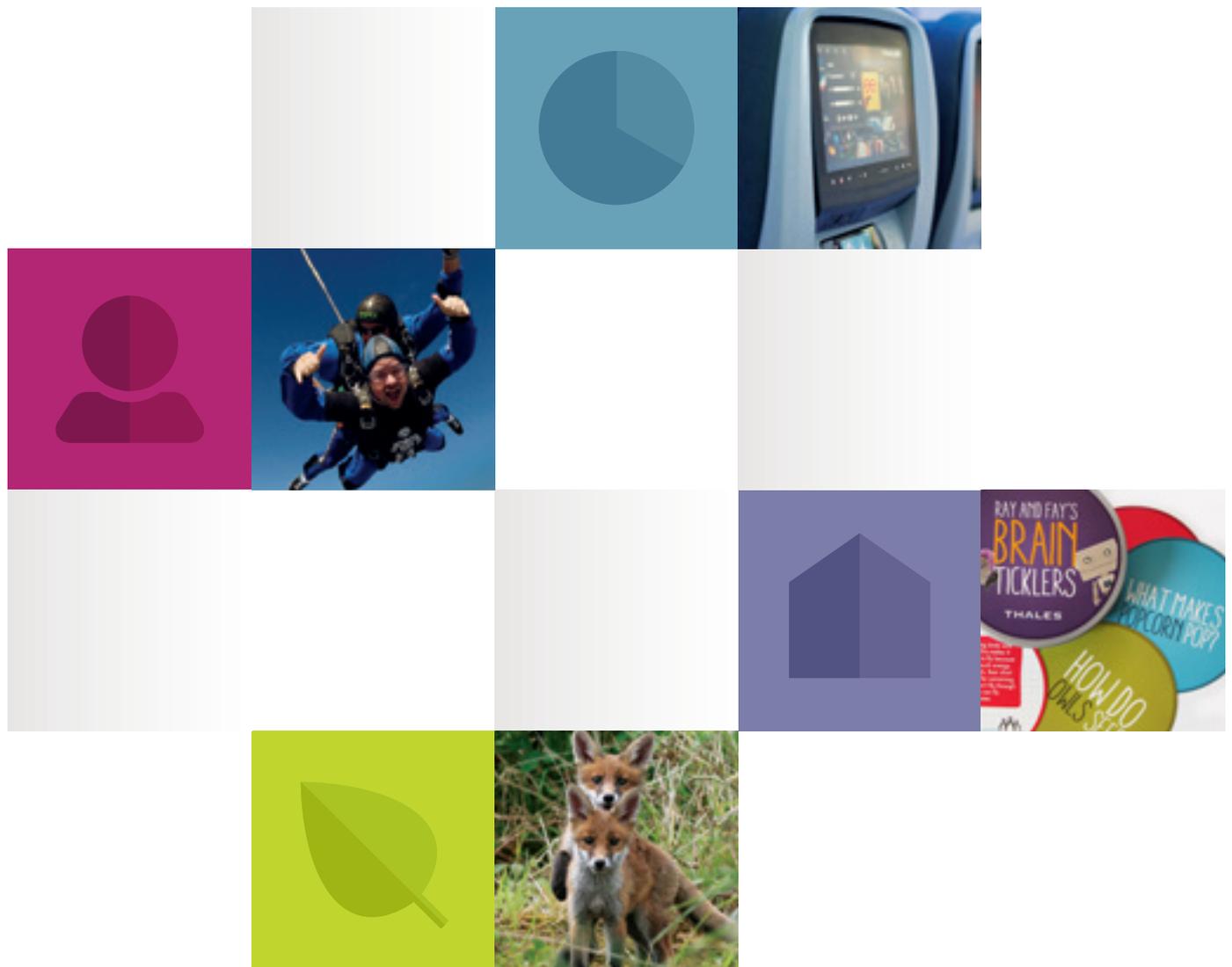


THALES UK

Responsibility in action

Putting sustainability and responsibility at the heart of all we do



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AN INTRODUCTION

When serious about acting responsibly, good intentions are simply not enough.

Having recognised this for some time, we progressively embed corporate sustainability and responsibility in all our business processes.

Acting responsibly is part of who we are and it's critical to our long-term success.

We set ourselves apart from the competition through our technology and innovation.

But we're also different because we place so much importance on ethical conduct and responsible business practices. All our employees and suppliers know this.

We work hard to create a better future for our people, communities, environment and business by acting in a corporately responsible manner, in all our activities and relationships.

In doing so, we achieve responsible and sustainable business growth.

We play a major part in making the UK's people, property and information safer and more secure

Victor Chavez, Chief Executive of Thales UK outlines how we research, develop, manufacture and supply technology and services to the UK's aerospace, space, defence, security and transportation sectors and our expertise and innovation delivers the solutions our customers need in a responsible and sustainable manner. We are committed to achieving growth but we are committed to achieving it with integrity as we strive to create a better future for our people, our communities, our environment and our business.

A GLOBAL VISION; A NATIONAL PERSONALITY

Thales UK is part of a larger global organisation with a powerful vision and set of values, a commitment to making the world a better and safer place and a mission to be a trusted partner to our customers.

Like any global organisation, Thales's presence in every country upholds and endorses the global Group's way of doing business. In Thales UK's case, our beliefs can be summed up in five key values:

- > Customer Trust
- > One Team, One Thales
- > Developing our People
- > Accountable and Committed to Excellence
- > Agile and Innovative

Perhaps the best way to illustrate how these values manifest themselves in the way we operate every day, is to provide a few examples:

- > We form close relationships with the people and organisations we work with so we can fully understand their requirements, processes, responsibilities and circumstances.
- > We invest heavily in research and development so we can identify and address market needs and solve problems before they arise.
- > We see complex programmes through to completion, devoting our resources where needed.
- > We employ highly skilled engineers and technicians and invest heavily in graduate and apprentice programmes to ensure we develop and retain the next generation of talent.
- > We have a far-reaching programme of transformation in place and invest heavily in facilities and capabilities so we can further improve performance for both customers and shareholders.

OUR ECONOMIC CONTRIBUTION

12 Key sites

£450m Exports

£55m R&D

528 Graduates and apprentices



Being a sustainable and responsible business isn't something that happens as an afterthought at Thales UK. It is something that is at the heart of everything we do and I'm very proud of that.

The sustainability of our actions is critical to the future success of our business but it is more than that: it is about setting the standard for being a responsible global citizen.

Victor Chavez, Chief Executive, Thales UK

A PROUD UK HERITAGE

Thales UK has been in existence since 2000, when several UK Thales businesses came together under a collective umbrella and one unique name, Thales. However, our roots stretch back much further than this suggests. Thales has been active in the UK economy for over 40 years – and the histories of some of the companies that are part of Thales UK go back over 130 years.

We are proud to have been contributing to the UK economy for this length of time, we are proud of our British roots and we are strongly committed to future growth here.

A VALUABLE PART OF THE UK ECONOMY

With over 6,500 staff working in 12 key Thales sites across the UK as well as in multiple smaller customer-facing sites, our physical footprint is considerable.

Thales UK spends over £500m each year, over 80% of which is with UK suppliers.

More than 130,000 passengers use Thales's in-flight entertainment systems every day, equivalent to almost 50 million viewers per year. Every train in the UK is equipped with Thales signalling systems and we hold contracts worth £480 million to provide new signalling for the London Underground that will increase capacity, improve reliability and make the 1.3 billion journeys made on the system each year faster.



Committed to building sustainable partnerships and relationships in the UK

KEY TO THE UK'S NATIONAL SECURITY

As well as contributing to the UK's economy, we also make a considerable contribution to the UK's safety and national security.

We are the prime contractor and design authority for the UK Watchkeeper UAS and we provide classroom, simulation and live training to suit every MoD operational requirement. Almost every Royal Navy ship uses Thales technology and we are the co-prime contractor for the QEC Royal Navy aircraft carrier programme. We have delivered over £500 million of urgent operational requirements contracts to the MoD. We safeguard 3.7 billion UK payment transactions every year, worth around £1 trillion. We also protect an increasing number of organisations from cyber attack.

A COMMITMENT TO STRONG RELATIONSHIPS WITH CUSTOMERS AND SUPPLIERS

As you can see, we play an important role in the UK's infrastructure. We take the responsibility of this role very seriously.

Our mission is to be a trusted partner to our customers, working with them so they can achieve their objectives. In turn, we want to be a valuable customer to our suppliers because we treat our relationships with them with respect and fairness.

THALES UK TAKEAWAYS

Every train in the UK is equipped with Thales signalling systems and we hold contracts worth £480 million to provide new signalling for the London Underground that will increase capacity, improve reliability and make the 1.3 billion journeys made on the system each year faster.

We safeguard 3.7 billion UK payment transactions every year, worth around £1 trillion. We also protect an increasing number of UK organisations from the ever-growing threat of cyber attack.

In the last ten years, Thales UK and its employees have raised over £2.2 million for charity.



Thales has been contributing to the UK's safety, national security and economy for over 40 years.

We have plans and policies in place to embed our commitment to acting with integrity and we actively foster a culture that places it at the heart of everything we do.

A COMPANY THAT WORKS CLOSELY WITH CHARITIES AND COMMUNITIES

Our commitment to acting with integrity is not just manifested in our relationships with our customers and suppliers. It is also manifested in our relationships with charities and the communities in which we operate.

Most of our charity work is via the Thales Charitable Trust, a registered charity with five trustees, which supports charities in the youth, technology and education fields. It also supports charities working

in sectors relevant to Thales's activities, such as armed services, civil service and rail transport services benevolence funds, those providing medical care for permanent or terminal conditions, those providing humanitarian and crisis support and those working with veterans.

In the last ten years, Thales UK and its employees have raised over £2.2 million for charity.

The Charitable Trust has given major support to Macmillan Cancer Support, National Deaf Children's Society, Marie Curie, Prostate Cancer UK, Alzheimer's Society, Childnet International, Combat Stress, Youthnet UK and Railway Children.



We are the prime contractor and design authority for the UK Watchkeeper UAS.

We have delivered over £500 million of urgent operational requirements contracts to the Ministry of Defence.

We are the co-prime contractor for the QEC Royal Navy aircraft carrier programme.



Thales UK spent £500m in 2015, 90% of which was with UK suppliers.

Almost every Royal Navy ship uses Thales technology.



A global organisation that believes in delivering strong performance with sound ethics

We are a global leader in the markets in which we operate thanks to the 62,000 employees in 56 countries who design, develop and deploy the innovative equipment, systems and services that help our customers meet their complex requirements. We are also a global leader in ethics, sustainability and corporate responsibility thanks to the stringent policies, strategies and belief systems that are a cornerstone of everything the Group does.

A RESPONSIBLE GLOBAL FOOTPRINT

Our size and strength mean we have responsibilities. In 2014, our global operations delivered revenues of €13 billion. We are a major player in many of the countries in which we operate and we strive to expand in other economies where growth is strong: in the world's fastest-growing economies, we have increased our order intake by 40% in two years.

The markets in which we operate also bring responsibilities. Aerospace, space, ground transportation, defence and security all play an integral role in society and our work helps to protect people, property and information.

The values we hold and the strategies we have reflect our commitment to sustained responsibility.

INDIVIDUALITY UNITED IN A SHARED VISION

As a global organisation we are a multicultural organisation. Each of our offices around the world has a distinctive culture and unique personality. It's something we celebrate and encourage. At the same time, our employees all share a set of values that give us our unique Group-wide vision. We foster and embed this vision in several ways. Our Code of Ethics, dedicated ethics organisation and environmental, social and governance programmes are all Group-wide. Our global human resources policy fosters constructive dialogue with employees, supports professional development, provides a safe and healthy workplace, promotes equality and diversity and fights all forms of discrimination.

THE STRENGTH TO ACHIEVE CHALLENGING STANDARDS WORLDWIDE

Our global commitment to ethical practice gives us tremendous strength and allows us to set and achieve challenging standards that differentiate us from our competitors. Our corruption and trade compliance policies see regulatory compliance as a minimum standard and place an emphasis on being a responsible global citizen. We play an active role in the working groups that set the ethical standards for our industry and continuously reflect on our own practice and procedures.

Our environmental policy aims to reduce our environmental footprint, fight climate change, encourage the protection of natural sites and preserve biodiversity. Our commitment has helped us to deliver continuous reductions in CO₂ emissions, waste volumes and consumption of natural resources since 2010. We also participate in programmes that define international standards and improve the understanding and protection of the environment worldwide.

We engage with our local communities and support local and regional economies wherever we operate. This is further strengthened with the charitable partnerships and fundraising initiatives that our employees put in place.

As a result of our commitment to being a responsible company, Transparency International ranked Thales in the top 10 defence and aerospace groups worldwide in its anti-corruption index and we have achieved membership of the Dow Jones Sustainability Indices for Europe and the World.

THE UNITED NATIONS GLOBAL COMPACT

We are proud of the exacting standards that we set and achieve but we also recognise that it is important to benchmark these standards against the highest standards worldwide.

The United Nations Global Compact is a voluntary initiative that encourages businesses worldwide to adopt sustainable and socially responsible policies that support UN goals. By signing up to the Global Compact, companies make a direct commitment to the UN Secretary General to align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

We signed the Compact in 2003 and, like the over 12,000 other organisations around the world that have also signed, each year we voluntarily report to the UN on our progress.



Since 2012, we have reached Global Compact Advanced level, making us one of just 399 companies worldwide to have achieved this standard.



AMBITIOUS LONG-TERM SUSTAINABILITY

We want to continue to deliver results and set the ethical standards to which other corporate organisations aspire. To do that we need to have a long-term strategic vision. We also need robust plans that link the short and medium terms with the long term.

Our long-term strategic vision is called Ambition 10 and it covers growth, competitiveness and people over the next ten years. Ambition Boost is the performance programme that will make Ambition 10 a reality. It provides the framework and common language to allow our business units, offices and functions to agree on priorities, share best practices and define action plans.

Together, Ambition 10 and Ambition Boost give us the framework to engage employees across the globe to work together to achieve our objectives.

THE THALES FOUNDATION

Our core mission is to use innovation and new technology to make the world a safer place. The Thales Foundation, which was launched in September 2014, supports this commitment by encouraging a spirit of innovation and the use of technological expertise to benefit society. Employees around the world have helped to shape and define the Foundation's work, which focuses on two areas that reflect our culture. The first is education, in particular supporting science, education and classroom innovation. The second is support for professionals in the area of humanitarian action, in particular natural and environmental risk prevention and disaster preparedness.

All Thales employees can get involved and many Thales sites have forged long-term partnerships with local community organisations.



In 2015, 40,000 children and young adults benefited from the Foundation's programmes, and more than 100 Thales volunteers in seven countries played an active role in the 17 projects supported.

We're working for a safer, more secure world

Our innovation, expertise and commitment to quality and continuous improvement helps civil and military organisations across the world perform difficult tasks in critical environments. Our Group-wide culture of corporate responsibility and transparency gives them the reassurance they are working with a trusted partner that is dedicated to keeping people, property and information safer and more secure.

AEROSPACE

Thales Aerospace revolutionises aircraft connectivity and transforms air transport by developing innovative solutions in air traffic management, flight avionics, in-flight experience, electrical systems, training and simulation, navigation, support and services.

We are one of the world's biggest providers of in-flight entertainment systems and Europe's market leader in commercial avionics. We contribute to the future prosperity of the civil aerospace sector by supporting our clients in meeting the challenges of growth, safety, economic and environmental performance and security.



Thales is the biggest provider of training and simulation systems in Europe

SECURITY

Thales's expertise supports governments, international agencies, interior ministries, civil security forces, critical infrastructure operators, cities and major companies in developing and deploying innovative solutions that protect citizens, sensitive data and infrastructure.

We are the biggest provider in banking transaction security and a major player in critical information systems security and cyber security. As threats from terrorism, organised crime, trafficking and cyber attacks grow, our experience in both defence and security helps our clients to deal with the changing risk environment.



We have provided security for millions of Muslims making the annual Hajj pilgrimage to Mecca since 2005

SPACE

Thales Alenia Space and Telespazio design, integrate, test, operate and deliver innovative satellite and space systems, meeting the needs of commercial and government customers in the space, defence, science and security markets across the world.

We are the European leader in satellite systems, a major player in orbital infrastructures and the biggest provider in terms of payloads for telecommunication satellites. Space systems play a vital role in modern societies and our expertise and innovation helps our clients deliver their mission.



Thales Alenia Space contributes to almost all of Europe's Earth observation and climate related space missions

DEFENCE

Thales's defence division supplies armed forces with capabilities in communications, command and control systems, mission services, support, protection and mission / combat systems, surveillance, detection and intelligence systems and training and simulation.

We are Europe's biggest provider of defence electronics and surface radars for land and naval defence forces and the world's biggest provider of dipping sonars. Our expertise supports the armed forces in accomplishing their missions on land and sea and in air and space.



We equip more than 50 land forces, over 70 types of aircraft and over 40 naval forces around the world

GROUND TRANSPORTATION

Thales's ground transportation division helps passengers and goods reach their destinations quicker, more safely, with less pollution and at lower cost by supplying systems, solutions, equipment and services for railways, roads and public networks.

We are the biggest provider worldwide of integrated supervision and communication systems for rail networks and the second largest in rail signalling. Our work helps transport operators and infrastructure managers to get the most out of their investments.



15,700 km of railway lines in Europe are equipped with our European Train Control System

The principles that shape our culture

Our corporate responsibility mission is to achieve business growth while creating a better future for our people, our communities, our environment and our business. It's a mission that is woven into the heart of everything that Thales UK does and forms the core of all our activities and relationships.

Mike Seabrook, Thales UK's Company Secretary and Head of Corporate Responsibility, introduces the four principles that make up our corporate responsibility policy and drive our mission.



Our Business

Thales believes in doing business in the 'right' way. We are strictly politically neutral and our codes of practice embed responsible and sustainable behaviour at every level of the business.

Our business commitment is that in all dealings and at all times, we will act with integrity and in a legal, ethical manner.



Our Communities

We are part of the communities that we operate in, locally, nationally and globally and as such we have a duty to be a good neighbour and build strong relationships.

Our community commitment is to be dedicated to supporting local and national causes particularly those related to youth, technology and education.



Our People

People are fundamental to the success of our business and our policies and codes in this area reflect that. We ensure our actions are transparent and consistent and that our employees are valued and treated fairly.

Our people commitment is to uphold the need for equal opportunities and a diverse workforce.



Our Environment

To play our part in preserving the planet for future generations. It is essential that we conduct our operations in a way that protects the environment, encourages the protection of natural sites and preserves biodiversity.

Our environmental commitment is to reduce our impact on the planet by minimising the use of resources, seeking less environmentally harmful alternatives, prevent pollution, recycle and dispose of as little as possible.

Our corporate responsibility mission sets out what we want to achieve and defines the four principles that are our focus: our business, our people, our communities and our environment.

Each of these principles has commitments that bring our mission to life and demonstrate its practical application. Doing this means corporate responsibility is an integral part of the life of our organisation and embedded across everything we do.

Mike Seabrook, Company Secretary and Head of Corporate Responsibility, Thales UK





Raising the bar in how companies do business

Thales believes in doing business the 'right' way. Peter Hitchcock, VP Commercial Avionics for Thales Group and formerly VP Avionics Country Business Unit, gives an insight into how Thales UK operates in a responsible and sustainable way and what that means on a day-to-day basis.

Responsible and sustainable practice isn't a tick box exercise for us, it's the foundation of everything we do. Yes, achieving business results is important, but we need to achieve them in the right way: with integrity, transparency and enlightenment.

PLAYING A LEADING ROLE IN DRIVING CORPORATE RESPONSIBILITY

We don't just want to act alone. We want to play an active role in developing better rules of responsibility and higher standards of ethical conduct, helping everyone to compete on a level playing field. That means engaging with government, Non-governmental Organisations (NGOs), industry associations, our suppliers, our customers and even our competitors to identify best practice and better ways of working.

As well as developing the corporate social responsibility standards of tomorrow, we also need to ensure we have a long term business that will continue to be the benchmark. We play a leading role in growing our sector, discussing how to attract the best talent, bridge the looming skills gap and address its gender imbalance. We invest heavily in our own policies, including in Science, Technology, Engineering and Maths (STEM) education programmes that will encourage the engineers of the future.

BALANCING ETHICAL STANDARDS WITH ARMS AND DEFENCE

One of the sectors that Thales operates in is defence. Some may suggest that ethical standards and the manufacture and sale of defence equipment are incompatible, but we do not agree with this assertion. If it is legitimate to maintain armed forces, then it must be legitimate to equip them.

We do of course believe that the export of armaments must be strictly controlled, and we comply meticulously with the export control regime applied by government, whose proper sphere this is.

We also strongly support organisations such as Transparency International that lead the international fight against corruption and we recently supported and participated in Transparency International's detailed review of the anti-corruption performance of defence companies throughout the world.

SHARING AND EMBEDDING BEST PRACTICE

So that we can drive standards and establish a level playing field for fair trade, we have board representation on several organisations that seek to improve standards of business responsibility. Our commitment to sharing best practice with external stakeholders is matched by our commitment to maintain and raise standards within our organisation too.

For example, we have a corporate responsibility forum made up of functional and business representatives from Thales UK. The forum sets annual and longer term targets, monitors progress, shares information and exchanges ideas and initiatives. It's about more than compliance. It's about moving the agenda forward and raising the bar.

PLACING ETHICS AT THE HEART OF EVERYTHING WE DO

At the heart of good corporate responsibility is good ethical practice. Our Code of Ethics is more than just a document in a file. We systematically organise training programmes and awareness raising initiatives that engage employees with its principles. We ensure it reflects industry best practice by working with a number of international organisations, as well as industry focused and other specialist groups and associations.

We set the standards for others to follow - Thales UK was one of the first members of ADS' Business Ethics and Responsibility Network, which promotes the prevention of corruption in the international defence market.

TAKEAWAYS

250 compliance personnel

Our UK Compliance Programme is supported by over 250 appointed compliance personnel within the business.

Top ranking

Transparency International ranks us among the top 10 worldwide defence companies in its anti-corruption index.

Politically neutral

We do not make donations to political parties or organisations.

TRANSPARENCY AND COMPLIANCE

Behaving responsibly is in our organisation's DNA. Our UK Compliance Programme aims to allow us to meet our legal obligations and implement best practice by creating a common sense culture of instinctive and consistent compliance.

Our proactive approach means that we are often called upon to help shape the very regulations that business has to follow. For example, Thales UK representatives were asked to give evidence to an All Party Select Committee on the Bribery Bill - attending briefings by the Ministry of Justice, the Serious Fraud Office and other organisations on the Bribery Act.

WORKING WITH SUPPLY CHAIN PARTNERS

We recognise that if we want to truly model best practice, we need to ensure that our suppliers operate in a similarly responsible way. We work with and support our suppliers in a number of ways so that we can be sure they have the same sustainable and responsible approach that we do.

Initiatives such as our Sustainable Supplier's Guide support our working relationships and encourage sustainability. We also participate in SC21 (Supply Chain 21st Century), a change programme from ADS designed to ensure companies like Thales UK work together with other industry players to treat suppliers consistently, using the same KPIs and reporting so that we get a better level of service and drive standards up.



READ MORE

[UK Ethics Programme P28](#)

[Investing in our supply chains P48](#)

[Thales Design Centres P49](#)

[The role of an Ethics Officer P55](#)



OUR PEOPLE

Investing in our people

Our people are the most important part of our business and we support them at every level. Kini Pathmanathan, VP Human Resources, UK, discusses our ethos and highlights examples of our approach in practice.



INVESTING IN GRADUATES AND APPRENTICES

Quite simply, our young talent is our future talent. Their fresh mindset is what will help us grow and meet our long term strategy. It is therefore vital that we recruit the best and brightest graduates and attract the most motivated and ambitious apprentices.

Our graduate programme is nearly ten years old and continues to grow. We have recruited over 100 graduates a year on to our two year development programme in the past five years. It has engineering and business strands and both encourage innovation because unconventional thinking is what will take our business forward.

Our apprenticeship programme has almost doubled in size, reflecting the wider cultural shift in this area. We offer apprenticeships throughout the business, from entry level to degree level and there's a Masters level course planned too.

Our commitment to developing future talent means we're a member of The 5% Club, a campaign that aims to build Britain's long term prosperity through a focus on technical skills. Membership is open to companies with 5% of their overall UK headcount on a formal apprentice or graduate programme.

PROVIDING DIFFERENT ENTRY ROUTES

As well as the more traditional routes, we have a strategy in place to make Thales UK as accessible as possible to people from different backgrounds.

For example, we have a programme of initiatives to actively recruit and support reservists and veterans across the UK business. Our efforts in this area have been recognised and awarded nationally.

We support Teach First and give participants the opportunity to undertake work experience with us so they can see the subjects they teach in the classroom in action and then share this with their students, helping to promote STEM subjects.



Graduate Development Programme [P30](#)

Teach First [P34](#)

Women in engineering [P40](#)

Committed to health, safety and the environment [P45](#)

TAKEAWAYS

£7m

is the amount we spend each year on training our people.

Award-winning

Our health and safety work has been recognised with a RoSPA Gold Award.

Diversity matters

Around 20% of our workforce is female but they make up 25% of our identified high potentials.

We created the award-winning Project Arduino, which helps students to learn new technologies while networking with professional engineers and gaining an insight into STEM career options.

RETAINING, TRAINING AND DEVELOPING

Our future depends not only on attracting the best people but also retaining them. That's why we spend £7m a year on training our people.

Our professional development approach equips our people with the skills they need to meet their own aspirations and the aspirations of the business. Initiatives such as our Future Leaders Programme and Leadership Development Programme nurture our future leaders but also continue to embed corporate responsibility by featuring modules that ask teams to present innovative solutions to business related issues.

FOCUSING ON EQUAL OPPORTUNITIES, DIVERSITY AND INCLUSION

A lack of gender balance is one of the biggest problems our industry faces. We actively address this through a range of activities and open days and by supporting organisations and awards designed to promote STEM careers for women.

Our work in this area is wider than gender and is part of our commitment to a diverse workforce that reflects our industry and society. We have well-publicised policies in place and we are focused on maintaining an environment in which all individuals are valued and treated fairly. We are members of the Business Disability Forum and we aim to reach the Disability Standard.

ENGAGING EMPLOYEES

It is vital to us as a company to know where we are going and the skills we will need to get there. We know from the employee engagement survey we conduct every year that our employees want the same things for themselves too, which is why we have so many people development initiatives in place and invest so heavily in training.

Feeling engaged with us as a company and being proud to work for us is important - it's one of the reasons we undertake a great deal of charitable work and encourage and support our employees to do the same.

SUPPORTING WELLBEING IN THE WORKPLACE

Healthy, happy employees create a better, more productive business, and therefore we continue to work to create a culture of wellbeing which enables our people to thrive for the benefit of everyone. We have a number of progressive policies in place to support this and we actively promote them to our employees.

For example, we continue to develop a programme that highlights lifestyle, financial, mental and work environment health and wellbeing so that employees can reach their full potential in the workplace. We encourage physical wellbeing by negotiating discounts for employees at local gyms, offering initiatives such as a cycle to work scheme and other tools and benefits.

We have a free, confidential and independent assistance programme where employees can get advice for themselves and family members on many matters including medical and legal questions as well as to seek counselling. We work with employees who return after periods of long absence, assessing if we need to make adjustments or provide any further support.

PROMOTING A HEALTH AND SAFETY MINDSET

Health and safety has to be central to everything Thales UK does. We have a team of 30 people across the business who are responsible for operations and activities on our own and customers' sites. They ensure we are meeting all our objectives and targets and put in place initiatives that promote best practice. We believe in empowering employees to have a 'safety first' mindset that ensures a safe working environment for our staff, contractors, visitors and the wider community.



Being a community player

Steve Murray, Director, Strategy and Marketing, explains how both Thales UK and our employees work tirelessly to support the local, national and international communities in which we operate, reflecting our commitment to being a good citizen.

Thales does not stand alone. We are a key part of the communities in which we operate, not least because every member of our staff is an integral part of those communities. We believe it is important to recognise this fact and provide useful support in as many ways as we can. In particular we focus on supporting organisations promoting Science, Technology, Engineering and Maths (STEM) subjects and careers, charities working with those with terminal, critical or long-term illnesses, initiatives set up to provide national and international emergency relief, benevolence activities for those in the industries and services relevant to our business and any cause close to an employee's heart.

INVESTING IN AND SUPPORTING EDUCATION

One of the biggest problems our industry faces is the shortfall in young people studying STEM subjects, which inevitably leads to a shortfall in young talent entering the industry.

Our education strategy invests and supports STEM education at a community level in order to address this issue and encourage the next generation of engineers, scientists, mathematicians and problem-solvers.

For schools we offer opportunities such as work experience placements that help show students the diverse possibilities on offer for those following a STEM career. We partner with the Teach First programme and passionate Thales STEM Ambassadors go into schools and inspire young people with exciting activities and projects that open minds to the real-world applications of STEM subjects.

At college and university level we have apprenticeship and graduate schemes that give students a structured programme and an exciting career path with an employer genuinely committed to their development. Our activities in this area mean we are not only protecting our business from future threats but also making a contribution that will ultimately benefit the UK economy and help local communities to thrive.

SUPPORTING CHARITABLE ACTIVITIES

We support charities and charitable causes in a number of ways. The Thales Charitable Trust donates over £150,000 each year to local and national projects such as Marie Curie, YouthNet, National Deaf Children's Society, Childnet International, Macmillan Cancer Support, Alzheimer's Society and Prostate Cancer UK.

We also encourage our employees to fundraise for their chosen charities and many choose to undertake inspirational challenges such as marathons, mountain treks and skydives to do this. We are incredibly proud of all employees who push themselves to their limits for causes close to their hearts.

Our Give As You Earn scheme was launched in 2008, bringing together several previous employee giving schemes into one initiative. Over £60,000 has been donated to charity each year by employees in this way, demonstrating that our support for charity is evident at every level of our organisation.

PROVIDING SPONSORSHIP AND IN-KIND SUPPORT

We sponsor and support a number of events each year, including the The Railway Children charity's annual ball and Military Mind Corporate Symposium organised by Combat Stress. Such events raise the profile of the charities that we support and enable them to increase awareness of the problems they tackle.

We also recognise that practical support is often just as valuable as financial support.

Pro-Bono Sprint is an initiative we are planning that works with key charities to understand the skills they need and identifies how our business can best provide them. The initiative stems from the success of several projects that provide in-kind support. At a global level, a Thales Group Foundation-supported initiative developed by a team of people on our graduate scheme provides extra-curricular education to teenagers from the poorest areas of Mexico City.

TAKEAWAYS

400+

charitable causes supported over the last ten years.

A helping hand

Our Pro-Bono Sprint initiative goes beyond financial support by providing practical expertise to charities.

£60,000+

per year is donated to charity through our Give As You Earn Scheme thanks to the generosity of our employees.

At home, our support of Railway Children's digital strategy significantly improved their online presence while in-depth research on dementia carried out by a team of employees identified areas where technology and changes in approach may create an improved experience for people living with dementia and their carers.

We also encourage employees to volunteer. Our volunteering scheme allows employees to give their time to causes or organisations they care about. Our STEM Ambassadors programme is the perfect example of this scheme in action.

GIVING EVERY DAY SUPPORT

Very often, the things that make the biggest difference aren't the big gestures, they're the little things that demonstrate we take our role in the community very seriously.

For example, our UK sites have been funded to hold Family and Open Days that help us to engage effectively with our local communities. Over 1,800 people attended the Open Day at our Crawley site and over 850 attended the Belfast Family Day.

We also interact closely with community organisations to identify responsible, supportive ways of working. Our Templecombe site is on the same road as the local primary school, which makes for a very busy location. We provide funding for a school crossing patrol officer for the crossing to ensure the children's safety and organise school visits to build relationships and encourage interest in STEM subjects.



READ MORE

Thales UK and education [P26](#)

Supporting Prostate Cancer UK [P35](#)

Community open days [P42](#)

The Thales Foundation [P43](#)



OUR ENVIRONMENT

Reducing our footprint

Thales UK is committed to reducing its impact on the environment. Denis Plantier, Chief Operating Officer for the UK, shares some examples of our work at national and local levels to meet this commitment. We recognise we have a responsibility to conduct our business in a way that protects the environment for future generations and we strive towards best practice in all areas to meet this responsibility.



DESIGNING AND ENGINEERING SUSTAINABLY

Sustainability is fundamental to the design and engineering of all our processes, products, platforms and buildings. To ensure we continue to meet our commitments and proactively lead change in the industry, we evolve our own actions in line with the continually developing science, technology and legislation of sustainability.

To do this, we use tools such as Chorus 2.0, our internal reference system that structures all operational and functional activities within Thales UK. We have systems that monitor and assess all processes and stages of the product lifecycle and allow us to make immediate, not retrospective, improvements that increase operational efficiency and reduce environmental impact. They also alert us to any legislative changes that affect the way we operate so we can rapidly implement the appropriate adjustments and remain compliant at all times.

Furthermore, we use Design for the Environment principles to reduce the environmental impact of our work. We recently used the model in a training facility we built in a joint venture with Airbus Defence and Space at RAF Brize Norton. The building has equipment that uses 80% less energy in comparison to legacy equipment and 90% less oil. The project has been so successful that we will be employing the same methods in similar future bids.

INVESTING IN ENERGY MANAGEMENT AND RECYCLING

We are committed to identifying energy efficiency opportunities and reducing consumption to minimise our footprint. At a company level, we hold ISO 50001, the international standard for Energy Management Systems, which ensures we are compliant with the European Directive for Energy Savings.



TAKEAWAYS

Lowering emissions

We have reduced our CO₂ output year on year since 2012.

We have well-established waste reduction, recycling and water minimisation programmes in place at every site. To build on these programmes, each site has an energy management working group made up of employees from different parts of the business. The groups look at the areas of their site that use the most energy and examine how this can be reduced.

We also engage with employees to encourage and embed a sustainable mindset. Campaigns to encourage employees to do simple small things such as turn their computers off at the end of the day and separate and recycle waste all add up to a bigger change.

As an example of how this sustainable mindset has become a fundamental part of people's thinking, a team of staff at our Cheadle Heath site has created an award-winning wildlife haven that increases local biodiversity and promotes even greater awareness of environmental sustainability.

REDUCING CARBON EMISSIONS

Carbon emissions are a benchmark measure of environmental impact and we are committed to making genuine reductions in our output that do not rely on carbon offsetting to be achieved. We have reduced our CO₂ output every year since 2012 and we have ambitious targets and plans to continue this reduction. In 2015 our output was 44,926 tonnes and in 2016 we aim to reduce it by another 4% to 43,130 tonnes. In 2017 further reductions will be targeted. We are certified to ISO14064, the international standard for greenhouse gas emissions and removals.

PROMOTING GREEN TRAVEL

We can put in place systems and initiatives that will improve the sustainability of our activities as a company, but one of the biggest causes of pollution is the journeys our employees make to and from our premises to work. To combat this we have a green travel programme that supports employees to travel to and from work in ways that are environmentally responsible.

Travelling green

Our green travel programme supports employees travelling to and from work in ways that are environmentally responsible.

ISO 14001

We are certified to the Environmental Management Standard ISO 14001.

The programme includes a car share scheme, a cycle to work scheme and discounted bus and train tickets as well as simple things such as maps showing the locations of the nearest bus and train stations to each of our sites. The programme helps reduce our wider environmental impact while also having wellbeing, time and cost benefits for our employees.

WORKING WITH SUPPLIERS

In the same way as we need to support our employees to reduce their impact on the environment, we also need to work with our suppliers and use their expertise to help us make further reductions in the overall environmental impact of our activities.

We have initiatives in place and actively encourage our suppliers to help us develop products that use less energy throughout their lifecycle. Working with our suppliers we have already developed products that are lighter, use fewer parts and are easier to disassemble at end of life and we are committed to continuing this process.

In our Sustainable Procurement Guide we have developed practical toolkits that encourage sustainable innovation and help buyers and suppliers to ensure activities are responsible, sustainable and fair.

We also work with our suppliers to ensure all parties are meeting their legal obligations. For example, compliance with REACH (Registration, Evaluation, Authorisation and restriction of Chemicals) regulations needed us to work closely together to find and eliminate the use of certain chemicals in the supply chain. Our partnership approach in this and other areas benefits us, our suppliers and, ultimately, the environment.

A400M Training Centre [P37](#)

Sustainable working partnerships [P41](#)

Design for the Environment [P47](#)

Improving the local environment [P56](#)

SUSTAINABILITY AND RESPONSIBILITY IN ACTION

As you will have realised, for us, sustainability and responsibility are more than just a set of beliefs or words in a file.

Our commitment is embedded throughout our organisation and translates into activities that deliver tangible benefits and real results.

After all, actions speak louder than words.



Inspiring the next generation of engineers and scientists

Eve Maywood, Education and Outreach Manager, is responsible for Thales's STEM strategy. Eve tells us more about the work Thales is doing to inspire the next generation of engineers and scientists and why the work she does is so important.

CAN YOU GIVE US AN INTRODUCTION TO YOUR ROLE AT THALES UK?

My role is to engage young people in the possibilities that a career in STEM presents and attract the best and brightest young talent to Thales UK.

Unlike a lot of people at Thales, I'm not an engineer. My background is in education and this really helps me in my role as I understand how schools work, what the day-to-day issues are, and the tools they need. It enables me to align our engineering and corporate experience with the educational requirements, and that's a real benefit.

I come to work because I'm passionate about young people and because I'm passionate about devising projects that will give them the information and guidance they need as well as the opportunity to have a career in engineering. That's why I get up in the morning, that's why I'm here.

HOW IS THALES UK SUPPORTING THE NEXT GENERATION OF ENGINEERS AND SCIENTISTS?

It's estimated that UK industry will require 87,000 engineers each year for the next decade and this means we need to double the number of graduates and apprentices entering the engineering industry. As a society we therefore need to get pupils interested in STEM subjects from the very early years of their education.

We're piloting a new initiative at eight of our UK sites that will sit alongside existing initiatives and relationships. Each site will work closely with a mix of schools in its vicinity, at least one of which will be an all-girls school and one of which will be a state school to ensure we are reaching children from different social and economic backgrounds as well as tackling the gender gap. At the start of the academic year we will agree with key members of staff in each school the activities we can support them with over the coming year.

Working with STEMNET, the Science, Technology, Engineering and Mathematics Network, we've trained 60 Thales STEM Ambassadors, so far, for this project. They are finding the process hugely rewarding, so as well as supporting our school communities and inspiring young people, our STEM activities are also about investing in our people.

DOES THE OUTREACH PROGRAMME EXTEND BEYOND THE CLASSROOM?

Yes! Each year we attend a number of careers fairs and other educational events, such as the Big Bang Fair, which is a celebration of science, technology, engineering and maths for young people in the UK. The aim of this particular event is to inspire our future scientists and engineers through exciting activities and interactive stands.

Working with schools, we are developing useful and engaging STEM materials and activities that support lessons and learning.





APM Project Challenge [P31](#)

Project Arduino [P38](#)

MARSBalloon [P44](#)

STEM Ambassadors [P52](#)

TAKEAWAYS

An approach for all ages

Our STEM strategy primarily focuses on the ages between 11-18 but we also provide materials and opportunities for primary school children.

80+

primary school children attended fun and educational workshops at our Reading site in 2016.

You can also find our STEM Ambassadors in some unexpected places up and down the country, like the Latitude Festival where one dedicated STEM Ambassador gives younger festival-goers the opportunity to explore engineering in a hands-on fashion. From time to time at sites across the UK we open our doors and invite members of the local community, young and old, to come and see what we do and meet the team.

HOW DOES THALES SUPPORT YOUNG PEOPLE BEYOND THEIR SCHOOL YEARS?

Within industry generally, apprenticeships are increasingly being viewed as a viable alternative to going to university and in recognition of this we have invested significantly in developing the apprenticeships we offer. Thales now has a variety of apprenticeships in different functions across the business, providing a practical way of school leavers embarking on a career in engineering.

For graduates, we run a Graduate Development Programme which has had an intake of over 100 new graduates every year into a variety of engineering roles and other business functions. Thales is constantly evaluating support given to young people and adjusts it's programmes to meet its emerging needs and change in the STEM environment.

SO WHAT DOES THE FUTURE LOOK LIKE FOR YOUR STEM STRATEGY?

Thales aims to 'Inspire, Inform and Engage' to give young people the skills and knowledge needed to make an informed decision about their educational choices and future career options. I'd like to see each of our sites in the UK have its own STEM Co-ordinator and to be working with a network of local schools, building long-term relationships with teachers and pupils alike. STEM is becoming an integral part of everything we do, that's my aim.



An ethical approach

An ethical approach is central to our work. Our robust and well-resourced Ethics Programme, which has been in place for nearly 15 years, embeds and improves good practice across the business and at Thales UK we have strong, up-to-date and effective anti-bribery policies and systems in place.

EMBEDDING ETHICS FROM THE START

The importance of ethics is highlighted right from the start of a new employee's career with us and an introduction to ethics is part of the induction pack they receive when they join us. Our Ethics Programme is the cornerstone of our approach and it is formally introduced to new employees in the email they receive from our CEO, Victor Chavez, in their first few days of employment.

The email also invites them to complete our Ethics Awareness Training modules. Covering topics such as the UK Bribery Act 2010, Gifts and Hospitality, Reputational Risk, Stakeholder Management and Ethical Updates, the modules help to enhance employees' understanding and knowledge of our approach.

Over 90% of employees have completed the modules, testament to the fact that ethical practice is recognised across the business as a very serious topic.

KEEPING ETHICS FRONT OF MIND

Promoting ethics is not something that stops after an employee's first few months with us. Our ongoing internal communications campaign is designed to build awareness of our Ethics Programme and keep the issues at the forefront of people's minds, through news and updates communicated via the intranet, poster campaigns and e-newsletters.

SUPPORTING ETHICAL PRACTICE WITH AN ANONYMOUS HELPLINE

Of course, ethical issues are often sensitive. Our SpeakUp initiative, which was put in place by our Ethics Committee, allows employees to raise concerns or ask questions confidentially by telephone or email. Since the initiative started, over 120 cases, issues or questions have been recorded, another indication of the awareness of ethical practice amongst our workforce.

A network of Ethics Officers is in place across the business. Supported by Ethics Ambassadors where necessary, they provide employees with a face-to-face point of contact with whom they can raise any concerns.

IMPROVING ETHICAL PRACTICE

We are continually looking for ways to improve and embed good ethical practice, future plans include an employee survey to gather feedback on the Programme and help shape future plans and initiatives. We intend to develop new communications materials for our "associated persons". We are also developing an Ethics mobile app, which will be available to all employees.



Since our 'SpeakUp' initiative started in 2010 it has provided help and advice for our employees, contractors and suppliers.

All in a good cause

Thales UK supports a number of charity initiatives across the UK and around the globe. Our actions are enhanced by the dedication and commitment of many of our employees who give up their precious time to raise money for charitable organisations they are passionate about.

We applaud those who commit to raise funds for charity and here we highlight two examples of employees who have really gone the extra mile.

PARIS TO LONDON ON A FOLDING BICYCLE

In 2015, Tim Coogan, Computing and Information Systems Lead at the Innovation Hub, Crawley, was one of a team of colleagues who undertook the Brompton Challenge, an event sponsored by Thales UK and Brompton Bicycles. The Challenge required participants to cycle the 211 miles from Paris to London on Brompton folding bicycles. In doing so, they raised over £75,000 for the Royal Air Force Benevolent Fund (RAFBF), the RAF's leading welfare charity. The challenge was one of a series of events that celebrated the 75th anniversary of the Battle of Britain and helped raise awareness of the extraordinary work done by the RAFBF in supporting past and present servicemen and women.



A WORLD CHAMPIONSHIP IRONMAN EVENT

In 2014, Steve Green, a Strategic Purchasing Manager from our Templecombe site, took part in a world championship Ironman event at Mont-Tremblant in Quebec, Canada, in aid of Alzheimer's Society. Steve completed the gruelling 70.3 mile event in just under five hours, despite suffering from a long-standing hamstring injury that had to be treated and strapped just before he began. In that time, he swam 1.2 miles, cycled 56 miles and ran a half marathon.

A dedicated charity fundraiser, Steve has raised thousands of pounds for Thales supported charities, as well as local charities in the south west of England. He has also taken part in the Thales Grand Depart cycle challenge in support of the Alzheimer's Society.

TAKEAWAY

£76,000+

The amount raised by employee fundraising in 2016.

Investing in the future

The Thales Graduate Development Programme (GDP) is a critical element of our talent pipeline for the graduates who join the business each year. As well as helping to build our next generation of senior engineers and business leaders, the programme also assists us to achieve our business objectives and retain our leading-edge engineering status.

A VARIED PROGRAMME THAT FOCUSES GRADUATES' ABILITIES

Graduates are recruited into one of two graduate programmes: Engineering and Technology or Business and Finance.

The Engineering Programme is a two-year accredited programme that runs in parallel with the graduate's engineering role which could be in a number of disciplines including Systems, Software, Hardware, Electronics, Test, Mechanical, Quality, Research and Development, Manufacturing, Finance, Business Management, Acoustics or Information Security.

A RIGOROUS PROGRAMME RECOGNISED BY FIVE PROFESSIONAL BODIES

The programme is designed to give new graduates the experience, exposure and education that will enable and accelerate their career within Thales and consists of challenging work experience placements, exposure to professional mentors and ongoing education. It is recognised by the Institution of Engineering and Technology (IET), the Institution of Mechanical Engineers (IMechE), the Royal Aeronautical Society (RAeS), the Institute of Physics (IoP) and the Institute of Mathematics and its Applications (IMA).

The Business Programme is a two-year programme which comprises four six-month placements within a particular business area such as Programme Management, Commercial, Purchasing/ Procurement, Sales and Marketing or Head Office. The different placements might be located at different sites across the UK

and offer opportunities to study towards a relevant professional qualification.

Our graduates can expect to receive a very competitive starting salary and a host of rewards and benefits including a generous holiday allowance, company pension and access to a flexible benefits scheme. The business will also pay graduates' annual membership fees to relevant institutions where applicable.

HELPING GRADUATES REALISE THEIR POTENTIAL AND GUARANTEE OUR FUTURE

Throughout the programme, graduates are assessed via regular reviews with their placement manager and reviewed centrally by the Professional Development Team to ensure they are given the guidance and encouragement they need.

We offer support to graduates throughout their placements to help them get the most out of the programme and realise their potential.

The programme is monitored by the Graduate Development Programme Review Committee (GDPRC) whose members all hold senior positions within the company. The GDPRC's mission is to ensure the GDP enhances graduate development and motivation and retains the graduate population, enabling them to become the well-rounded, high-quality, professional employees required to guarantee Thales's future.

TAKEAWAY

400 The approximate number of graduates at our UK sites.

Challenge the graduates

Lynne Watson, Professional Development Director at Thales UK, tells us about one of the ways we help new graduates to develop and grow their skills.

If we want to attract and retain the best graduates, it's important that we invest a great deal in creating an environment that offers them invaluable learning opportunities and experiences.

One example of these opportunities is the Association for Project Management (APM) Project Challenge and we encourage all our graduates to take part in it. It's an annual team competition that is supported by Thales UK and run by the Association for Project Management, a registered charity that is the largest professional body of its kind in Europe.

Each year, the teams who enter are presented with a challenge that reflects a current business issue. They are asked to propose a project that addresses the challenge innovatively and unconventionally. The teams report on each stage of the project lifecycle and prepare and deliver a presentation at the APM Project Challenge Awards.

The Awards are an excellent opportunity for our graduates to develop their skills on a relevant topic while the business benefits from motivated employees who 'think outside the box'. It's really exciting to watch the Thales UK teams taking part in the Challenge, especially since they've proved to be very successful in recent years.

For example, in the 2014-15 Thames Valley Awards, Thales's Team Grad2Grad took the prize for their magazine, Grad2Grad, which was their response to the theme of 'communication'.

In the 2014-15 Scottish Awards, a Thales team came second. The theme was 'innovation whilst raising money' and they raised £2,274.30, including a £400 donation from the Thales UK Charitable Trust Fund, for Alzheimer Scotland via an online auction. In the 2012-13 Awards, a Thales team won the competition. They raised over £600 for Alzheimer Scotland by sourcing, branding and selling Alzheimer Scotland branded snacks in the Glasgow site restaurant with donations going directly to the charity via the site's till points.

All the signs are that this year's entrants are continuing to show that our graduates have what it takes. The next theme of the Thames Valley APM Project Challenge is 'sustainability', which is something very close to Thales's heart.

One team of graduates is focusing its project on food waste recycling at our Crawley site with the aim of significantly improving the recycling rate by implementing further green initiatives.



EXCERPT FROM A CONVERSATION WITH CRAIG STEVENSON,
DIRECTOR, COMMUNICATIONS AND GOVERNMENT RELATIONS

When you go around our business, I'm always impressed by how committed people are, not just to the business but to doing the right thing.

In the sectors we work in, that is really important. You don't get a licence to operate in this day and age unless you are committed to doing the right thing, and that goes beyond pure business.

| Our people really do share this belief and I have seen first-hand how genuine it is.

Building careers for reservists and ex-military personnel



As a company that operates in the defence market we are committed to supporting our armed forces and our veterans. We are proud to employ ex-service personnel and to support external events that highlight the value of veterans in the workplace.

RAISING AWARENESS OF THE VALUE OF EX-MILITARY PERSONNEL

Since 1991 more than one million men and women have left the British Armed Forces and the vast majority, still in the prime of their lives, continue to make a valuable contribution to their country in the civilian workplace.

Yet many employers are wary of hiring someone who may have been one of the 220,000 veterans who served in Iraq and Afghanistan, fearing they will bring mental health issues into the work environment.

Leading veterans' charity Combat Stress, in partnership with Thales UK, hosted the annual Military Mind business symposium in London.

The aim of the event is to bring together leading experts in the field of psychiatry and post-traumatic stress disorder, businesses that already employ veterans and decision-makers from the corporate world to share best practice and dispel the myths and misconceptions surrounding ex-service employees.

AN ASSET TO OUR BUSINESS

We recognise that military men and women have valuable transferable skills and experience that is extremely relevant to what we do and as such they are huge assets to our business.

We have a strategy and a programme of initiatives in place to actively recruit and support reservists and veterans across the UK business and to help make their transition as easy as possible.

The People Managers Development Programme includes training to ensure all our managers are educated, approachable and equipped to provide support to reservists and veterans. Our benefits package includes a number of features that may be relevant to reservists' and veterans' needs.

SUPPORT IN THE WORKPLACE

A Thales UK-wide network of ex-service personnel and reservists provides an informal and invaluable source of help and advice and we are planning to implement a trained support network on each site that can manage day-to-day struggles or emergency situations. Above all, early intervention, awareness and understanding are key to helping manage the situation and supporting the employee if they start to find their symptoms hard to manage.

TAKEAWAY

225

The number of veterans and reservists employed within Thales UK.



Teaching for the future

It's important that our workforce covers a broad spectrum and we need to have a diverse mix of employees from different cultures and different communities. That's one of the reasons Thales UK works with and supports organisations such as Teach First - a charity that was set up to end educational inequality in the UK.

Only one-third of pupils on free school meals achieve five A*-Cs (including English and Maths) at GCSE level, compared to almost two-thirds of all other pupils. In the UK, the link between low socio-economic background and poor educational attainment is greater than in almost any other developed country.

We have been working with Teach First for some time now, but such is our belief in the charity and the work it does, we have recently agreed a three year sponsorship programme with them, including a number of initiatives we will be supporting them with.

We are going to be working with a number of Teach First schools across the UK based in inner city areas. We plan to develop long term relationships with these schools. We have appointed Thales employee mentors/coaches who will support the Teach First teachers who are teaching STEM subjects within those schools.

During summer vacations ten Teach First teachers will join us at either the Crawley or Reading site on a work placement, which will give them the opportunity to experience what it's like to work in industry and they can take those learnings back to the classroom.

We also benefit from this as we can utilise their teaching experience to help develop materials for our STEM activities.

Furthermore, two members of staff will be visiting two Teach First schools as guest teachers for a day, teaching physics to years 10 and 11. The pupils get really excited about having someone from outside of the school come into the classroom, they get to do something a bit different and fun, and they get a different perspective than they do from their usual teacher, helping put the learning into context. It helps get the kids interested in engineering.

We will also be supporting Teach First in a number of other ways, for example, we will have a stand at the Teach First Leaders Fair that all Teach First teachers attend, and we're currently piloting a fast track recruitment process for Teach First teachers who choose to leave teaching and pursue a career in industry instead.

Since 2002 over 7,000 graduates have joined the Teach First Leadership Development Programme (LDP) in schools across England and Wales and helped change the lives of thousands of young people in low-income communities. Thales UK is proud to partner Teach First and support the invaluable work it does to help give young people the very best opportunity to better themselves through education.



The jump of a lifetime

Early in 2015, Thales UK became an official partner of the charity Prostate Cancer UK. Since then several initiatives have helped raise funds for the charity which fights to help more men survive prostate cancer and enjoy a better quality of life.

SUPPORT AT A PERSONAL LEVEL

Men United is a Prostate Cancer UK initiative that encourages fundraising in support of the charity. In September 2015, 26 Thales employees joined Men United and undertook skydives of 11,000ft or 15,000ft at airfields in St. Andrews, Lancaster and Salisbury. Together the Thales UK team raised a total of £16,515.82 for the charity, a figure that smashed their target of £10,400.

“We’re really grateful for Thales’s support in the UK and it’s fantastic to see brave employees take on this challenge to raise funds for Prostate Cancer UK. By doing this, they are joining Men United and helping to make a real difference in furthering the fight against the disease.”

Mark Bishop, Director of Fundraising at Prostate Cancer UK



TAKEAWAY

£16,515.82

The amount raised by skydiving employees for Prostate Cancer UK, smashing their target of £10,400.

Through fundraising and Thales UK corporate support we have funded production of Prostate Cancer UK’s Tool Kit for men who have been diagnosed with prostate cancer and their partners and families, which contains fact sheets on how prostate cancer is diagnosed, treatments and lifestyle issues. Over 2,500 of these Tool Kits are issued each year.

Leading the way forward

Jess Hornsby, Professional Development and Engagement Manager at Thales UK, tells us about our Group Leadership Model that outlines the qualities and behaviours we need in all our managers and leaders to enable us to address key business challenges and grow as an organisation.

Being an effective leader and manager isn't something that happens on a one-off training course, it is a lifelong development journey. In 2015, 250 Thales Group senior business leaders worked in conjunction with an external leadership consultancy to develop a Group Leadership Model that would reflect and support this journey.

To roll out the Leadership Model in the UK, interactive workshops were held across all major Thales UK sites to introduce over 750 managers to the thinking behind it. We also held in-depth sessions for the Human Resources team to give them the tools to be able to put the model into practice and understand the opportunities it presents.

It was important to make the Leadership Model as practical and meaningful as possible so that it could genuinely support our leaders and managers in helping their teams be the best they can be.

Therefore in the UK we extended the Leadership Model to a full behavioural competency framework, which outlines the stages involved in mastering that competency, with the intention of helping our leaders and managers put the model into a developmental context.

Over a period of just 12 weeks we successfully and independently assessed 160 of our top leaders against this behavioural competency framework. At the same time we aligned our selection processes to incorporate the framework, so the Leadership Model behaviours form the basis of job descriptions for all senior roles.

To embed sustainable change and see long term results we also have a number of measures in place. Senior leaders' performance objectives now include a measure of how they have performed in relation to the model. Our employee engagement questionnaire has been redesigned so every manager understands the impact they are having on how engaged and enabled their teams feel. We have also developed a 360° feedback tool aligned to the model which is integrated into the development pathway of many of our leaders and managers.

Our work means the model now informs every part of the talent lifecycle so we can continue to develop exceptional leaders and managers and reap the business benefits of doing so. The success of our actions is being seen in business results that are improving year on year.

Future-proofing today's buildings



For Thales, responsible business conduct includes taking active measures to protect the planet and build a company-wide culture of environmental responsibility. For this reason, from the very earliest stages of any venture, Design for the Environment approaches are applied with the aim of minimising the environmental impact.

In a joint venture with Airbus Defence and Space, Thales UK designed and built a state-of-the-art training facility at RAF Brize Norton in Oxfordshire. It houses two full flight simulators for the A400M Atlas and enables air and ground crew to be trained in the operation and maintenance of the military aircraft.

PROTECTING THE PLANET

At the heart of the building is a cutting edge Building Management System. This continually monitors and records the building's performance and automatically adjusts systems to suit external weather conditions and the needs of its occupants.

Elsewhere in the building, numerous measures have been taken to minimise its impact on the environment. The roof of the building has 500m² of photo voltaic cells, which generate in excess of 56,600 kWh electricity per year. Rain water is harvested from the

roof and used for flushing WCs and for irrigation. Waste heat output from the flight simulators and air conditioning cooling systems is used to generate hot water and heating for the building, rather than being pumped out into the atmosphere. An ambient temperature is maintained in the computer equipment rooms using heat recovered from the chilled water cooling systems. The lighting system detects human presence across the different zones in the building and lights the zones to the required level accordingly to minimise wastage.

PROVIDING LONG-TERM JOBS

Alongside the environmental benefits of the project, the facility has also created around 300 long term jobs. The majority of these are at RAF Brize Norton, but others have been created at Airbus Defence and Space and at Thales's facility in Crawley where the simulators are built.



TAKEAWAYS

500m²

of photo voltaic cells which generate in excess of 56,600 kWh electricity per year.

300

long-term jobs have been created by the facility.

Trans-Atlantic challenge

To reach out to and attract the very best college students, Thales has created a unique challenge: Project Arduino. Now in its third year, Project Arduino offers university students the opportunity to learn new skills, win prizes, and get an introduction to one of the world's most innovative companies.

Project Arduino uses Arduino, an open-source electronics platform based on hardware and software that anyone can use. Thales hosts a workshop at each of the participating universities, after which the students are given two weeks to build something using the Arduino micro-controller they receive at the workshop. Students are partnered with Thales engineers who train them how to work with an Arduino, so it's a great networking opportunity as well as a chance to learn applicable teamwork skills and new technical skills.

All entries must tie in with at least one of the Thales business areas – Aerospace, Space, Transportation, Defence or Security. Students make a film of the progress of their project and submit this with their entry. They compete against other entries from their own university and the winning team from each university then participates in an international final where they are up against the winning teams from other UK and US universities. The winner is voted in a public vote on thalesarduino.com.

Awareness of and interest in Project Arduino is increasing. In 2015 only two US universities participated in the competition, but in 2016 six US universities are taking part: UCF, UCLA, Caltech, UCI, FIT and Embry Riddle. The six UK universities taking part in 2016 are Loughborough University, University of Sheffield, University of Southampton, University of Liverpool, University of Sussex and University of Leeds. The initiative has also won a number of national recruitment awards in the UK.

Initiatives such as Project Arduino are helping students to learn new technologies and giving them the opportunity to network with professional engineers and gain an insight into STEM career options.

At the same time, Thales gets the opportunity to showcase the breadth and complexity of our business to some of the world's most talented engineering students, prompting them to consider us as a future employer.



In 2016, Team Trigger Cats from Caltech won by designing and developing a system aimed at preventing combat vehicles in combat zones from rolling or flipping due to sudden external forces. As safety is rooted into all our products and solutions, their stabilisation system has a natural connection with our defence business.

EXCERPT FROM A CONVERSATION WITH EVE MAYWOOD,
EDUCATION AND OUTREACH MANAGER

We are committed to working with young people, helping them to understand what roles and opportunities are out there.

I work with schools to inspire young minds in many different ways – creating challenges and activities that support the curriculum, bring STEM subjects to life, open up new avenues and possibilities for future careers.

We're able to relate learning back to our own real-world examples – if you learn to do this form of coding, then you could write programs that train pilots in simulators to fly aircraft, which could ultimately save lives.

By engaging the next generation of scientists and engineers early we're helping to ensure a promising future for UK industry.

Getting WISE to female engineers

Laura Shrieves is a System Engineer within our UK Engineering Performance team and our current WISE (Women in Science, Technology and Engineering) champion. Here, she tells us how Thales UK helps to encourage more women into the science, technology, engineering and maths (STEM) workforce.

Each year, girls continue to achieve a high standard in STEM GCSE and A level subjects, but all too often they choose not to pursue a career in engineering: only 14.4% of the STEM workforce is female.

I believe it is our responsibility to give young women an insight into what they can achieve and inspire them to think about different career opportunities. Our continued membership of and involvement in WISE is one way in which we do this.

WISE is an independent body that was set up to inspire girls and women to study and build careers using STEM and its aim is to encourage one million more women into the UK STEM workforce. It advises organisations like ours on how to create environments where women can do their best work and thrive in what is often a very competitive and male dominated environment. I'm proud that Thales UK is a corporate member and delighted to be the WISE champion within the company.

We support the WISE Awards and Conference, an annual event that recognises individuals who have made a significant contribution to the issue of women working in the fields of science and engineering.

In 2015 we sponsored the Research Award, which aligns with our focus on research and development as a business. We also hosted a panel at the conference. Chaired by a female astronaut, it featured five panellists at different stages of their career. Three of the female panellists were from Thales: a manufacturing apprentice, a graduate systems engineer and our UK Systems Engineering Director who is responsible for more than 1,000 systems engineers, including me.

The panel answered questions from the 300 strong audience on their experience of being a female in a male dominated environment. The key outcomes were that there are many very successful women currently working in the defence industry, but there is a need to attract and recruit even more. The panel was widely recognised as one of the highlights of the conference and demonstrated that Thales UK is a very attractive place to work for women.



Working together sustainably



Thales has a legal and moral responsibility to operate in a sustainable manner and to work with suppliers who operate in the same way. Thales UK has developed a Sustainable Procurement Guide to give its buyers and suppliers the information they need.

ENSURING BUYER CONSISTENCY

Thales UK has over 200 buyers across nine sites, which gives some indication of the scale of our procurement. To maximise efficiency, it is essential that they all work in the same way, follow the same processes and use the same tools. A key part of this is their approach to sustainability and to help with this Thales UK has developed a Sustainable Procurement Guide.

The guide is a reference document designed to support buyers in thinking and acting with sustainability in mind. It is a toolkit that gives buyers the information they need to talk to suppliers about sustainability and is regularly updated to reflect changes in legislation, governance and best practice.

To further help buyers stay up-to-date, our Compliance Roadshows aim to enhance and update buyer's knowledge by allowing them to meet compliance experts and hear the latest sustainability news.

SUPPORTING OUR SUPPLIERS TOO

Thales UK's scale means we have the resources to stay abreast of legislation and best practice in relation to sustainability. For many of our smaller suppliers, the task is much harder.

To support them with this, the Sustainable Procurement Guide also helps suppliers to build strong working relationships with us and encourages them to use their specialist knowledge to challenge our thinking by suggesting alternative methods or materials that would work more efficiently and cost-effectively, therefore driving innovation.

As well as helping suppliers with their own sustainability remits, the guide also helps us ensure we are treating all our suppliers consistently and fairly, regardless of their size or sector.



Our work on sustainability and supply chains is influencing the wider industry and has been showcased at a number of forums and working groups.

Friends and family welcome

From Templecombe to Glasgow and Belfast to Crawley, we regularly open our doors and celebrate with the local communities of which we are a part.

Every Thales UK site is part of a worldwide operation. At the same time, every site is also part of its local community. The more we reach out and engage with our local communities, the greater part we can play in their future. To help us engage more effectively with our local communities, sites across the UK hold Family and Open Days.

In Crawley in West Sussex over 1,800 people attended the last Open Day. The event was organised by over 100 volunteer employees from across the site who worked tirelessly to ensure it was enjoyable for visitors young and old. They were supported by two local Air Cadet Squadrons who helped manage crowd control and parking on the day.

Visitors enjoyed a complimentary barbecue prepared by the site's catering team and were able to tour the site and see the products that are made there. There were plenty of activities to keep younger visitors entertained, including mini-golf, bungee-trampolines, a giant slide and a scavenger hunt. Staff volunteers also organised STEM experiments for budding scientists and engineers to help inspire the next generation.

Elsewhere, over 850 visitors attended the most recent Belfast family day at the Titanic Belfast visitor experience, while in Templecombe employees opened the gates of the high security site and extended the Open Day invitation to the local parish council and village primary school.

Such has been the success of the Family and Open Days in celebrating their local communities that more are being planned for the future.



Joining forces with colleagues in Mexico

Joanna Roden, who is on our Graduate Programme, tells us about her involvement in a project that secured the support of the Thales Foundation, a group body that aims to improve human well-being by harnessing the potential of innovation to meet the challenges we face as a society.

As part of Challenge the Graduates activity I was part of a group of graduates who investigated ways to address social problems in Mexico City slums. This attracted a great deal of interest within Thales UK and we were encouraged to take our ideas forward. We contacted our colleagues at Thales Mexico and joined forces to develop a scheme that could form the basis of a bid to the Thales Foundation.

The Foundation helps Thales employees worldwide to channel their energy and expertise into two areas: education and humanitarian crises. Each year, all employees worldwide are invited to submit bids to the Foundation to secure funding for their chosen project. Our project aimed to tackle the school drop-out rate within the secondary education system in Mexico and we were delighted that our bid was successful.

Thales's future depends on having skilled employees with the passion and drive to find new solutions to global issues.

There is a clear link between projects like ours and the graduates and apprentices we want to attract over the decades to come. At the same time, governments strongly encourage the private sector to help support them in addressing social problems such as health and education.

We developed the project with our Thales Mexico colleagues and Start Up Mexico, an NGO with which Thales Mexico already had a collaborative relationship. This enabled us to put together a targeted project that will make a real difference.

The project will provide extra-curricular education to teenagers from the poorest areas of Mexico City in a way that supports the national curriculum. It will offer classes aimed at providing a more well-rounded education, covering subjects such as business skills, technology and personal development. The business skills element focuses on small business and entrepreneurship and aspects of sustainability, which complements government environmental initiatives around waste and water.

The Foundation provides a great chance to use Thales's expertise to explore ways that technology can be made accessible to underprivileged areas.



"It's hard to find the momentum for an endeavour this size but hearing other success stories and being able to access guidance and encouragement when we were putting the bid together was invaluable. It's amazing to know that the Foundation believes in what we're trying to do and it is now able to go ahead."

Joanna Roden, Thales graduate

Aiming for Mars



The UK space industry needs 70,000 new engineers, operators and scientists in the next 15 years, but a considerable shortfall is currently predicted. The MARSBalloon project, which is developed, run and funded by Thales, aims to show students how exciting and diverse a STEM career can be.

Concerned by the future shortage of space engineers, operators and scientists due to the low numbers of students choosing STEM subjects, a team of young engineers from Thales Alenia Space UK decided to make a difference.

MARSBalloon is an aspirational space project that is beyond the capabilities of most schools. Developed by Thales Alenia Space UK engineers, the project tests student ideas for technologies that could one day be destined for Mars by flying their experiments on high altitude balloons. The project gives students practical experience of designing things to go into space and visit other planets and encourages them to consider careers in the UK space and other high tech industries.

THE FIFTH MARSBALLOON IS LAUNCHED INTO THE STRATOSPHERE

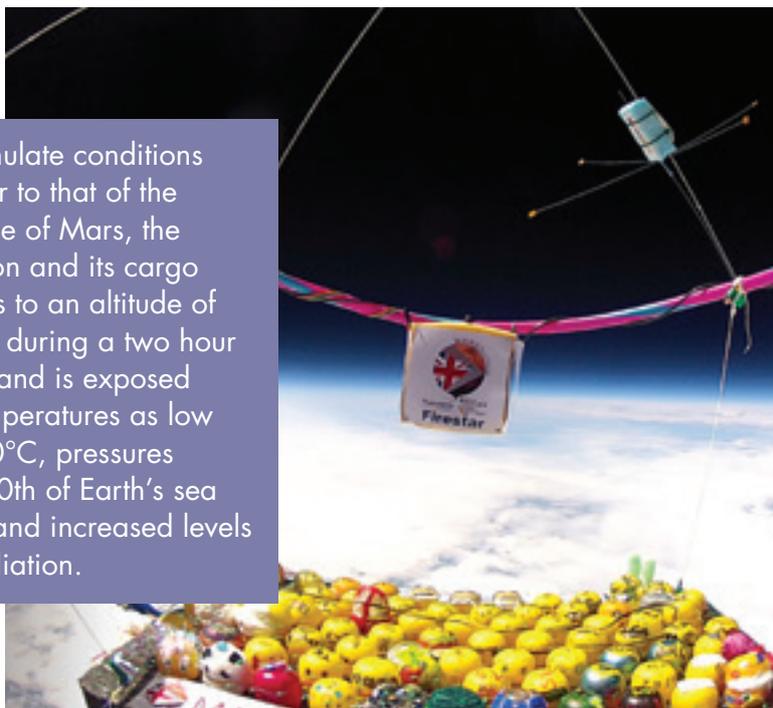
At midday on 17 June 2015, the fifth MARSBalloon mission was launched into the stratosphere. Named Firestar, after the ancient Chinese name for

Mars, the balloon had 80 science experiments on board from 42 primary and secondary schools from throughout the UK.

Each of the experiments fitted into a Kinder® Surprise capsule and was mounted on a special tray beneath the balloon. Some of the stand-out experiments included tests on sheep's eyeballs, UV fluorescent slime, photochromic paper, smoke matches, magnesium ribbon, toothpaste, enzymes, algae, live plants, sea monkey eggs, antibiotics and several light, UV and other electronics sensors.

SUPPORTED BY THALES UK

Thales UK recognises the importance of initiatives such as this that help ensure the future of the STEM sector in the UK and that inspire future generations, and is proud to support it. As well as funding the purchase of the materials and time for the engineers to carry out the project, Thales UK also provides outreach and publicity for the project, something that led to a record number of schools participating.



To simulate conditions similar to that of the surface of Mars, the balloon and its cargo travels to an altitude of 31km during a two hour flight and is exposed to temperatures as low as -50°C, pressures 1/100th of Earth's sea level and increased levels of radiation.

TAKEAWAYS

355

The number of experiments carried out by UK schools and flown on five MARSBalloon missions since 2013.

100+

The number of UK schools taking part in the MARSBalloon missions.



A gold standard vision

Safety is the starting point of everything that Thales UK does because we take our responsibility to ensure we provide a safe working environment for our employees, contractors, visitors and the wider community very seriously.

Our commitment to making safety an integral part of everything we do is demonstrated in the newly-introduced Thales UK Safety Charter. Developed and led by our Health, Safety and Environment (HSE) function, the Charter is the cornerstone of our drive to create a proactive and inclusive safety culture and sets out our safety ambitions for the next two years in four areas: Leadership Commitment, Environment, Health, and Safety Culture Programme.

SAFETY LEADERSHIP

We will have embedded a high performing safety culture in all business operations and activities and committed to achieve the highest level in the TMS Thales Group HSE Maturity Model by 2018. To pursue this culture, our senior business leaders have agreed to actively lead and promote safety and environmental management.

AT THE FOREFRONT OF ENVIRONMENTAL MANAGEMENT AND SUSTAINABILITY

By 2018 we intend to be externally recognised as a leader in environmental management and sustainability and to have further reduced our impact on the environment. We will achieve this by continuing to set stringent corporate responsibility targets and striving to attain them.

At every level of the organisation safety will be at the top of the agenda, and we are committed to creating a proactive Safety Culture that everyone is a part of.

SUPPORTING HEALTH AND WELLBEING

We will be externally recognised as a preferred employer and a leader in employee wellbeing by 2018, helping us to attract and retain the brightest talents in our industry. We will do this by ensuring that all employees are working in a culture and environment that supports health and wellbeing (including health surveillance).

EMPOWERING OUR PEOPLE

By 2018 we will have empowered our people with the training and tools they need to take responsibility for the safety of themselves, others and our products, projects and services in order to reduce the number and severity of work related injuries, illness and other incidents.

TAKEAWAYS

1,400+

The number of hazard reports in Thales UK during 2016 is continuing to rise, allowing us to investigate, learn from and promote an improving safety culture. Indicating that employees are actively seeking to make the workplace more secure.

Gold

The award given by RoSPA (Royal Society for the Prevention of Accidents) to Thales UK in 2015 has been achieved for the second year running in 2016.



EXCERPT FROM A CONVERSATION WITH HANNAH COWLEY,
UK PROCUREMENT COMPLIANCE MANAGER

**Sustainability is a moral duty.
It's not legislative, it's not a nice
to have, it is that we are a better
company for being sustainable.**

We're continually building sustainability into our processes and I help ensure our approach is applied consistently throughout the business.

Our Sustainable Procurement Guide has created a benchmark for responsible procurement. It helps encourage a forward-thinking culture in which buyers and suppliers can challenge existing processes and material usage.

Ultimately this helps to ensure we, our suppliers and our customers are acting as sustainably and responsibly as possible.



The environment as a key stakeholder

Thales provides market-leading technology and systems across a wide range of military and civilian sectors and markets. Environmental impact and sustainability in the procurement and ongoing operation of our products and services are key considerations in all our activities.

Thales UK's commitment is outlined in our Environmental Policy Principles, which, alongside using sound product stewardship and design policies, recognises that "to obey the law is a minimum, and we will therefore strive towards best practice, especially regarding the prevention of pollution and meeting other relevant requirements."

EMBEDDING BEST PRACTICE

Sustainability principles and policies are applied in all areas of the business and across the sectors and industries we serve. It's up to us to understand fully the impacts, risks and opportunities in our supply chains – and to find ways we can address sustainable procurement and embed it into our everyday activities.

We work to the principles and framework for procuring sustainably as outlined in British Standard BS 8903:2010.

We hold ISO 14001 certification and are able to demonstrate that we assess the environmental impact of our products and services, taking measures to mitigate them by designing processes to include specific environmental considerations.

PRACTICAL TOOLS THAT DELIVER

Our Design for the Environment programme, started in 2011 in partnership with Granta Design, improves environmental performance when developing new technology and products. Our Life Cycle Assessment (LCA) tool has already helped us to identify material within a component that accounted for over 80% of the product lifecycle's energy and CO₂ emissions. Substituting materials like this helps reduce environmental impact significantly, and helps our customers meet their own environmental commitments.



Unmanned Aerial Systems (UAS) serve an invaluable role within the military, however it is their use in scientific and civil settings that is really attracting attention. Thales understands the great potential of UAS for crop and agriculture monitoring, flood and environmental observations, disaster recovery, border protection and underwater surveillance, as well as oil and gas exploration and pipeline monitoring.

Our eco-tax collection and control system will be used throughout France to promote more fuel-efficient journeys. Half of Spain's high speed rail network uses Thales's interlocking systems, ETCS signalling solutions and communication systems.



Thales has developed a re-chargeable battery for dismounted soldiers. It is lightweight, eliminates mid-mission swapping-out and allocates power to the most critical equipment when charge is low as well as greatly reducing wastage.



Thales supports its small and medium-sized enterprises (SMEs) to achieve SC21 awards

We are proud to be participating in Supply Chains for the 21st Century (SC21), an industry-recognised initiative aimed at improving the competitiveness of the UK's aerospace, security, space and defence industries by raising the performance of suppliers and their supply chains.

SC21 companies have signed up to a formal recognition process that reflects the contribution and commitment of their supply chain. Organisations achieving and maintaining agreed criteria in terms of delivery, quality and sustainable improvement and the associated improvement frameworks receive recognition in the form of a bronze, silver or gold award.

In 2013 Thales launched a project aimed at supporting around 40 SMEs to reach award status. We created an SC21 Community, which meets twice a year to share best practices to help member suppliers reach award status. We also share our expertise on areas that SMEs need to manage but may not have the resources to be able to do effectively, such as the continuously changing regulatory and legal environment in which we operate, as well as subjects such as cyber security and sustainable supply.

“Working with Thales UK we have injected a passion for service excellence and a desire to become the best supplier for all our customers, in particular Thales – this is no simple challenge and has led to the development of a high performance team culture at Axis which gives us the confidence we can add true value to all our customers and in particular Thales UK.”

Paul Chaplin,
Managing Director Axis Electronics Ltd

When the project started, only 30% of member suppliers had reached bronze, silver or gold award status. Over 70% of our SC21 Community have now reached award status.

In doing so they have not only grown their turnover with Thales but in the sector generally and are better equipped to be successful, growing and sustainable businesses.

The Community continues to grow and the next challenge is to increase the ratio achieving silver or gold awards and to continue to help our suppliers cascade SC21 to their own supply chains.

TAKEAWAYS

96%

The average delivery on time percentage performance of our award holders.

70%+

The percentage of our SC21 community that has been given award status by mid 2016.

Design thinking for dementia care innovation



Dementia is a significant health and social care problem as yet without a cure. The impact on the UK economy and the lives of the patient and their family and carers is significant. A multi-disciplinary team from our Design Centre in Reading recently collaborated to tackle the dementia challenge.

APPLYING DESIGN THINKING PRINCIPLES TO THE DEMENTIA CARE PATHWAY

Over a period of three months the team conducted a design thinking project on the dementia care journey. The team immersed themselves in the clinical pathway to understand the challenges, the social impact and the business drivers, asking the question “How might we deliver the best experience for individuals with dementia and their families on the journey from symptoms to end of life?”

A series of interviews and workshops were held with a wide stakeholder group including carers, charities, hospitals, social care, academia, police, ambulance services, GPs, clinical commissioning groups, councils and voluntary groups. At the same time the team also conducted an in-depth investigation of the complex problem. Next, they overlaid the commonly used Global Deterioration Scale for Assessment of Primary Degenerative Dementia with the NICE Dementia Diagnosis and Assessment Pathway and mapped where the key stakeholders were involved at each stage.

The results concluded that the current care model in the UK needed enhancement and highlighted two key issues. Firstly, there is no ‘one stop shop’ for information and support, and secondly there is a significant lack of community awareness and support regarding dementia.

They identified specific areas where the use of technology and changes in approach might lead

to improvements for the individuals concerned. They recommended technology and data-enabled social innovation to foster community-supported self-care for people living with dementia and their carers.

The conclusions made have been used to raise the profile of dementia across a number of healthcare settings and helped to generate a deeper understanding of the issue for stakeholders.

The results were shared with Alzheimer’s Society, the leading charity for research and for those living with dementia.

A NETWORK OF DESIGN CENTRES

This project is just one example of the work being undertaken by our international network of Design Centres, which was established in 2013.

The Design Centres, two of which are UK based, allow us to take a user-centered and design-driven approach promoted by leading innovation organisations such as Stanford University, IDEO and Frog. The Centres blend a unique mix of ethnographic skills, design, creative facilitation, strategic innovation, marketing and technology.

The Centres serve as a foundation for innovative customer engagement, user co-design and disruptive product/service innovation and their mission is to support Thales’s growth objectives.



Apprenticeships for the 21st century

The Thales Professional Development team supports and leads professional development to nurture and grow talent and ensure the business has the critical skills it needs to operate effectively both now and in the years to come. It has a major focus on apprenticeships.

Thales UK has diversified and increased the apprenticeship programmes we offer and increased our level of investment in them. This is in line with the growing recognition that apprenticeships represent a credible and viable alternative to going to university for those interested in STEM subjects.

"It's really important to us all that we support apprentices in fulfilling their potential. Our programmes create unique environments where challenges are personal and create a real sense of achievement."

Victor Chavez, Chief Executive, Thales UK

Thales managers have invested their time and expertise to design and develop employer-led programmes in line with the new apprenticeship standards. Their industry knowledge has helped to shape these programmes to ensure they are fit for purpose and meet the needs of the business and the wider industry.

Our apprenticeships cover intermediate, advanced, higher and degree level opportunities across a number of different disciplines and functions and have provided a route for school leavers to access a career within Thales.

The Resourcing Team has worked hard to develop the company's profile in the external market, particularly with the development of the Early Careers website, which provides details of our apprenticeship programmes and the vacancies available. The site also includes an interactive game designed to help potential applicants see if they have 'what it takes' to be an engineer. To complement the website there is a WhatsApp facility to provide an easy way for students to ask questions.

The apprentices we have recruited to the Thales Apprenticeship Scheme are adding value to their teams and bringing in new ideas and fresh ways of thinking that have benefited and continue to benefit the business.



TAKEAWAYS

40%+

The increase in apprenticeship intake from 2015 to 2016.

80+

The number of apprentices recruited to the business in 2016.

10

The number of apprenticeship programmes Thales UK operates across eight sites.

Here, two current apprentices, Nadia Johnson and Maisie Beaton, tell us about their experiences on the Thales Apprenticeship Scheme.



EARN AS YOU LEARN, A NEW KIND OF APPRENTICESHIP

A new kind of apprenticeship has been developed that allows young people to 'earn as they learn', where they have real jobs working in industry at the same time as studying for their degree.

Nadia Johnson became one of the first students to secure a place on the Digital and Technology Solutions Degree Apprenticeship, working for Thales UK while she studies for her degree in Software Engineering at Manchester Metropolitan University.

How is your time split between work and university?

My normal working week includes attending University on a Monday for 9 till 5 lectures, and then Tuesday to Friday I spend on-site in the Cheadle office working on various projects.

I'm really keen to promote this type of apprenticeship and have given careers talks on why Software Engineering at Thales is a great career choice and promoting gender diversity within the software engineering community.

What are your aspirations beyond your apprenticeship?

After completing my degree, I'd like to take on a managerial role and provide the same level of care and understanding my managers have given me. The Thales Apprenticeship Programme I am on is really a brilliant opportunity for anyone and I want to be able to show people what a modern day Thales apprenticeship is really like.



AN AWARD-WINNING APPRENTICE

After completing her A Levels, Maisie joined Thales UK as a Graphic Illustrator Apprentice, working within the Proposal and Creative Solutions Department.

Tell us about your apprenticeship and some of the projects you've been involved with so far

I create brochures, banners and other graphics to support a variety of functions across the business. The main projects I've worked on include creating an apprentice booklet and site brochure to promote Thales and apprenticeships at the Templecombe site. I also update a weekly newsfeed to connect all employees. Currently, I am working with fellow apprentices to set up an Apprentice Committee which will work in partnership with the Graduate Committee in order to give apprentices a voice within the business.

How has Thales supported you throughout your apprenticeship?

Thales encourages me to take every opportunity and to take my career into my own hands to achieve my goals. The business has supported me in attending training courses, and I have had the opportunity to travel around the UK to different Thales sites to learn about different areas of the company.

In November 2015, I won both the Bridgwater College Arts and Technology Apprentice Champion Award and the Bridgwater College Apprentice of the Year Award. Thales has rewarded this achievement by offering to sponsor my degree when I complete my apprenticeship.

Inspiring young minds

STEMNET (the Science, Technology, Engineering and Mathematics Network) works with schools, colleges and STEM employers to create opportunities to inspire young people in STEM. Thales has several STEM Ambassadors, individuals who use their enthusiasm and commitment to encourage young people to enjoy STEM subjects.

STEM Ambassadors not only inspire young people, they also support teachers in the classroom by explaining current applications of STEM in industry or research and open the doors to a world of opportunities and possibilities that can come from pursuing STEM subjects and careers.

Derek Langley is a Thales employee at our Bury St Edmonds site and a STEM Ambassador. Derek has worked with a local primary school to create four exciting and interactive sessions, teaching Key Stage 1 and 2 classes about the universe. In one session, the children look at aerial pictures of the school that gradually move higher and higher until they reach space. In another, they make hats with planets on, and in another they make a human solar system.

Derek has taken this programme, which is known as Our Tiny World, to Latitude, an annual family-friendly festival in Suffolk. He returned for a fourth year in 2016, helping younger festival goers and budding scientists explore the size of the planets, find out how far away Saturn and Neptune are, and much more.

The popularity of Our Tiny World is testament to the STEM Ambassador approach, where children are introduced to Key Stage science, technology, engineering and maths in a less academic environment.

Thales is proud to support its STEM Ambassadors, all of whom look to share their passion for STEM and pass on their knowledge to the next generation of scientists and engineers.

TAKEAWAY

80+

STEMNET Ambassadors within Thales UK.

"Being a STEM Ambassador is probably the most satisfying aspect of my career. Inspiring kids for the future is the pinnacle of what's possible and it's tremendous fun too!"

Derek Langley, Product Manager, Thales UK



EXCERPT FROM A CONVERSATION WITH
MIKE SEABROOK, COMPANY SECRETARY
AND HEAD OF CORPORATE RESPONSIBILITY

Our people are a critical part of our
commitment to act sustainably and
responsibly in all that we do.

It's thanks to their talent and passion
that we play a key part in the UK's
economy, safety and security.

On the right track



Thales UK supports a number of charities in the UK, some chosen for their synergy and relevance to a particular market in which we operate and its link to our themes of support for youth, technology and education. For over 10 years Thales UK has been a partner of Railway Children, an independent charity founded in 1995 to get vulnerable children off the streets.

AN IMPROVED ONLINE PRESENCE

Through the provision of funds and resource in the form of digital expertise, Thales has enabled Railway Children to make significant improvements to its supporters' online experiences. In 2012, the charity launched an entirely new website following a user experience analysis funded by Thales. Further support has resulted in significant improvements to the front end experience and technical architecture of the Railway Children website.

TAKING IT PERSONALLY - THALES EMPLOYEES RAISE FUNDS

Thales employees have participated in a wide range of mental and physical challenges that have

not only raised much needed funds for the charity, but have also given those individuals memorable experiences. Trekking to Kilimanjaro or Everest Base Camp, and competing in the Three Peaks Challenge by Rail are just a small sample of the activities that Thales employees have given up their free time to take part in, with the motivation and goal of raising funds to enable Railway Children to continue to protect vulnerable children and help them get back on track.

Thales will continue to support the charity for the foreseeable future.

TAKEAWAYS

£30,000+

The amount donated by Thales UK in 2014-15.

48,454

The number of children engaged in UK workshops run by Railway Children in 2015.

In June 2015, 12 Thales employees put on their hiking boots and climbed the highest mountains in England, Scotland and Wales in just three days competing in the Three Peaks Challenge by Rail, raising more than £10,500 in the process.



Creating an ethical culture

Far from being a passing fad, ethics and corporate responsibility have become one of the underpinnings of successful business management. Matthew Guy, a CBU Human Resources Director at Thales UK, tells us about his role as an Ethics Officer and how Thales embeds best practice throughout the business.

I'm the Ethics Officer for the CBU and I'm also a member of the Thales Ethics Network, which provides briefings, support materials and training for employees across the company. They are roles I'm delighted to hold because my interest in ethics stretches right back to my university days (which were some time ago!) when I studied business ethics as part of my degree.

As Ethics Officer it's my responsibility to ensure that all personnel working in the CBU are aware of our corporate responsibilities and their own personal obligations and commitments towards ethics.

What this actually means is that everyone needs to be aware of what acceptable business practice is and – equally importantly – what it isn't. When they have this knowledge they are better able to assess whether the situations they encounter are ethics related.

I'm also a point of contact for anyone who has any concerns or doubts about a particular situation or who needs advice, reassurance and support. It's my role to create a culture across the business that encourages this type of interaction and discussion.

Most ethics questions or issues I get approached about are relatively simple to deal with and relate to guidance on the provision and receipt of gifts and hospitality. In these cases, employees want clarity that they are acting in accordance with the appropriate policies and best practice. Personally, I think it's really positive and encouraging that employees are keen to ensure their personal compliance. Occasionally, I have also been involved in more complex cases that have required significant investigation and advice. Some of these cases have been particularly extensive and time-consuming, but I've always received excellent support from my colleagues in the Ethics Network.



Creating a wildlife haven

In 2013, a team of around 12 staff from the Thales UK site at Cheadle Heath in Stockport won the Thales International Biodiversity Award, receiving €5,000 to help realise their vision of creating a wildlife area that would revitalise land near their offices.

A PLAN TO INCREASE BIODIVERSITY AND ENHANCE THE LOCAL ENVIRONMENT

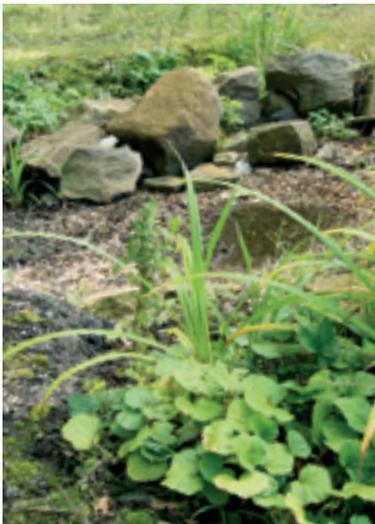
The team's entry centred around the discovery that the plot of land was the historic location of a pond visible on an 1844 map of Cheadle Heath. The team wanted to restore the pond and create an urban wildlife environment to increase local biodiversity and create a more attractive view from the office.

The team of volunteers used the prize money to dig out a large pond and install liners. They then worked in their free time to lay soil and plant meadow foliage and other seedlings that would encourage wildlife. They also built bird boxes and bug hotels using old wooden pallets. The team had plenty of support from fellow staff at the Cheadle Heath site, receiving donations of bird tables, a water butt, railway sleepers and more, all of which were put to good use.

A BUSTLING HAVEN

The wildlife haven is an overwhelming success. Foxes, mandarin ducks, bats, squirrels, a firefly and local cats have all been recorded on the trail camera the volunteers have installed, and in spring time there is frog spawn in the pond. Staff from the site can often be spotted walking in the area at lunchtimes, and the two huts erected to enable them to watch the wildlife without disturbing it are being well-used. It was also a key point of interest at the Family and Friends Open Day in June 2015.

The haven looks set to be an integral part of the Cheadle Heath site for many years to come and has caught the imagination of staff at the site. Future ideas include the installation of beehives, so Thales UK may well have its own branded honey in time!



TAKEAWAYS

Award-winning

The wildlife area has received a Cheshire Wildlife Trust Gold Award for Diversity.

ISO 14001

This project helps Thales demonstrate its commitment to the ISO 14001 Environmental Management System it holds.

To keep up to date with Thales UK,
including our latest corporate
sustainability and responsibility news,
visit our website or follow us on:

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Thales UK would like to thank all
employees for their contributions.

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Our corporate responsibility mission is to achieve business growth while creating a better future for our people, our communities, our environment and our business.

It's a mission that is at the heart of everything we do and is embedded at every level of our organisation.

And it's a mission that we deliver every day but always strive to take further.