, established by a collective agreement. This system is designed to preserve the employment of employees belonging to companies facing foreseeable economic difficulties or risks of technological breakdowns. It provides for voluntary measures such as mobility, training and end-of-career arrangements.

Since 2006, this system has been implemented several times, benefiting thousands of employees and allowing the Group to avoid redundancies for economic reasons. This approach illustrates Thales's commitment to supporting employees through dynamic job and skills management policies.

Social dialogue

For Thales, the quality of social dialogue is a lever for the Group's performance. It is also a privileged sector for deploying its strategy and supporting its activity and transformations. A quality social dialogue creates the conditions for economic and social performance, by placing the employee at the center of collective bargaining. The Group relies in particular on a European Works Council composed of 35 members representing eleven countries and covering more than 70% of the workforce. At the end of 2025, 72% of the Group's employees were covered by collective agreements or contracts. [URD 2025, p186 § 5.1.3.1.3 and CSR Integrated Report 2025, p79]

