This is MBDA's twelfth annual Corporate and Social Responsibility Report covering the calendar year 2021.

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‘MBDA’ in the context of this document is defined as: MBDA France, MBDA UK, MBDA Italia, MBDA Deutschland, MBDA España and MBDA Inc. all forming MBDA.

Please send questions by email to: Corporate-Responsibility@mbda-systems.com
A statement from our CEO

This year, the MBDA Group is embarking enthusiastically on an ambitious journey towards sustainability in circumstances which, once again, have tested the resilience and adaptability of our firm, our employees and our partners. I’ve been impressed by our employees’ genuine dedication to the Group, and their communities. Beyond this impressive collection of individual commitments and local initiatives, MBDA is now further consolidating its actions as a globally responsible corporate citizen in Europe and around the world. The MBDA Group has implemented various initiatives over the last year with a positive impact on the world and which have contributed actively to the UN’s Sustainable Development Goals.

In light of unprecedented geopolitical tensions, and the current conflict in Ukraine, we are reminded that sovereignty is essential in ensuring freedom, justice and sustainable development. At MBDA, we are committed to contributing to a safer and more sustainable planet and to the security of our European home nations and allies by providing them with military capabilities.

To transform these goals from theory into practice, our people are key. Innovation and collaboration are the cornerstones of their daily activities but their commitment is far-reaching. I want to praise the way in which our people have embodied our Group’s strong values over the past year. Throughout the Covid-19 pandemic, work safety has remained a major priority on the ground, flexible ways of working have been efficiently designed and have made it possible to maintain our engagement, alongside our customers, suppliers and partners. In addition, our staff has taken on voluntary work to promote education, equality and diversity. MBDA’s people play an active role in encouraging the younger generation to study science, technology, mathematics and engineering and pursue careers in the defence industry.

As a consequence of this individual and collective involvement, the Group and I have a real responsibility to do more to address global challenges and to strengthen our corporate citizenship: contributing to sovereignty, combating climate change, supporting local communities, fighting inequalities by promoting education and ensuring equal development opportunities for all our employees in an inclusive and collaborative work environment.

That’s why I’ve established an ambitious Environmental, Social and Governance (ESG) roadmap as a key priority for MBDA. This roadmap builds on numerous existing initiatives within the Group. It also includes ambitious and specific goals for sustainability in 2022. We will strive to make further positive contributions to ten United Nations’ Sustainable Development Goals.

“As geopolitical tensions reach unprecedented heights in Europe, we are reminded that sovereignty is essential in ensuring freedom, justice and sustainable development for every individual citizen and our home nations. At MBDA, we are resolutely committed to contributing to a safer and more sustainable planet and are engaging in an ambitious ESG journey.”
Overview
Our stakeholders

MBDA is part of a large ecosystem. We regularly engage with our stakeholders to ensure that we work towards common goals and create value on a wide range of topics:

Employees
• Our employees are our most precious asset. We rely on their diverse skill sets and knowledge to meet our customers’ complex needs.
• We regularly engage with colleagues on key topics by means of our corporate intranet, internal communications, discussions with trade unions and our bi-annual Employee Opinion Survey.

Customers
• Our customers are our home nations and their allies across the globe. We work closely with them, delivering the most advanced products and systems to meet their requirements.
• We engage with our customers throughout the life-cycle of our products, from design and creation to disposal.

Suppliers
• We work with a significant supplier portfolio (c. 5,300) to design, manufacture and deliver our missiles and missile systems.
• Supplier quality audits and risk assessments are carried out regularly to ensure that our supply chain remains resilient and complies with all laws and regulations.

Shareholders
• Our shareholders are three leading players in aerospace: Airbus, BAE Systems and Leonardo.
• They have established MBDA’s governance through the Shareholders Agreement. At quarterly meetings of our Board of Directors, shareholders’ nominees specify MBDA’s objectives to ensure MBDA’s sustainability and adequate returns for shareholders.

Local Communities
• We are a European company with a global reach. We aim to be a force for good within all the communities in which we operate.
• Our Early Careers programmes and our strategic STEM partnerships ensure the employment of future talents.
• We also support local communities by sponsoring and donating to local charities and the military charities.

Subsidiaries and Joint Ventures
• We are engaged in joint ventures with best-in-class industrials such as Eurosam, ParSys, RamSys, Taurus and Roxel.
• We jointly contribute to the development of the Defence sector thanks to continuous R&D and technological innovation support.

Partners
• MBDA is part of a wider defence ecosystem which involves peers, professional organisations, reservists, etc.
• The Group aims to ensure the sustainability of this ecosystem by investing in widespread technological know-how (promoting STEM activities - Science, Technology, Engineering and Mathematics - at universities, for example) while moving key issues forward (by focusing R&D efforts on topics such as decarbonisation, for instance).

MBDA geographical footprint [2021]

MBDA is a European company which designs and produces missiles and missile systems. The Group has a truly global reach:

• MBDA’s employees work in France, Germany, Italy, Spain and the UK. This European presence ensures that the Group benefits from a wide-ranging and advanced skill set.

• MBDA also has offices in the US, India, the Middle East and Poland, connecting the Group to all major regional defence markets around the world. Thanks to its Brussels office, MBDA is at the forefront of the European decision-making process.
• MBDA offers its employees state-of-the-art facilities, continuing training and unique development opportunities. Significant efforts are made to provide a healthy, safe and inclusive working environment.

Our operations in 2021

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Our Business Model

Resources and capital

Investing in our People
• > 12,000 employees.
• 1,400 new recruits.
• Overall, c. 289,000 cumulated hours of training.

Fostering skills and innovation
• Unique set of tools fostering individual creativity and team innovation.
• Yearly Innovation Awards to highlight best innovations from employees.
• Fostering open innovation with SMEs.

Leveraging our European footprint
• Significant revenue of EUR 4.2 bn and backlog EUR 17.8 bn (2021).
• 17 locations across Europe.
• Joint Ventures with other recognized industrials: Eurosam, ParSys, RamSys, Taurus, Roxel.
• Strong and long-lasting ties with 5,300 suppliers.

Being environmentally conscious
• Large site renovation programs leading to reducing environmental footprint.
• Switch to green energy initiatives.
• Electrification of MBDA vehicle fleet.

Key product sectors and activities

Designing and producing missiles and missile systems that meet the full needs of the Sea, Land and Air armed forces.

Business model

Integrated player on the whole value chain to provide missiles and missile systems.

Value created

Environment
• Reduction of CO₂ emissions aiming towards net zero by 2050.
• Management of end-of-life products from customers.
• Preservation of biodiversity on sites.
• Waste reduction and recovery.

Customers
• Sovereignty enabler through participation to Defence arsenal.
• Commitment to trust and reliability.
• Co-development, know how and technology transfers.

Shareholders
• Improvement of Defence sector resilience & excellence.
• Maximization of benefits, dividends and financial value.
• Promotion of ESG requirements.

Employees
• Direct stable job creation.
• Inclusive, creative and safe work environment.
• Training & upskilling programs for all employees.
• Promotion of new flexible ways of working.
• Fostering of dialogue through trade unions and Employee Opinion Survey.

Subsidiaries & Joint Ventures
• Improvement of Defence sector resilience & excellence.
• R&D and technological innovation support.
• Promotion of ESG requirements & practices.

Suppliers
• Strong and long-lasting ties with local small and medium-sized enterprises.
• Co-development and open innovation.
• Indirect job creation for our 5,300 suppliers.

Local communities
• Sponsorship & donations for local charities, schools and Defence community.
• Contribution to making local territories attractive to other industries.
Our commitment to the United Nations’ Sustainable Development Goals

The MBDA Group supports the United Nations’ Sustainable Development Goals (UN SDGs), which are designed to be a “blueprint to achieve a better and more sustainable future for all”. In 2021, we reviewed our efforts to ensure that these goals are achieved: we contributed positively to ten of them while conducting our business, partnering with all our stakeholders. As part of a wider defence ecosystem, we strive to share best practices and to develop an ESG (Environmental, Social and Governance) culture at every stage of the value chain.

At MBDA, we pay particular attention to the health and safety of our employees, partners and subcontractors in every country in which we operate. MBDA has developed robust management systems and processes for health and safety with excellent results (0 fatalities and 0 pyrotechnical accidents in 2021). MBDA fosters a culture of safety at all levels of the organisation, with site visits, training courses and sessions to raise employee awareness. In 2021, in response to the Covid-19 pandemic, MBDA launched multiple initiatives to develop smart working, remote working and a better work-life balance and signed many agreements to ensure the well-being of its employees.

MBDA supports local communities in every country in which we operate, with a particular focus on youth development. MBDA’s national companies have made significant efforts to promote scientific and technological expertise. The Group has established an Early Careers development programme to encourage equal access to careers in science, technology, engineering and mathematics (STEM).

At MBDA, we consider gender equality to be a key priority. We have already launched multiple initiatives internally: recruitment, learning, promotion, compensation and benefits policies which aim to ensure equal opportunities for all our employees. We have also developed coaching and mentoring for female managers. Lastly, we have developed several partnerships with charities and associations which work to achieve equal opportunities and which promote STEM careers.

Integrity is one of the five principles which underpins everything MBDA does. We pride ourselves on maintaining the highest ethical and compliance standards in all the countries in which we operate. A Code of Ethics and an Anti-Bribery and Corruption programme are implemented via specific training courses, audit processes and communication campaigns. MBDA is also committed to carrying out due diligence with regard to its suppliers’ respect for human rights. Lastly, MBDA is recognised as a major and reliable partner for the small and medium businesses with which the Group engages.

As a major player in the defence sector, MBDA builds resilient infrastructure, promotes inclusive and sustainable industrialisation and fosters innovation. MBDA dedicates significant R&D capabilities to develop the best customer value propositions, with genuine consideration of environmental issues for every part of the value chain. The Group ensures that innovation is part of its culture, fuelled by every single employee initiative.

MBDA’s life-cycle approach and environmental policies support responsible consumption of available resources. Our dismantling activities provide our customers with safe solutions for the decommissioning of our products. We are committed to monitoring our energy consumption and to improving our systems to do so. We limit the use of the most toxic products in line with REACH regulations. In addition, our employees work every day to improve waste sorting and recycling on all our sites.

MBDA takes action to combat climate change and its impacts. In 2021, we developed our Net Carbon Neutrality 2050 roadmap; our aim is to boost our consumption of low-carbon and renewable energies. In 2021, solar panels were put into operation across our sites in France and in Italy. In addition, MBDA sites in France, Italy and the UK received ISO 14001 certification.

At MBDA, we are committed to protecting biodiversity. As such, following an impact study, a species protection protocol was rolled out to protect endangered species on our premises during construction work. Life on Land initiatives will be further strengthened in the coming years.

MBDA ensures compliance with international and national laws at every stage of development, production and commercialisation. MBDA is a trusted member of the defence community and actively contributes to the sovereignty and self-determination of its home nations and allies. Internally, MBDA has established governance policies to ensure that its processes are consistent with its mission.

Along with our stakeholders, we work to drive sustainable development for our planet and its people. We work closely with local communities (charities, small and medium-sized enterprises, schools, universities and more) and our suppliers to include them in our efforts to ensure a more sustainable planet.
Our Net Carbon Neutrality 2050 roadmap is developed around four pillars:

• Developing low-carbon energies by promoting renewable energies,
• Monitoring and optimising energy efficiency,
• Monitoring and optimising carbon emissions as part of our environmental impact,
• Developing carbon sinks.

Towards carbon neutrality by 2050

At MBDA, we recognise the devastating effects of climate change on our planet and we are determined to be part of the global efforts to restore the Earth's equilibrium.

In compliance with European and national laws and regulations on carbon emissions, MBDA has set itself the ambitious target of moving towards carbon neutrality by 2050, with intermediate carbon reduction targets for 2030. Developed in 2021, our Net Carbon Neutrality 2050 roadmap establishes the MBDA Group's environmental approach: each national company has the autonomy to define its own strategy to reach globally defined goals.

Our Net Carbon Neutrality 2050 roadmap is developed around four pillars:

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• Monitoring and optimising energy efficiency,
• Monitoring and optimising carbon emissions as part of our environmental impact,
• Developing carbon sinks.

Environmental: Conscious and responsible

At MBDA, we are committed to making our planet more sustainable. This means reducing our environmental impact and creating virtuous value chains.

Aiming at carbon neutrality by 2050 is a priority. We plan to optimise our energy consumption and switch to renewable energies.

Through various initiatives, our national companies work to prevent and manage waste, make better use of water resources and protect and restore biodiversity.

On site, we ensure a more inclusive working environment, giving employees the opportunities to take part in MBDA's transformation as it becomes a more sustainable company.

Environmental: Conscious and responsible

Conscious and responsible

Towards carbon neutrality by 2050

Our ambitions

Developing low carbon energies by promoting renewable energies

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We are committed to reducing our direct (scope 1) and indirect emissions related to the purchase of electricity (scope 2) by reducing our energy consumption and increasing the use of renewable energies.

Improving our environmental performance

Focused on our Net Carbon Neutrality 2050 roadmap, we do our utmost to improve the environmental performance of our sites. We prioritise taking specific action to reduce our energy consumption, prevent and manage waste, make better use of water and protect the biodiversity around our sites.

Our efforts are reflected by various initiatives, including the maintenance of our ISO 14001 and 50001 certifications on Environmental Management and Energy Management Systems.

All sites in the UK, France and Italy are certified by the ISO 14001

4 sites in the UK and 1 in Italy are certified by the ISO 50001

In 2022, we will work to consolidate data from our national companies. Based on comprehensive, consistent and reliable information, we will set specific and ambitious goals in 2023 to ensure that the three remaining pillars are implemented by 2030 and 2050.

Reducing our energy consumption

We are committed to increasing our reliance on renewable energies and reducing our energy consumption by optimising the energy efficiency of our production facilities, processes, buildings and sites.

Transitioning to renewable energy: As part of our strategy to reduce our energy consumption, we are committed to transitioning to renewable energies, whether through on-site production or Guarantee of Origin certificates.

Improving the energy efficiency of our buildings and sites: Reducing our energy consumption is also a concern when renovating our sites. In addition to our commitment to implement photovoltaic technology across all our operations, as we have already mentioned, MBDA is also committed to using energy-saving equipment such as LED or progressive lighting.

We ensure that the design and renovation work of our buildings comply with European and national regulations and standards. In France, we use the specifications for the HQE (Environmental High Quality) certification as a reference for our buildings. In Italy, all buildings comply with the Nearly Zero Energy Building (NZEB) Directive. In the UK, where appropriate, new buildings are designed to meet the BREEAM standard (Building Research Establishment Environmental Assessment Method).

To this end, MBDA complies with the national regulations of all national companies on this matter and has implemented specific initiatives. At MBDA France, for instance, there are incentives which encourage employees to opt for hybrids or fully electric vehicles. In addition, on the Le Plessis Robinson site, where electric vehicle charging stations must be provided for at least 5% of parking spaces, in accordance with French regulations, this target will be exceeded by the end of 2022, when a large number of electric vehicle charging stations will be installed.

Our current progress

Our total carbon emissions in 2021 amounted to:

27,999 Teq CO₂ in 2021

Since 2019, our carbon intensity (Teq CO₂/ million € of revenue) has improved:

8.87 Teq CO₂/million € of revenue in 2019

7.94 Teq CO₂/million € of revenue in 2020

6.67 Teq CO₂/million € of revenue in 2021

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Improving our transformation performance: Renewing our fleet is also key to reducing our carbon emissions. To this end, MBDA complies with the national regulations of all national companies on this matter and has implemented specific initiatives. At MBDA France, for instance, there are incentives which encourage employees to opt for hybrids or fully electric vehicles. In addition, on the Le Plessis Robinson site, where electric vehicle charging stations must be provided for at least 5% of parking spaces, in accordance with French regulations, this target will be exceeded by the end of 2022, when a large number of electric vehicle charging stations will be installed.

Our aim

TO TRANSITION TO

100% of renewable electricity

by 2022 in Italy and in the UK

Monitoring energy consumption: We believe that reliable data is necessary to ensure significant improvements. That’s why we are committed to monitoring our energy consumption and improving our monitoring systems. In France, we established consumption measurement systems and we gathered data on our energy consumption (wood, fuel and electricity) during previous years to develop reliable data for comparison and to be able to monitor improvements. In the UK, we used an external energy bureau to analyse energy data and a new project to upgrade our monitoring is currently in development.

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Preventing and managing waste

We are committed to implementing initiatives which improve the management, sorting and recovery of waste produced during operations.

- In France, Italy and the UK, we reduced the share of hazardous waste (mainly chemical waste) which is incinerated or sent to landfill in 2021. With regard to non-hazardous waste, MBDA Italy has set itself a target of limiting the proportion of waste which is incinerated or sent to landfill by 20% by 2026.

- During our operations, we strive to recover waste. At MBDA Italy, significant volumes of ferronickel alloy waste have been sold since 2019. As a result of these efforts, some 2,000 kg of iron and steel were recycled in this way in 2021. In the UK, MBDA signed a partnership in 2020 with the government and Rheinmetall BAE Systems Land (RBBL) to convert scrap titanium into aerospace parts.

- On the Le Plessis Robinson site, MBDA France has replaced individual waste bins with collection points for waste sorting in offices. MBDA France and UK are also committed to converting food waste from our catering services into refuse-derived fuel.

Total energy consumption in MWh

202,500

2021
Making better use of water resources
This is another key objective on our sites:
• MBDA Italy plans to reduce its water consumption by 20% by 2026 (vs. 2019). To reach this goal, MBDA Italy is committed to carrying out internal assessments of the current water management process, reducing the use of water, particularly during months when there are water shortages, ensuring that drinking water is only used by humans and creating a separate system for the use of non-drinking water.
• To protect water reserves, MBDA Italy has implemented a five-year project, beginning in 2017; initiatives have included neutralising substances by injecting glucose into the subsoil and deploying protective hydraulic barriers to protect Lake Fusaro.
Protecting biodiversity
• At MBDA France, at our Selles-Saint-Denis facility, following an impact study, a species protection protocol were transformed into high-quality meadow areas. In addition, a new habitat was created for a protected species of lizard, with rock and sand piles created on the site.
• At MBDA Germany, various compensatory measures help to protect the environment and biodiversity. These initiatives are developed in co-ordination with recognised experts and nature conservation authorities. For instance, at the Schrobenhausen site (with a total area of approx. 80 ha), some 12.5 ha of land around the site have been converted into natural areas and forests over the last 10 years. At the Freinhausen site (with a total area of approx. 10 ha), low-quality meadow areas were transformed into high-quality meadow areas. In addition, a new habitat was created for a protected species of lizard, with rock and sand piles created on the site.

Material life-cycle management
The full life-cycle of our products and systems involves a multitude of different materials; some of these materials are scarce and risk depletion if industries fail to embrace more sustainable production.
At MBDA, we believe that it is our responsibility to ensure sustainability as we continue to source and develop new products and systems. We use new technologies and materials which are more efficient and contribute to lower carbon emissions.
The nature of our business means that MBDA does not manufacture products on a mass scale. However, we can still play a role in increasing product lifespan through high-quality production and mid-life service updates; this provides benefits for both the environment and our customers.
Implementing energy-efficient materials
At MBDA, we are mindful that energy scarcity is a frequent issue for deployed armed forces, whether on a naval platform or in a desert environment. As a result, we always factor in the energy constraints of our partners in the design and customisation processes. We are committed to pursuing innovation when it comes to energy-efficient materials. For instance, we are considering replacing the generators for our Command and Control (C2) systems (engagement modules and launchers with power of around 30 kW) with hydrogen fuel cell-based systems.
Promoting eco-design early on
In addition to complying with the REACH regulations, we invest proactively in R&D and we work to increase the environmental performance of our materials, all the while protecting our employees’ health: we’ve reduced the number of hexavalent chromium (CrVI) containing paints used across our sites, and for new production, totally eliminated them, for example: MBDA France has also launched an extensive mapping process of the toxic materials to be diverted in the coming years.

Reducing material use through 3D printing technology
Our production teams use 3D printing to improve the technical capabilities of products and to reduce material use. Since 2010, when this technology began to be rolled out as part of our partnership with Airbus, we have achieved mass savings of up to 61% for some of the parts designed with 3D printing. In the coming years, we are keen to extend the use of 3D technology across the Group; not only will this enable us to improve our technical performance, it will also help us to reduce our environmental impact.

Giving our products a sustainable lifecycle
When our products reach their end of life, MBDA offers to its customers to ensure that products are safely and sustainably decommissioned.
Since 2013, our team in Bourges Subdray has safely dismantled many of our older products, including APACHE, EXOCET, MAGIC, MICA and MISTRAL, ensuring that materials are recycled in compliance with regulations set out by the European Union environmental standards. In addition, MBDA was in 2016 awarded a contract for the destruction of non-transportable CROTALE missiles. The disposal will be carried out in a special detonation chamber and waste will be treated to generate minimum gas emissions.
The success of our decommissioning operations at Bourges Subdray has led to a number of new contracts being awarded, both from French Ministry of the Armed Forces (40%) and our export customers (60%). Therefore, we are currently doubling capacity for decommissioning by constructing a new pyrotechnic facility that is set to open in 2023.
Social: Mobilizing individual and collective energy

Our people are our most important asset. By implementing various initiatives across our national companies, MBDA aims to create an attractive environment for new recruits while guaranteeing that our employees can develop and thrive in an inclusive and safe working environment.

The health, safety and well-being of our people are our priority, and we are committed to providing a welcoming an inclusive workplace in which everyone has equal opportunity to reach their full potential.

From onboarding and upskilling to certified training, we are also committed to providing our employees with the best opportunities to learn and develop. We strive to create a culture which encourages creative thinking, innovation and action. That’s why we are committed to encouraging our employees to share their knowledge, experience and skills.

Building a sense of community is also crucial to us. From internal employees’ networks to opportunities to help the local communities near our sites, we are committed to creating a sense of belonging and we encourage our employees to act for good, both internally and externally.

Health and safety: protecting our greatest asset

At MBDA, the health and safety of our employees, service providers and visitors are paramount and we want to provide and maintain safe working conditions for all. That’s why the MBDA Group guarantees that its health and safety management mechanisms comply with regulations. Multiple initiatives ensure that all our employees enjoy working conditions which foster safety and well-being.

Providing training for our staff’s safety

Throughout the year, all our employees are provided with training and supervision for their roles and working environment. We continue to deliver this face-to-face, virtually or through e-learning modules, empowering our staff to take responsibility for a safe working environment.

In general, training on workplace safety includes topics encompassing office ergonomics, road safety and pyrotechnic and electric authorisation. In light of the Covid-19 pandemic, all employees have been able to complete modules on work-life balance during self-isolation and our managers have received recommendations on remote team management.

Stable level of reportable accidents with more than three days’ absence from work across our sites in comparison to 2019, with 23 accidents in total.
## Overview Environmental Governance

### Aligning with international standards

Achieving a positive health and safety culture with proactive risk management is one of our core objectives. All our national companies and employees are committed to complying with our Group’s health and safety policy, which is aligned with ISO 45001 certification, and ensures that MBDA provides and maintains a safe environment for all employees, agency workers and visitors.

All sites in the UK, France and Italy are certified by the **ISO 45001**

As part of our health and safety policy, our colleagues are encouraged to report any concerns. Throughout the year, we also conduct appropriate risk assessments so that we can improve our performance as a business. ‘Near miss’ accidents are recorded and shared across our sites. A root cause analysis is undertaken to ensure that lessons are learned and to mitigate any potential future incidents across our sites, allowing continuous improvement when it comes to health and safety.

### Learning: personal development, the key to our success

Attracting, retaining and developing talent is key to our continued success. In a highly competitive skills market, our mission is to ensure that all our employees can thrive in a safe, dynamic and innovative working environment.

### Opportunities to grow

We review the learning and development requirements of our staff on an annual basis, ensuring that operational needs and personal development are taken into account. To enhance our learning and development offering across the Group in 2021, a Group Learning and Development Officer was appointed. We invested more than €9,000,000 in learning and development in 2021 and employees working for our national companies in France, Germany, Italy and the UK spent approximately 289,000 hours on learning and development over the course of the year.

To guarantee the successful onboarding of new recruits, our learning and development offering includes specific programmes for new employees, including respect for MBDA’s values and an understanding of our processes.

We also believe that developing and nurturing our employees’ potential is key to their fulfilment and the sustainable growth of our business.

As part of our talent development programme, MBDA runs a global training programme with HEC Paris Executive Education, focused on strategy and innovation. Targeting emerging talent, current managers and top-ranking executives, this bespoke training programme has helped MBDA to attract new talent in search of opportunities for growth, while also retaining and developing existing talent.

In 2021, two sessions were held for 28 emerging talents and 28 executive talents from all national companies. Over the past 10 years, 700 employees from five different countries have taken part in the programme.

In addition, to improve our employees’ ability to take on new roles, we provide our employees with the opportunity to undertake certified training, including the Continuous Performance and Improvement programme, based on the Lean Six Sigma methodology. Since its launch in 2020, 150 Group employees have benefited from this programme.

Featuring some 435 modules, our learning and development offering includes high-quality blended learning opportunities for all employees. In response to the Covid-19 pandemic, we reduced our face-to-face learning and accelerated the roll-out of our digital learning platform to ensure learning can continue. YOULEARN is available in all national companies, and helps employees to improve their understanding of MBDA’s activities, as well as supporting the development of skills and confidence to meet new and challenging business requirements.
Building our customers’ capacities

MBDA is also committed to providing its customers with multichannel training opportunities to better operate our missile systems.

Missile Systems University: To support the sharing of skills and knowledge in technical and non-technical domains, our MBDA Systems University offers bespoke training sessions for our customers on all topics related to the design and manufacture of missile systems. Since 2008, 60 customers and 1,300 of their employees have attended these sessions.

Virtual reality: Virtual reality technology has opened up new opportunities to provide our customers with innovative and immersive learning experiences.

Committed to employee well-being

At MBDA, we are committed to providing excellent working conditions and a healthy and safe environment which fosters employee well-being and engagement.

Raising health and wellbeing awareness

Our national companies regularly run campaigns to raise employee awareness of health and well-being. MBDA France has launched a well-being week to encourage positive behavioural changes, addressing subjects such as stress management, nutrition and ergonomics.

For many years, MBDA UK has implemented an annual calendar of awareness campaigns with relevant and engaging content, championed by members of the UK leadership team who are actively engaged in well-being activities.

In the UK, well-being surveys have been conducted on a regular basis throughout the Covid-19 pandemic to assess and support the wellbeing of our employees. Employees who complete the survey received personalised tips on how to maintain and improve their wellbeing.

No. of employee hours dedicated to learning for all employees

288,999

No. of employees who have participated in formal learning activities

9,887

UK Health & Wellbeing Communications Campaign Calendar 2021

For more information visit our Health & Wellbeing intranet pages.
Supporting families
Work-life balance is a priority for MBDA, and our employees across our national companies benefit from a number of initiatives which support families:

- In France, MBDA directly provides places in MBDA’s childcare facilities and finances childcare facilities close to employee homes.
- In Italy, as part of the National Collective Contract for the industry, statutory maternity allowance is topped up to 100% of salary. MBDA also offers a refund for costs of kindergarten, and at our La Spezia site, employees with children have access to additional provisions including school books and summer camps.
- In Germany, MBDA offers an extra six months of parental leave, in addition to the statutory period of three years. We also offer eight days of leave specifically for childcare or other caring responsibilities, in return for a partial salary concession. During school holidays, in partnership with specialist organisations, MBDA also provides childcare. For employees who need to care for close relatives, MBDA Germany also offers unpaid leave of up to six months, over and above the statutory provision.
- In the UK, MBDA offers a range of family leave provisions, including enhanced maternity and paternity pay, additional paid leave for neonatal care, adoption policies and shared parental leave. MBDA UK is also piloting a coaching scheme for those returning from maternity leave, and everyone is welcome to join our Parents & Carers network, led by employees to encourage a family-friendly workplace.

Equality, diversity and inclusion: driving forces

We recognise that a diversity of skills, experience and perspectives is crucial to our success, enabling us to deliver for our customers and innovate for the future, all while enriching our communities.

It’s vital that we are able to attract, retain and engage a diverse workforce and that we provide an environment in which creativity and innovation thrive, thoughts, opinions and ideas are shared openly and every voice is heard.

We are committed to creating a welcoming, respectful and inclusive workplace where all employees feel they belong, are able to perform to the best of their ability and enjoy equal opportunities to reach their full potential.

Building knowledge and awareness
MBDA provides a wide range of learning content on equality, diversity and inclusion topics, including our expected standards of inclusive and respectful behaviour, and promotes awareness and understanding of different experiences and perspectives.

In the UK, varied learning opportunities and resources about equality, diversity and inclusion are provided for employees at all levels. A digital learning module on inclusion at MBDA is mandatory for all new recruits, setting expectations of employee behaviour from day one. A workshop on inclusive leadership is available for all managers and we offer lunchtime learning sessions and communication campaigns on a variety of subjects, often in collaboration with our employee networks.

In MBDA France, manager training includes an introduction to the company’s inclusion and diversity commitments and a focus on understanding and preventing discrimination, harassment and bullying. All employees can access a web series and events on gender-related topics, promoting equality and challenging stereotypes.

In MBDA Italy, Equality, Diversity and Inclusion themes are being integrated into different Learning & Development initiatives, and to ensure HR are able to support and coach effectively on this topic, a specific training course was launched in 2021 with focus on managing change and supporting diversity and inclusion.

Ensuring and improving gender balance

MBDA is committed to fair and equal pay, opportunities and treatment for all employees, irrespective of gender. We comply with local regulations in our national companies, including reporting on gender representation and equality.

In 2021, MBDA UK published our fifth Gender Pay Gap Report, showing continued progress in reducing the gender pay gap, with metrics including mean and median hourly pay and bonus pay. This showed an increase in females in senior positions and higher representation of women in the company overall.

MBDA France scored 89 out of 100 on the 2021 Gender Equality Index; it includes criteria such as the gender pay gap and the gap in pay rises between genders, among others.

MBDA actively raises awareness of careers in which women are less represented, particularly within technical and scientific fields, and facilitates women’s access to them.

Through its partnership with the French association Elles Bougent, MBDA France organises campaigns to provide information about the many opportunities in these fields and to inspire girls and young women to consider a STEM career. MBDA UK is a regular sponsor of the annual IET (Institution of Engineering and Technology) Young Woman Engineer of the Year Awards; celebrating talented young women who work in STEM today and highlighting role models for the next generation.

MBDA UK also works with the external organisation STEM Returners; in 2021, we welcomed back our first cohort of engineers who had taken a career break, providing them with a placement opportunity to refresh their skills, followed by the offer of a permanent role. This programme is open to all genders but has proved to be a successful way to encourage women to re-start their careers in STEM professions. MBDA UK is also a signatory of the Women in Defence Charter and a member of the WISE (Women in Science and Engineering) campaign.

We are also committed to greater female representation in leadership positions. In Germany, MBDA has been involved in the Frauen in Führungspositionen (Women in Leadership) initiative since 2014. This project, consisting of a one-and-a-half-year programme which is exclusively for women with the potential to take on leadership roles, aims to increase the proportion of women in senior positions. There is also a similar programme which encourages female leadership roles in Italy. As of 2021, 24 female senior managers and 48 new recruits took part in the Mentoring on Female Leadership programme.
Disability inclusion
MBDA is positive about disability and seeks to provide opportunities and ensure effective inclusion for disabled workers. Across the Group, we are committed to complying with national regulations, including meeting employment quotas of people with disabilities where applicable (France, Germany, and Italy), providing development and training opportunities and ensuring that personalised adjustments are put in place to enable effective working.

MBDA France has developed the ACCESS programme, an action plan to ensure the effective inclusion of employees with disabilities. Under the terms of its third agreement, signed by all representative unions and approved by the DIRECCTE (French Labour Administration), MBDA France focuses on four priorities: providing employment opportunities for people with disabilities, supporting professional integration, working with the protected and adapted employment sector and raising awareness among employees.

MBDA France also provides opportunities for people with disabilities to obtain a professional qualification through MBDA France also provides opportunities for people with disabilities, supporting professional integration, working with the protected and adapted employment sector and raising awareness among employees.

MBDA Germany in 2021

MBDA Italy in 2021

Promoting social mobility
Given our commitment to promoting equal opportunities for all, MBDA actively promotes social mobility. In France, we have developed partnerships with charities which support and help young people from disadvantaged social backgrounds to continue or resume their studies.

Together with our partners, MBDA France has established mentoring programmes, developed work-study programmes and provided internships and employment opportunities. We have also organised company visits, giving students the opportunity to learn more about the varied roles and activities undertaken at MBDA and to receive HR advice on possible career choices.

MBDA UK actively supports and leads a number of local and national outreach activities, supported by STEM Ambassador employees. These fun and educational activities introduce young people aged 11 to 15 from diverse backgrounds to the wide-ranging careers within engineering and wider STEM disciplines. Throughout 2021, we also continued to provide work experience for students aged 15 to 18.

For a number of years, MBDA UK has also partnered with Uptree, an organisation which provides careers education for students from low-income or less advantaged backgrounds. As part of our commitments to the Careers & Enterprise Company, a national body set up by the UK government, we also support a number of students who struggle to engage at school, offering insight days to broaden their horizons and helping them to prepare for the world of work.

In 2022, MBDA UK will work with Movement to Work, a charity coalition of UK employers including the Civil Service, which offers work placements to young people who are not in employment, education or training (NEET).

Diversity & Inclusion KPIs

6.5% disabled employees at MBDA France in 2021

4.8% disabled employees at MBDA Germany in 2021

4.9% disabled employees at MBDA Italy in 2021

We create a sense of community
Our internal networks and communities play an important part in the workplace culture. Launched and led by passionate colleagues and sponsored by a senior leader, our networks raise awareness, celebrate the power of our differences and provide a forum in which to share personal stories and experiences.

Network activity in 2021

Neurodiversity at MBDA: In 2021, the Neurodiversity network at MBDA network was launched in the UK. It raises awareness of cognitive and neurodiversity, challenges misconceptions and promotes a positive and supportive working environment in which everyone is able to reach their full potential. The network also provides employees with the opportunity to share their personal experiences, whether as neurodiverse individuals themselves or as parents and carers.

GEN-EQ: GEN-EQ is our gender balance and inclusion network in the UK. Founded in 2012 under the name SPACE2B, it was MBDA UK’s first employee network; its new name reflects how it continues to grow and listen to its members, adapting to the changing needs of our business and our people. GEN-EQ supports and promotes GENder EQuality at MBDA and recognises the value of emotional intelligence (EQ) in the workplace.

SPACE2B Germany: SPACE2B organised several online events, including virtual coffee talks and presentations, hosted by a range of employees including a young female student sharing her thesis and a senior female leader sharing her experiences from her career. The SPACE2B team also organized a networking event with companies located close to MBDA’s site at Schrobenhausen.

Parents & Carers: Launched in the UK in 2020, this community enables its members to share their experiences and resources and ask for advice. In 2021, Parents & Carers continued to run regular coffee morning sessions, helping people to connect and share experiences, and it provided activity packs for children to enjoy in the school holidays.

Mosaic: Our network to champion ethnic diversity as formed in the UK in 2020; since then, it has built relationships with counterpart networks in other defence organisations and, in November 2021, it co-sponsored the Breaking Boundaries event, in partnership with Atkins and Airbus. This gala event featured sessions on improving racial and ethnic diversity within the aerospace and defence industry, including a panel discussion with representatives from various employee networks, business leaders and HR professionals.

Pride at MBDA: This UK network provided a comprehensive calendar of events and communications on a wide range of LGBTQ+ topics and continued to engage with the UK Armed Forces, building strong relationships through the growing Pride in Defence community.
Local communities: a force for good

With operations in Europe and further afield, we have a major responsibility to drive positive change in all our areas of operation. A variety of initiatives and programmes ensure that we are a force for good in communities around the world.

MBDA works to have a positive impact in the neighbourhoods in which our sites are based and strives to ensure that all employees are proud of their company. Through a variety of initiatives, MBDA works to help local charities, non-profit organisations focused on youth development and relevant environmental initiatives and it encourages social participation in sport, arts, culture and heritage. In 2021, MBDA supported multiple hospices via various initiatives, including Stand by Me, focused on providing support and information for bereaved families in the UK, and Derian House Children’s Hospice which cares for children who have been diagnosed with a life-limiting or life-threatening condition.

At MBDA Italy, agreements have been signed with more than 10 universities, mostly with the Faculties of Engineering. These agreements have led to more than 50 curricular internships and more than 90 extracurricular internships in the last five years. In addition, several project proposals were submitted in 2021; two PhD proposals were accepted with the University of Tor Vergata under a MIUR call for proposals on sustainability-related topics.

Supporting our communities during COVID-19

Supporting healthcare workers:
We supported healthcare workers by using our technology to design, create and donate face shields. Our colleagues quickly donated new equipment using our 3D printing technology, providing invaluable PPE for frontline medical staff.

Supporting service centres which help disabled people into work:
In France, 3,000 face masks were donated to assistance and service centres which help disabled people into work. In addition, we provided financial support for two of these centres, enabling them to establish additional transportation facilities to help people with disabilities.
Governance: Ethics and compliance at the centre of our activities

Our governance describes the ways in which we run our business and ensure the integrity of our practices, in accordance with the laws and regulations of the countries in which we operate. We work closely with a variety of stakeholders throughout our value chain.

We aim to lead by example. Internally, we have developed a Code of Ethics and a set of anti-bribery and corruption policies which guide our actions to ensure ethical behaviour and help our employees to do their job with integrity.

Externally, our partners’ values and practices must be aligned with our own. To maintain and develop a sustainable supply chain, we perform checks on all of our suppliers, focusing on criteria including business ethics, commitment to human rights and environment, health and safety standards. We also review our export procedures to ensure compliance with regard to handling goods, technology and data and providing services outside our home nations.

Corporate governance

Our corporate governance structure specifies the distribution of roles and responsibilities within the company, such as the MBDA Board, the Chief Executive Officer, the Group Directors of the Executive Committee and the Management Committee, the national companies’ Managing Directors and other stakeholders.

The Executive Committee has been tasked by the MBDA Board with managing MBDA and is chaired by the Chief Executive Officer. All Executive Committee members report to the CEO and share the same hierarchical level. The Executive Committee is MBDA’s key decision-making body: it is responsible for the overall management of the MBDA Group and ensures the efficient co-ordination of its members’ activities, particularly complex, strategic and sensitive topics which need to be addressed by the Group.
MBDA’s corporate governance takes into account the company’s specific and unique organisational model in the defence industry, with an integrated model at the Group level with a unique profit and loss responsibility, while a specific role is taken on by each national company’s Managing Director within their own country.

Most of the functions within MBDA’s integrated model feature cross-border committees to develop policies and best practices for their respective activities and operations.

Directors act in accordance with the MBDA Group’s Principles of Operation which specify the main roles and responsibilities of the MBDA Group’s two main operational governance committees, the Executive Committee and the Management Committee. A detailed Business Management System contains all policies, processes and procedures which govern the daily operations of MBDA’s functions and corporate structures; in this way, all stakeholders can manage in a manner which complies with applicable laws and MBDA’s guidelines.

Our principles

**INTEGRITY**
Respecting fair competition and preventing the undue influence of any third party.

**TRANSPARENCY**
Remaining open about decisions relating to the tender process.

**HONESTY**
Ensuring sufficient and accurate information in our tender documents.

**RESPONSIBILITY**
Defining clear roles and responsibilities through appropriate Group procedures.

**TRACEABILITY**
Maintaining strict documentation of all decision-making processes.

We comply with all national laws and regulations in the countries in which MBDA is located or operates, including (but not limited to) the UK Bribery Act 2010, the Italian legislative decree Dlgs 231/2001, the French law no. 2016-1691, Sapin II and the Foreign Corrupt Practices Act of 1977, as amended.

**Export control**
We sell and export our products and services to selected allies of our home nations and across our home nations. Export control regulations require us to obtain the relevant authorisations to be allowed to export.

We maintain robust procedures for handling goods, technology and data and providing services outside our home nations and we continually review such measures. A Group Export Control policy is in place to ensure and maintain effective export control compliance.

An Export Compliance Steering Committee (ECSC) meets twice a year to oversee executive management of export control compliance issues for the MBDA Group and to validate any decisions required for its implementation. Trade Compliance Officers, attached to the management of the national companies, have been appointed to guarantee compliance with regulations.

**Ethics and compliance governance at the heart of everything we do**

The Executive Committee has assigned the Business Ethics Committee (BEC) overall responsibility and authority for the implementation of the Code of Ethics and the Anti-Bribery and Corruption programme.

The committee is responsible for approving policies, supervising the implementation of ABC programmes and providing third-level approval.

The BEC meets quarterly and, on an ad-hoc basis, to deliberate on topics related to anti-bribery and corruption and approve Business Advisors. As of 2022, human rights issues will also be included in the scope of the BEC’s activities.

Members of this Committee include the Chief Financial Officer, the Executive Group Director Sales and Business Development, the Export Sales Group Director, the Group General Counsel and the Chief Ethics, Compliance and Corporate Responsibility Officer (CECRO).

**Corporate ethics & compliance**

Integrity is one of the five principles which underpin our mission. We are a trusted and reliable partner of all our stakeholders and we pride ourselves on maintaining the highest standards of ethics and compliance across all our countries of operation.

**Code of Ethics**

Our Code of Ethics sets out the business conduct principles which must guide our day-to-day relations, both internally and externally. In addition to complying with the law, our Code of Ethics asks us to go further in the pursuit of what we think is right, balancing the interests of our business, our people and our planet.

The Code of Ethics was approved by MBDA’s Executive Committee and it is implemented by policies and procedures, both at Group and national levels. Specific policies and procedures are approved by the CEO’s office.

**Seeking guidance and reporting concerns**

We want to foster a culture which encourages our team members to speak up or report concerns, without fear of retaliation or harassment. All employees should feel comfortable asking questions or reporting suspected violations. As such, several reporting channels have been implemented; employees can report a concern directly to a manager, a supervisor, the Human Resources department, the Legal department or the CECRO. In addition, MBDA has also provided an email channel for whistle-blowing reporting; the identity of the sender always remains confidential.

**Awareness and training**

Training is key to ensure that our employees remain vigilant about ethics and compliance. A Training Plan provides guidance about training for all our employees on Ethics and Compliance. Training sessions are provided face-to-face, via video or on our YOULEARN platform. Topics include Ethics corporate compliance and sustainable supply chain ethics, among others. By the end of 2020, a new module on supply chain integrity was launched to raise awareness of supplier risk management, including ethical risks. Led by our ethics and compliance experts, we also organised bespoke training sessions for colleagues with risk exposure in sales and procurement.

**Anti-Bribery and Corruption Programme**

We are committed to fighting all forms of corruption across our operations as it undermines democracy, impedes economic growth, damages reputations and erodes trust. Our Anti-Bribery and Corruption programme is designed to go above and beyond local laws and regulations. It reflects the principles of the OECD Convention on Combating Bribery of Foreign Public Officials in International Business.

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In addition, we regularly inform and train our employees on our export control measures and relevant legislation so that they can perform their duties within a clearly defined framework.

International conventions and sectorial initiatives: supporting a better world

MBDA complies with international conventions and sectorial initiatives which provide framework and guidance for our commitments:
- The International Labour Organisation’s Core Conventions,
- 1996 UN covenants on Civil and Political Rights (ICCPR) and on Economic, Social and Cultural Rights (ICESCR),
- The UN’s Guiding Principles on Business and Human Rights,
- The OECD’s Convention on Combating Bribery of Foreign Public Officials in International Business Transactions,
- The OECD’s Recommendation of the Council for Further Combating Bribery of Foreign Public Officials in International Business Transactions,
- The ASD’s Common Industry Standards for European Aerospace and Defence,
- The ASD and AIA’s Global Principles of Business Ethics for the Aerospace and Defence Industry.

MBDA also complies with international laws and treaties, including International humanitarian law and arms trade law.

MBDA’s home nations are all party to:
- The Geneva Conventions of 1949 and its three protocols,
- The Convention for the Protection of Cultural Property in the Event of Armed Conflict of 1954 and its two protocols,
- The Convention on Certain Conventional Weapons of 1980 and its five protocols (the UK is not a state part of Protocol V of the 1980 convention on Certain Conventional Weapons),
- The Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict of 2000,
- The Arms Trade Treaty of 2013,
- The Biological Weapons Convention of 1972,
- The Chemical Weapons Convention of 1993,
- The Convention on Cluster Munitions of 2008,
- The Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on their Destruction of 1997,
- The Treaty on the Non-Proliferation of Nuclear Weapons of 1968.

Consequently, MBDA does not design, manufacture, sell or maintain arms which would violate these treaties.

Sustainable supply chain: promoting ethics and responsibility in our partnerships

MBDA is committed to ensuring the integrity and sustainability of its supply chain and guaranteeing that the business priorities, values and practices of our partners are aligned with our own. MBDA also focuses on developing strong ties with small and medium-sized businesses; they are a driving force for innovation.

Supply Chain Business Ethics procedure

We manage ethics and compliance risks through a robust and rigorous supplier due-diligence and on-boarding process. All our suppliers are subjected to a screening via an external database and a specific procedure is carried out internally.

MBDA also performs environmental, health and safety checks on its suppliers as we expect them to implement and develop environmentally friendly processes and products, in compliance with international legislation such as the REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) regulations and to provide a safe and healthy working environment for their own employees, free from any threat or violence.

Our commitment to respecting human rights

MBDA complies fully with international laws and principles regarding the elimination of all forms of forced labour and the prohibition of child labour. MBDA also complies with international and national laws on the freedom of association, expression and assembly, and ensures that its policies are aligned with the right to dignity at work.

We therefore perform human rights checks on our suppliers. 90% of our Tier 1 suppliers are based in Europe or OECD countries, meaning that they are subject to laws which respect human rights.
We carefully enforce our Supply Chain Business Ethics procedure which ensures that the ethics and compliance programmes of our current and future suppliers are assessed and approved. MBDA follows these fundamental principles with regard to its employees and suppliers and enforces a special due-diligence check on high-risk third parties.

MBDA also complies with the national laws and regulations of the countries in which we have manufacturing operations and respects the principles enshrined in the UK Modern Slavery Act, the French Declaration of the Rights of Man and the Citizen and the French law no. 2017-399 on the duty of care of parent companies.

**Promoting innovation through our relationships with SME suppliers**

We believe that partnering with small and medium-sized enterprises (SMEs) drives innovation and supports the local economy. We seek to build long-term relationships with our SME partners, including guidance, networking and access to wider markets. To this end, we regularly engage with SMEs through the E3 (Explore, Engage, Endure) platform, trade shows, external technical challenges and strategic academic partnerships. We also plan to take part in additional national supply chain development and innovation programmes of our current and future suppliers to encourage SMEs to develop innovative high-potential French SMEs.

**Labour relations: commitment to a constructive dialogue**

At MBDA, we are committed to listening to our employees. Involving them in corporate governance is key to guarantee employee fulfilment and establish a sustainable and healthy business. We maintain close relationships with labour unions in all the countries in which we operate, in accordance with national regulations. In addition, we encourage constructive dialogue on issues which we consider to be vital to the well-being of our employees.

Conducted every two years, the Employee Opinion Survey (EOS) is a key tool which we use to listen to our employees’ views and integrate their feedback into our action plans. The 2021 EOS had a high participation rate and the responses have provided the foundation of the 2022 action plan which will be shared with all employees and trade unions.

**New ways of working**

Covid-19 has profoundly transformed our way of working and our expectations of our work environment. To meet these expectations while ensuring operational and collective efficiency, MBDA has rethought its approach and has made improvements to its sites’ working environments for all employees. Driven by our belief that improving our way of working together today will lead to more success tomorrow, these new agreements include principles on enhancing the working environment and implementing a smart and flexible working structure. These principles are based on trust, accountability and a focus on output delivery.

The UK has adopted Dynamic Working, which includes a blended approach to hybrid and flexible working, with on-site workspaces and technology to enable different types of collaboration and work activity. Employees have been able to participate in the design of Dynamic Working through regular communications, events, focus groups and surveys, as well as engagement with our trade unions and employee networks. The launch and ongoing change programme is supported by a volunteer community of employee ambassadors and champions, who are equipped to cascade messages, answer questions, signpost resources and provide feedback.

In Italy, in light of the Covid-19 pandemic, 1,370 employees took part in a survey to develop a new smart working model, focusing on equipment needs, ergonomics and health and safety issues. Following this consultation, MBDA Italy set a target of an adoption rate of smart working practices of 80% by 2026, with an average of five smart working days per month.

In Germany, during the Covid-19 pandemic, remote working procedures were discussed with trade unions, including flexible working times and arrangements to support parents and families in view of home-schooling requirements.

For instance, MBDA France became a member of the Pacte PME initiative in 2010; it works to strengthen relationships between large companies and SMEs to support the growth of innovative high-potential French SMEs.

After a consultation phase with all employees, followed by a period of discussion and negotiation with labour unions, MBDA France signed the Synapse collective agreement in December 2021. This important agreement offers all MBDA employees new opportunities: it aims to make their working environment even more attractive, whether they are working on site or remotely, contribute to team cohesion and improve operational efficiency.

The successful implementation of the Synapse project is focused on five major principles which all employees will embody in their day-to-day work: flexibility, fairness, reciprocity, accountability and trust.

The agreement’s suggested improvements will be rolled out in several stages over three years, from 2022 to 2024. An e-learning module will be provided for all employees, covering the principles of the agreement.

Focus on
the Synapse agreement

Flexibility

Fairness

Trust

Reciprocity

Accountability

New ways of working

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As an interested stakeholder, we would welcome any comments, queries or feedback you may have on this report or on our sustainability programme in general.

Please contact us directly on our website:
https://www.mbdasystems.com/newsroom/press-contact/

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